



DENVER
THE MILE HIGH CITY

Delivered to the City and County of Denver
February 2016

Gehl

Studio San Francisco



DOWNTOWN DENVER
16TH ST MALL

Small Steps Towards Big Change



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GEHL STUDIO / SAN FRANCISCO

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DOWNTOWN DENVER

16TH ST MALL

Small Steps Towards Big Change

Executive Summary

Executive Summary / “16th Street Mall - Small Steps Towards Big Change”

Small Steps Towards Big Change

16th Street: From a Space To Go *Through*, To a Place to Go To

Denver’s 16th Street has seen tremendous change since it opened in 1982. It serves as a mile-long main street in Denver’s historic downtown core, as well as a high-volume pedestrian corridor. However, research shows that although thousands of people pass through on a daily basis, only one percent of 16th Street’s pedestrians stop to spend time on the street; 16th Street is a thoroughfare - not a destination. Today, a strong economy, an influx of new residents to Downtown Denver, and transit improvements at each end of 16th Street, stand to bring even more change. Now is the time to elevate 16th Street to become a better place for people - to help it reach its full potential as a welcoming place for everyone, in the heart of a vibrant Downtown Denver.

The 16th Street Mall Experience

“Activate Denver’s Urban Core: The Mall Experience” is a project to help the 16th Street Mall section reach its potential as a welcoming place for everyone. As part of that project, Denver Community Planning and Development, in collaboration with the Downtown Denver Partnership, enlisted Gehl Studio to draft a guide to changing 16th Street for the better. Gehl’s report, delivered in late 2015, is entitled “16th Street Mall: Small Steps Towards Big Change”. The report content is summarized in this executive summary.

New Outcomes Require New Processes

An action-oriented process can “show” rather than “tell” what is possible in a space.

Gehl Studio’s report and studies are based on an action-oriented planning approach. Where a traditional planning process only engages a few people, and usually off-site, an action-oriented process reach out to all users, on site. In this case, the action is focused on 16th Street, with the goal of showing all of Denver the potential of a welcoming, people-friendly, activity-rich Downtown corridor.

Measure-Test-Refine

This more democratic, inclusive and transparent approach is characterized by a “Measure-Test-Refine” process, which emphasizes the importance of incremental improvements, to avoid major changes that later prove to be unsuccessful.

Learning from incremental actions is both efficient, by focusing investments we have tested and know will be successful, as well as inclusive, as it “shows” the vision in 1:1 tests, and thereby facilitates a platform for larger user involvement.

Through an iterative process of *measuring* people’s use of 16th Street, *testing* changes that activate the street, and *refining* initiatives (rejecting or making permanent those changes), we can begin to make short, medium- and long-term improvement to the downtown experience. This process of decision-making relies on a constant feedback-loop between city, stakeholders and citizens. These tests and measurements are already informing our next steps.

