

# ARTS & venues

DENVER

## 2012 BUDGET PRESENTATION



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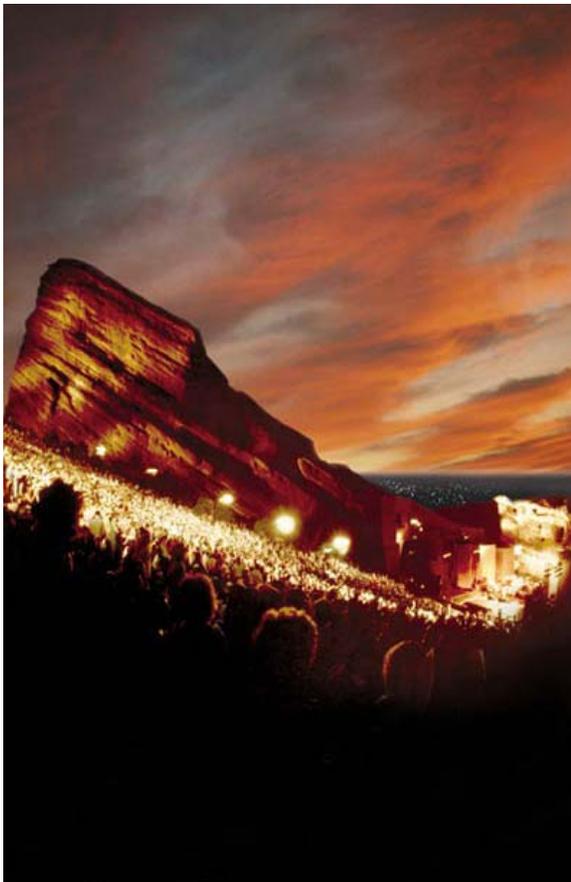
DENVER

**Mission Statement:** To enhance Denver's quality of life and economic vitality through premier public venues, artworks, and entertainment opportunities.

# Arts & Venues Denver Facilities

## Arenas Division

Red Rocks Amphitheatre



Red Rocks Visitors Center



Denver Coliseum



Colorado Welcome Center



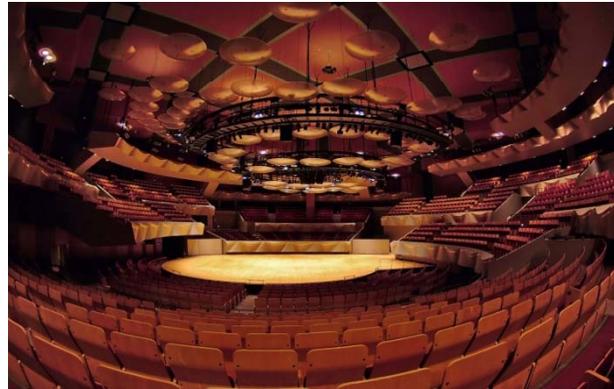
# Arts & Venues Denver Facilities

Denver Performing Arts Complex (DPAC)