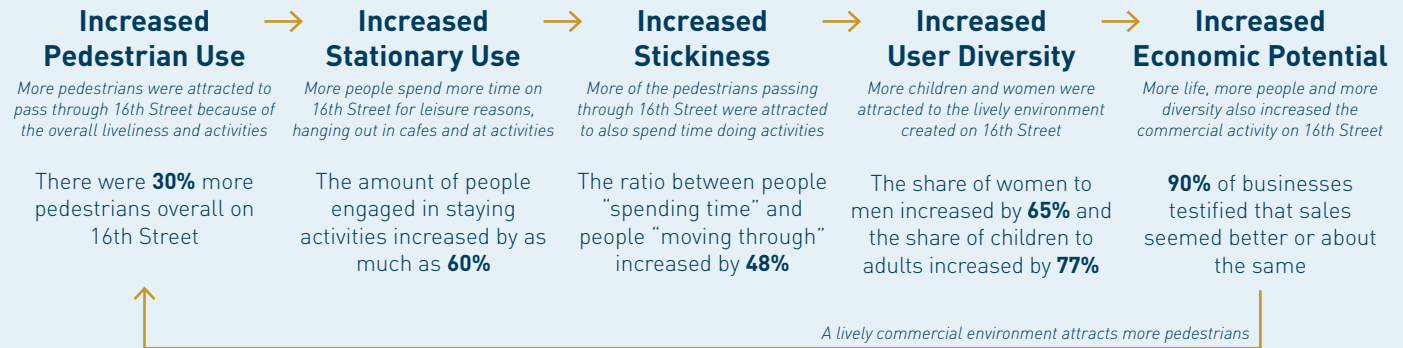
First Steps

In 2014 and 2015, the first steps of the “Measure-Test-Refine” approach were carried out, in the form of the event “Meet in the Street”. For five Sundays in 2015, the usual shuttle traffic on 16th Street was diverted off the street, while the blocks between Tremont Place and Arapahoe Street were programmed with many varying special activities, ranging from extended cafe seating arrangements to art installations.

During the event, pedestrian counts and observations of stationary activities were carried out and compared to similar data collections from three normal Sundays (“Baseline Sundays”) and to two normal weekdays (“Baseline Weekdays”)*. The findings generated from these tests have informed “8 Guiding Principles” as well as the “Next Steps” for the continued process.

*See the full overview of survey dates and locations in the appendix on page 87 in the report

MEET IN THE STREET 2015: FINDINGS SUMMARY



All findings are MITS 2015 Sundays compared to Baseline Sundays. For more information, refer to the appendix in the report, starting on page 87.

GUIDING PRINCIPLES

The Meet in the Street 2015 event has taught us more about how city life in Downtown Denver and on 16th Street might be generated. Based on this new knowledge, a series of "8 Guiding Principles" were developed. Future pilots and permanent changes for 16th Street should align with the project's guiding principles.

1. Provide a Series of Experiences

Objective: To appeal to different uses and user groups

2. Provide Transport Choices

Objective: To make it easier for all to get to and move around Downtown Denver, as a multimodal destination

3. Create Invitations for People to Spend Time

Objective: To make better places and facilities for spending time on 16th Street

4. Encourage Lively Edges

Objective: To create a strong relationship between the commercial life in the buildings and the public life on 16th Street

5. Support a Wider Network of Investment

Objective: To facilitate strong collaborations between different Downtown Denver destinations and institutions

6. Think Beyond the Boundaries of 16th Street

Objective: To consider political and legal restrictions/opportunities for the future development of Downtown Denver

7. Create a Strong and Integrated Network

Objective: To think holistically about Downtown Denver as a network of public spaces

8. Continue to Evolve

Objective: To ensure the continued development of 16th Street

Read the full descriptions of the "Guiding Principles" in the report, pages 15-79

GUIDING NEXT STEPS

Gehl Studio recommends short- to long-term pilots to be applied, refined or discarded in an ongoing effort to improve 16th Street. The full list of next steps can be found in the report and operate on both a practical, strategic and political level.

In 2016, examples of projects to test, measure and refine could be *(but are not limited to)*:

Meet in the Street 2016:

Expanded dates and activities for a pedestrian-centered street activation.

Prototyping Festival:

A festival that invites the community to events and activities that engage people and improve a public, or potentially private, place in Downtown.

Activation of Cross Streets:

Public space or mobility oriented project incorporating either Wynkoop Street/ Plaza, Glenarm Street, Curtis Street at DPAC, or other.

All projects must be carried out with a strong emphasis on data collection, evaluation, findings and refinements.

Read the full list of "Next Steps" in the report, pages 81-85

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SOUTH PLATTE RIVER



DENVER UNION STATION



COORS FIELD



AURARIA CAMPUS



DENVER PERFORMING ARTS COMPLEX



CHERRY CREEK



CONVENTION CENTER



CIVIC CENTER PARK



DENVER ART MUSEUM



16th Street



Introduction

The Process of 16th Street

16th Street has all the potential to be a lively and vibrant heart in Downtown Denver, but the corridor is currently only attracting people to move through the space, not to spend time there. This report outlines the first steps of an action-oriented planning approach with the goal of turning 16th Street into a true destination.