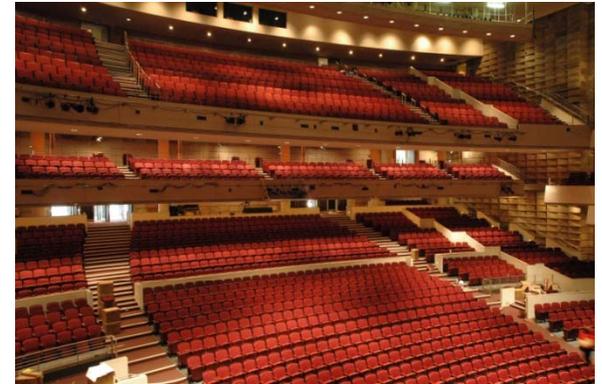
Ellie Caulkins Opera House



Boettcher Concert Hall



Buell Theatre



The Limelight Supper Club & Lounge



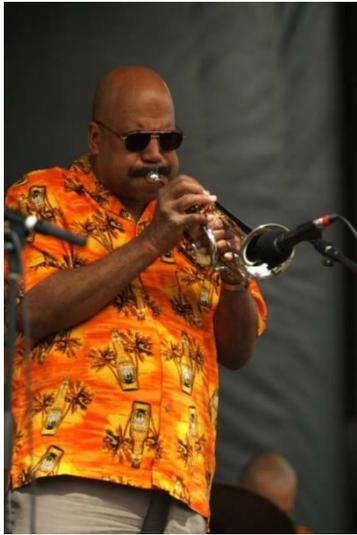
Studio Loft



Chambers Grant Salon



# Arts & Venues Denver Cultural Program Development



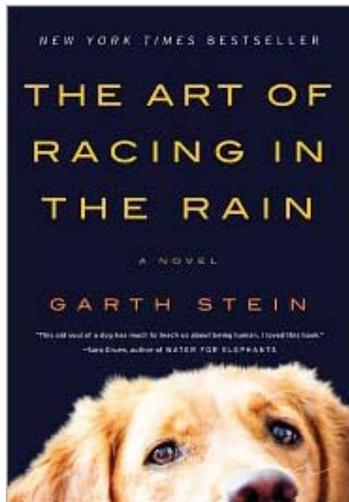
Five Points Jazz Festival  
One Book One Denver



July 4<sup>th</sup> Concert in Civic Center Park



Public Art Program



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Doors Open Denver

# Arts & Venues Denver Facilities

## Colorado Convention Center and Wells Fargo Theatre



## Crossroads Theatre



## Denver Theatre District



# Arts & Venues Denver Long Term Goals

- Continue to operate Arts & Venues Denver venues without support from General Fund
- Maintain current quantity, quality and diversity of programming
- Ensure longevity of City's \$1.1 Billion investment in venues through prudent CIP management
- Enhance patron satisfaction at all venues and events
- Manage City's Public Art program and serve as chief advocate for City arts programs and economic development in the creative sector
- Find innovative ways to grow revenue and reduce expenses at the Colorado Convention Center to shrink the center's operating deficit
- Maintain venue sponsorship and advertising revenues

# Arts & Venues Denver 2011 Accomplishments

- Successfully Consolidated Theatres & Arenas and DOCA, resulting in \$1.2M permanent GF savings.
- Arts & Venues Denver expects to meet 2011 budget goals with a revenue surplus (including \$780,000 of current year DOCA operating expenditures).
- 2011 CCC bookings and related hotel occupancy is strongest in last seven years; experts at *Toronto Globe & Mail* selected Denver as the No. 1 destination in the world for conventions.
- Completed Studio Loft Bond project in ECOH; now open for rental
- Very strong 2011 concert season at Red Rocks.
- Enabled re-opening of McNichols building by contributing matching funding to leverage a Boettcher foundation grant to fund improvements.
- Incorporated administrative support for SCFD Tier III organizations with current cultural program staffing.

# Arts & Venues Denver – What's Different in 2012?

- First full year of operating as a merged agency.
- Likely new partners: Retail tenant at 14<sup>th</sup> and Champa and CHL hockey in the Denver Coliseum.
- Incorporate creative sector initiatives into agency operations, fulfilling merger benefits.
- Resolution of NWSS desire to move from current location.

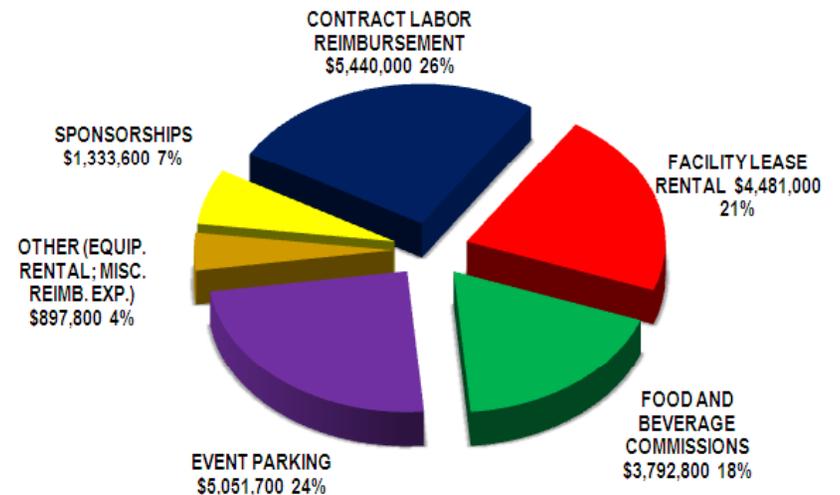
# Arts & Venues Denver - Recent Financial Results

	2010 ACTUAL	2011 BUDGET	2012 RECOMMENDED	\$ CHANGE	% INCREASE (DECREASE)
<b>REVENUE</b>					
Operating Revenue	\$ 20,470,500	\$ 20,046,100	\$ 20,885,900	\$ 839,800	2.0%
Misc. Revenue	208,400	105,000	111,000	6,000	-46.7%
<b>TOTAL REVENUE</b>	<b>\$ 20,678,900</b>	<b>\$ 20,151,100</b>	<b>\$ 20,996,900</b>	<b>\$ 845,800</b>	<b>4.2%</b>
<b>EXPENDITURES</b>					
Personnel Services	\$ 4,430,000	\$ 5,068,300	\$ 5,712,500	\$ 644,200	29.0%
Supplies and Materials	11,306,400	12,539,200	14,192,300	1,653,100	25.5%
Capital Equipment	155,800	210,000	387,700	177,700	148.8%
Internal Services and Misc.	2,208,700	2,280,200	704,400	(1,575,800)	-68.1%
<b>TOTAL EXPENDITURES</b>	<b>\$ 18,100,900</b>	<b>\$ 20,097,700</b>	<b>\$ 20,996,900</b>	<b>\$ 899,200</b>	<b>16.0%</b>
<b>PERSONNEL COMPLEMENT</b>					
Administration	11.00	11.00	12.00	1.00	9.1%
Marketing	3.00	3.00	4.00	1.00	33.3%
Cultural Program Management	-	-	8.00	8.00	
Arenas	10.00	10.00	9.00	(1.00)	-10.0%
Denver Performing Arts Complex	42.00	38.00	38.00	-	0.0%
<b>PERSONNEL (FTEs)</b>	<b>66.00</b>	<b>62.00</b>	<b>71.00</b>	<b>9.00</b>	<b>12.7%</b>

# Arts & Venues Denver Special Revenue Fund 15815 2012 Budget Revenues and Expenditures Request

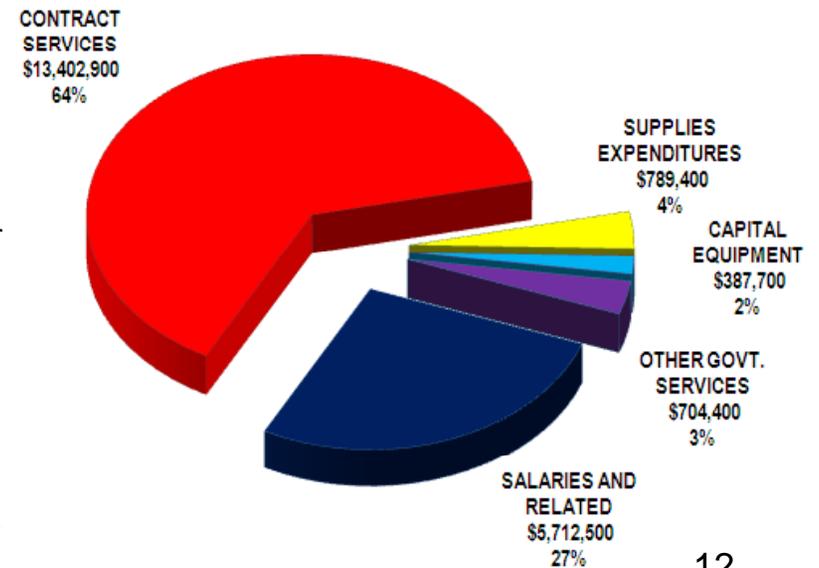
## 2012 REVENUE BUDGET

	2012 REVENUES		
CONTRACT LABOR REIMBURSEMENT	\$	5,440,000	26%
FACILITY LEASE RENTAL	\$	4,481,000	21%
FOOD AND BEVERAGE COMMISSIONS	\$	3,792,800	18%
EVENT PARKING	\$	5,051,700	24%
OTHER (EQUIP. RENTAL; MISC. REIMB. EXP.)	\$	897,800	4%
SPONSORSHIPS	\$	1,333,600	6%
<b>2012 REVENUE</b>	<b>\$</b>	<b>20,996,900</b>	<b>100%</b>



## 2012 EXPENDITURES BUDGET

	2012 EXPENDITURES		
SALARIES AND RELATED	\$	5,712,500	27%
CONTRACT SERVICES	\$	13,402,900	64%
SUPPLIES EXPENDITURES	\$	789,400	4%
CAPITAL EQUIPMENT	\$	387,700	2%
OTHER GOVT. SERVICES	\$	704,400	3%
<b>2012 RECOMMENDED EXPENDITURES</b>	<b>\$</b>	<b>20,996,900</b>	<b>100%</b>