The work embodied here aspires toward a new planning paradigm based on an iterative process of measure, test, and refine. Since 2014, and in collaboration with the Downtown Denver Partnership and the City and County of Denver, we have been measuring people's use and behavior in public space to understand public life. Meet in the Street (MITS) and other efforts are a continuation of this approach, using evidence of what works and what does not, to formulate action-oriented test pilot projects. The results of the temporary projects and events are evaluated to inform subsequent tests that together can be synthesized into a broader strategic vision. While these tests are informing future design decisions, they are also positively influencing the quality of life in the city. Yet, successful pilots are only the little steps towards the broader end-goal: a better Downtown Denver for people.

This action-oriented approach to planning provides opportunities for shared experience to form a common purpose across city agencies, citizen groups and private stakeholders, while simultaneously

making positive progress that improves the quality of life in the city. It is different from a traditional planning method by engaging the users on-site and by inviting for many small ideas to be tested rapidly. In traditional planning, the user engagement usually takes place off-site and relies on drawings or visual representations of the ideas. In an action-oriented approach, the feed-back and decision-making relies on real experiences. These 1:1 tests have the advantage of being able to point to challenges, opportunities or reactions that can be difficult to foresee in a traditional planning process.

Furthermore, the flexible evidence-based approach ensures that the public realm can adapt to the rapidly evolving urban culture of Denver in the short-, medium- and long-term. This promotes effective and efficient use of public and private resources and investment that is vital to the long-term sustained economic growth of the city, while ensuring decision-making is in synch with every day needs of a diverse and growing population.

Principles for a people-first action-oriented planning approach:

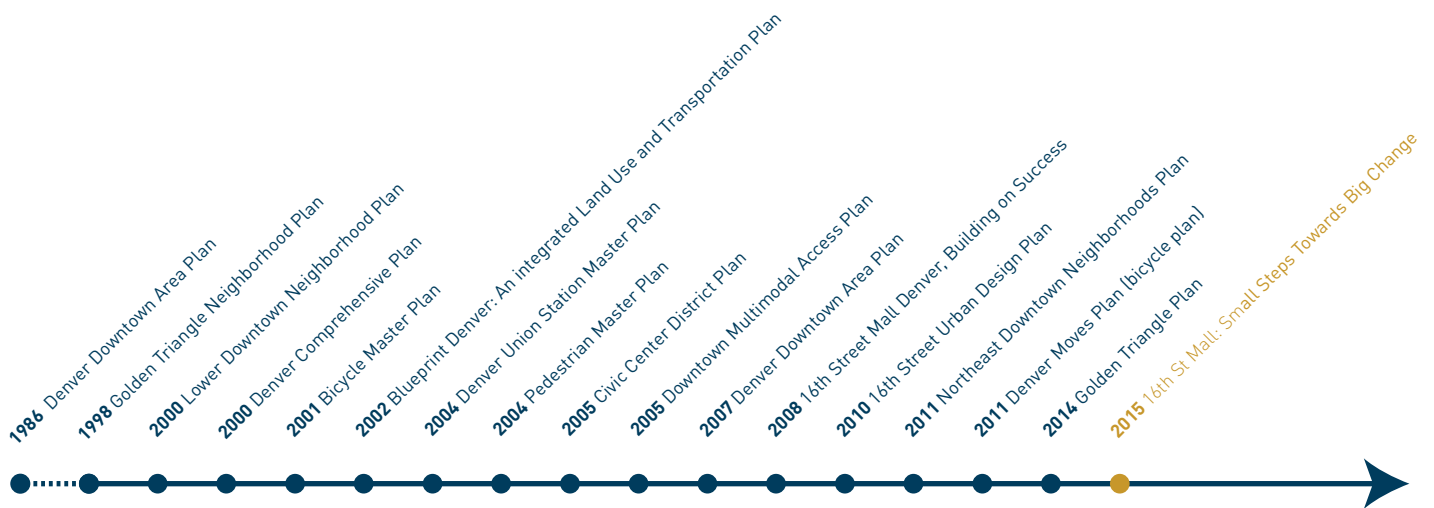
- 1. Evidence-based** – based on analysis of human behavior, habits and routines in public space. We need to measure what we care about and react to what we learn.
- 2. Experience-focused** – rather than about objects or aesthetics alone, it is about creating invitations for various forms of people and cultures to flourish.
- 3. Iterative** – based on a feedback-loop of measure, test, and refine. The city is never finished and we need to constantly be evaluating and recalibrating design, planning, and policy with this in mind.
- 4. Inclusive** – this is about the process – there is no “silver-bullet” or single form or policy answer. The new process reaches out to a part of the population that traditional planning processes tend to exclude.
- 5. Multi-disciplinary** – created and defined by citizens and a larger variety of professions beyond the usual engineering, architecture and planning professions.