# Colorado Convention Center Operating Fund 15607

## Recent Financial Results & 2012 Budget Request

	ACTUAL 2010	BUDGET 2011	2012 BUDGET
STATISTICS			
EVENTS	246	309	266
EVENT DAYS	537	575	567
ATTENDANCE	865,961	919,161	910,000
EVENT INCOME			
DIRECT EVENT INCOME			
RENTAL INCOME	6,683,932	6,135,276	6,632,295
SERVICE EVENT INCOME	1,559,262	1,042,484	1,110,970
SERVICE EVENT EXPENSE	(5,243,607)	(4,119,166)	(4,497,135)
TOTAL DIRECT EVENT INCOME	\$ 2,999,587	\$ 3,058,594	\$ 3,246,129
TOTAL ANCILLARY INCOME & OTHER	8,415,078	8,809,066	8,293,478
TOTAL EVENT INCOME	\$ 11,414,662	\$ 11,867,660	\$ 11,539,608
OTHER OPERATING INCOME	1,193,952	1,366,747	1,356,872
ADJUSTED GROSS INCOME	\$ 12,608,614	\$ 13,234,407	\$ 12,896,480
INDIRECT OPERATING EXPENSES	11,438,553	12,361,793	12,196,047
NET INCOME (LOSS) FROM SMG AT THE CCC	\$ 1,170,063	\$ 872,614	\$ 700,433
OTHER FUND 15607 EXPENDITURES (NOT PAID BY SMG AT THE CCC)			
SMG INCENTIVE FEE (EARNED IN PY-PAID IN FOLLOWING YR)	(325,000)	(351,520)	(365,581)
CCC CEP REQUEST	(58,245)	(19,800)	(30,000)
SERIES 2003 CCC GARAGE COP PAYMENT		-	-
OTHER GOVT CHGS / SVCS			-
UTILITIES FUNDING CCC	(3,057,571)	(3,300,000)	(3,100,000)
TOTAL SUPPLEMENTAL FUNDING REQUIRED	\$ (2,534,356)	\$ (2,798,706)	\$ (2,795,148)
<b>FUND 15607 COLORADO CONVENTION CENTER</b>			
<b>GENERAL FUND TRANSFER</b>			
	2010	2011	2012
Colorado Convention Center General Fund Transfer	\$ 2,534,356	\$ 2,798,706	\$ 2,800,000

# Arts & Venues Denver

## 2012 Capital Improvement Program Request

<u>Maintenance Program Expenditures</u>	<u>2011 Funding Allocation (includes mill levy funding)</u>	<u>2012 Funding Allocation (includes mill levy funding)</u>
Ellie Caulkins Opera House	\$ 125,000	\$ 40,000
Buell Theatre	\$ 200,000	\$ 120,000
Colorado Convention Center	\$ 865,000	\$ 1,080,000
Coliseum	\$ 840,000	\$ 555,000
Denver Performing Arts Complex	\$ 40,000	\$ 275,000
Red Rocks	\$ 930,000	\$ 780,000
Public Arts Maintenance Projects	\$ 250,000	\$ 225,000
<b>Total Maintenance Program Expenditures</b>	<b>\$ 3,250,000</b>	<b>\$ 3,075,000</b>

<u>Capital Improvement Payments</u>	<u>2011 Projected Funding</u>	<u>2012 Projected Funding</u>
Red Rocks Visitor's Center Payment	\$ 699,180	\$ 522,770
Auditorium Renovation Payment	\$ 1,912,040	\$ 1,942,540
Helen Bonfils Theatre Complex	\$ 490,280	\$ 577,000
National Western Complex	\$ -	\$ 195,000
<b>Total Capital Improvement Payments</b>	<b>\$ 3,101,500</b>	<b>\$ 3,237,310</b>

<u>Discretionary Projects</u>	<u>2011 Projected Funding</u>	<u>2012 Projected Funding</u>
Red Rocks Road/Bridge/Trail Improvements	\$ 700,000	\$ -
<b>Total Discretionary CIP Expenditures</b>	<b>\$ 700,000</b>	<b>\$ -</b>

<b>TOTAL THEATRES CIP</b>	<b>\$ 7,051,500</b>	<b>\$ 6,312,310</b>
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# Arts & Venues Denver 2011-2012 Strategic Initiatives

- Continue to merge resources and to realize synergies from former DOCA.
- Create a strategic plan for the redevelopment of the Denver Coliseum - the venue itself and the broader community issues around the Coliseum and National Western Stock Show.
- Recruit retail tenant to fill the vacant space adjacent to Colorado Convention Center.
- Enhanced contract management for management of venues.
- Complete upgrades to McNichols building for mid-2012 re-opening; develop facilities and program plan for successful public activation of the building and Civic Center Park.
- Support for Denver County Cultural Council and Tier III SCFD organizations into Arts & Venues Denver.
- Recruit CHL hockey team to play in the Coliseum.
- Promote various performing arts groups and the historic Five Points community by creating a successful business model at Crossroads Theatre. (Cultural & Recreational Opportunities)
- Broaden the reach of the One Percent for Art program by improving public access and awareness of all aspects of the program from art selection through installation and maintenance.
- Leverage a small investment in cultural economic development into the creation and support of a vital cultural sector through technical assistance, promotion and loan programs.
- Ensure broad access to arts and culture through direct programming of cultural heritage festivals and literacy programs and sponsorship of additional free public events.

# Arts & Venues Denver Funds

## OPERATING FUNDS

Arts & Venues  
Special Revenue  
Fund 15815

Colorado Convention Center  
Special Revenue  
Fund 15607

## DONATION FUNDS / SPECIAL PURPOSE FUNDS

Preserve The Rocks  
Donations  
Special Revenue Fund  
Fund 15714

Quigg Newton Auditorium  
Donations  
Special Revenue Fund  
Fund 15717

Temple Hoyne Buell Theatre  
Donations  
Special Revenue  
Fund 15718

Boettcher Concert Hall  
Donations  
Special Revenue  
Fund 15719

DOCA Donations Program  
Special Revenue  
Fund 11718

## CAPITAL IMPROVEMENT FUNDS

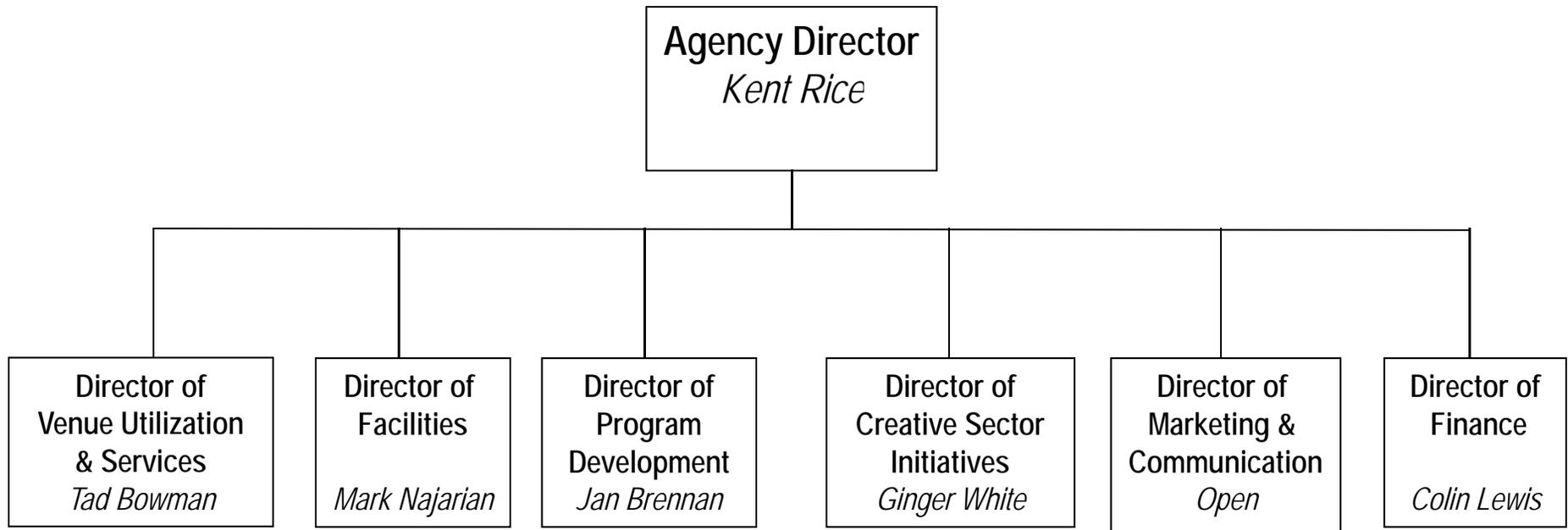
Arts & Venues Capital  
Projects Fund  
Fund 39010

Boettcher Concert Hall  
Maintenance Fund (\$20M)  
Fund 37110

Chambers Grant Salon  
Grant  
Fund 38186

Boettcher Concert Hall  
Maintenance  
Fund 37140  
(\$40M)

# Arts & Venues Denver Management Organization Chart



71 FTE TOTAL