Opportunities and Processes

Opportunities and Processes

Past Initiatives for Downtown Denver

PLANS FOR DOWNTOWN DENVER SINCE THE 1980s: HIGHLIGHTS



“2007 DENVER DOWNTOWN AREA PLAN”: HIGHLIGHTS (prepared by the Denver Downtown Area Plan Steering Committee, p.8)

Identified major changes since “1986 Denver Downtown Area Plan”:

- “Designation of Lower Downtown as a Denver Landmark District (...) resulted in a highly successful mixed-use district.”
- “Emergence of a regional transit system that is centered on Downtown.”
- “Growth of dining and entertainment as an economic engine (...)”
- “Development of major new venues for sports and culture, along with two major expansions of the Colorado Convention Center, resulting in the emergence of Denver as the top visitor destination in the state.”

Identified remaining challenges in the “2007 Denver Downtown Area Plan”:

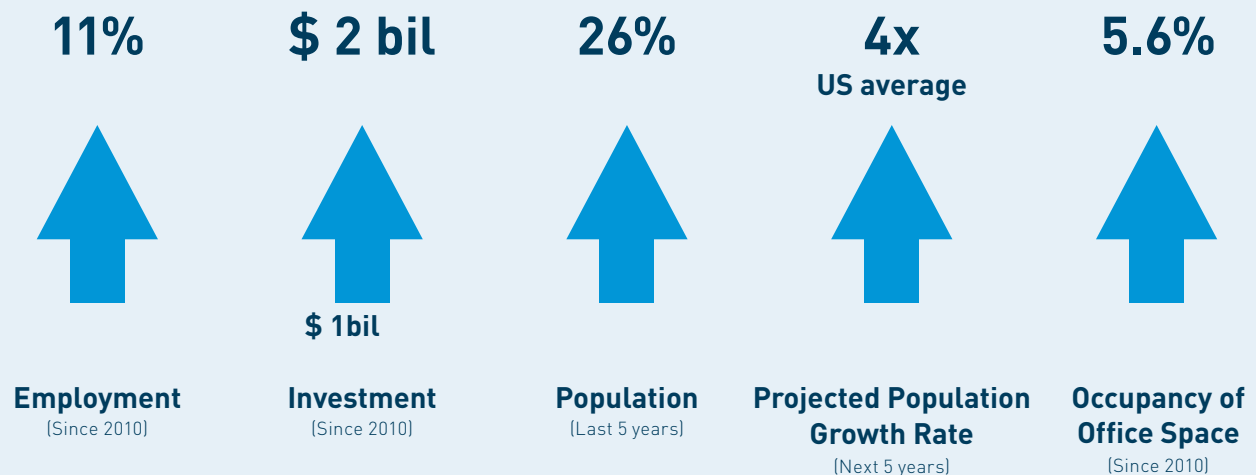
- “Downtown lacks a cohesive pedestrian environment and strong connections to adjacent neighborhoods.”
- “Infrastructure and assets such as the 16th Street Mall (...) are 25-30 years old and in need of reinvestment.”
- “Underutilized sites contribute to an inconsistent street environment.”
- “Named streets throughout Downtown lack distinction.”

Opportunities and Processes

Current Opportunities for Downtown Denver

GREAT MOMENTUM IN DOWNTOWN DENVER

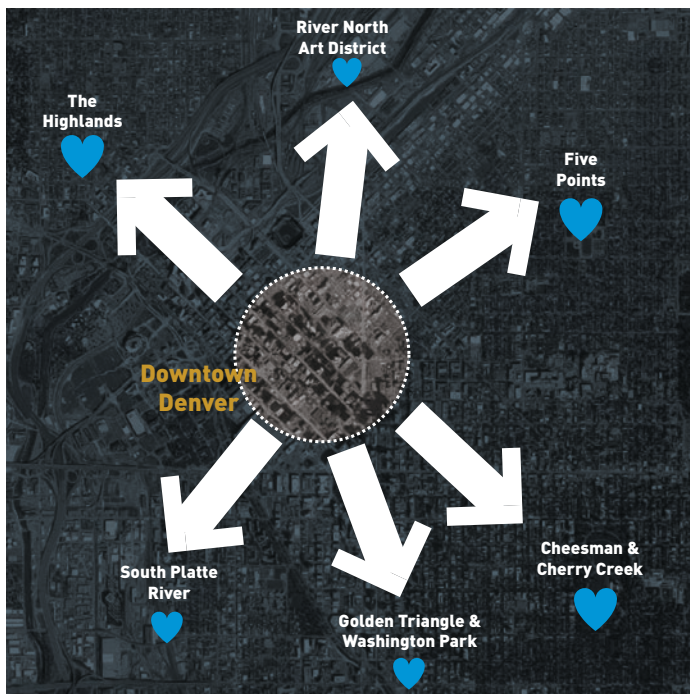
Source: Downtown Denver Partnership, "State of Downtown Denver", 2015



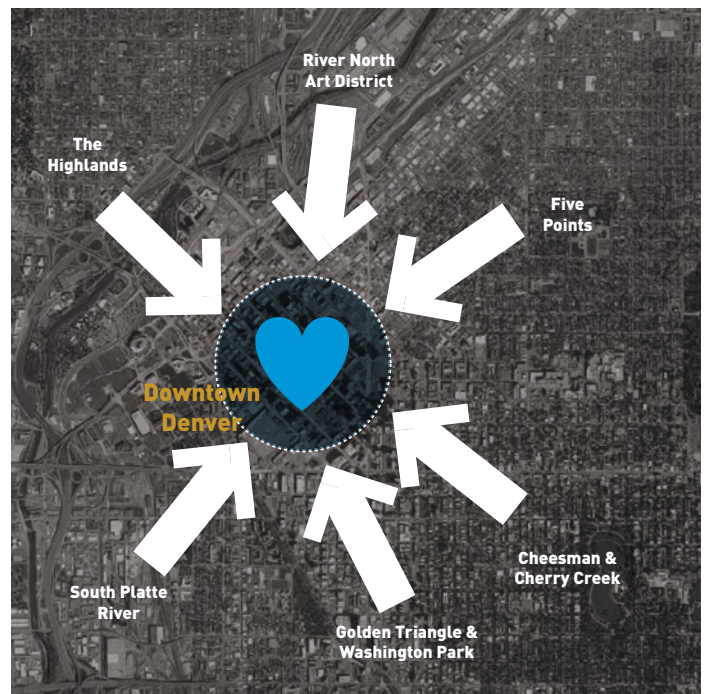
- **Employment is up 11%** since 2010 and up over 3% in the past year
- Investment is increasing with **2 billion currently being invested** in Downtown through development projects
- Downtown Denver's projected **growth rate** in the next five years is over **four times the national rate**
- The City of Denver is one of the **fastest growing cities in the U.S.** Net migration of millennials to the Denver Metro Area since 2006 is the highest in the country, with Denver gaining an average of over 11,000 25-34 year olds each year. The Downtown population has grown by 26% the past 5 years
- The **occupancy rate** of office space in Downtown Denver has risen from 85.5% to 90.3% in the last five years. That is a **growth rate of 5.6%**

Opportunities and Processes

Future Visions for Downtown Denver



From a space between other places with 16th Street as **a thoroughfare...**



...to a heart at the center of the city with 16th Street as **the spine**

16th Street:
A space to go through...



... waiting to become
a place to go to



Opportunities and Processes

First Steps Meet in the Street 2015

BASELINE SUNDAY ON 16TH STREET

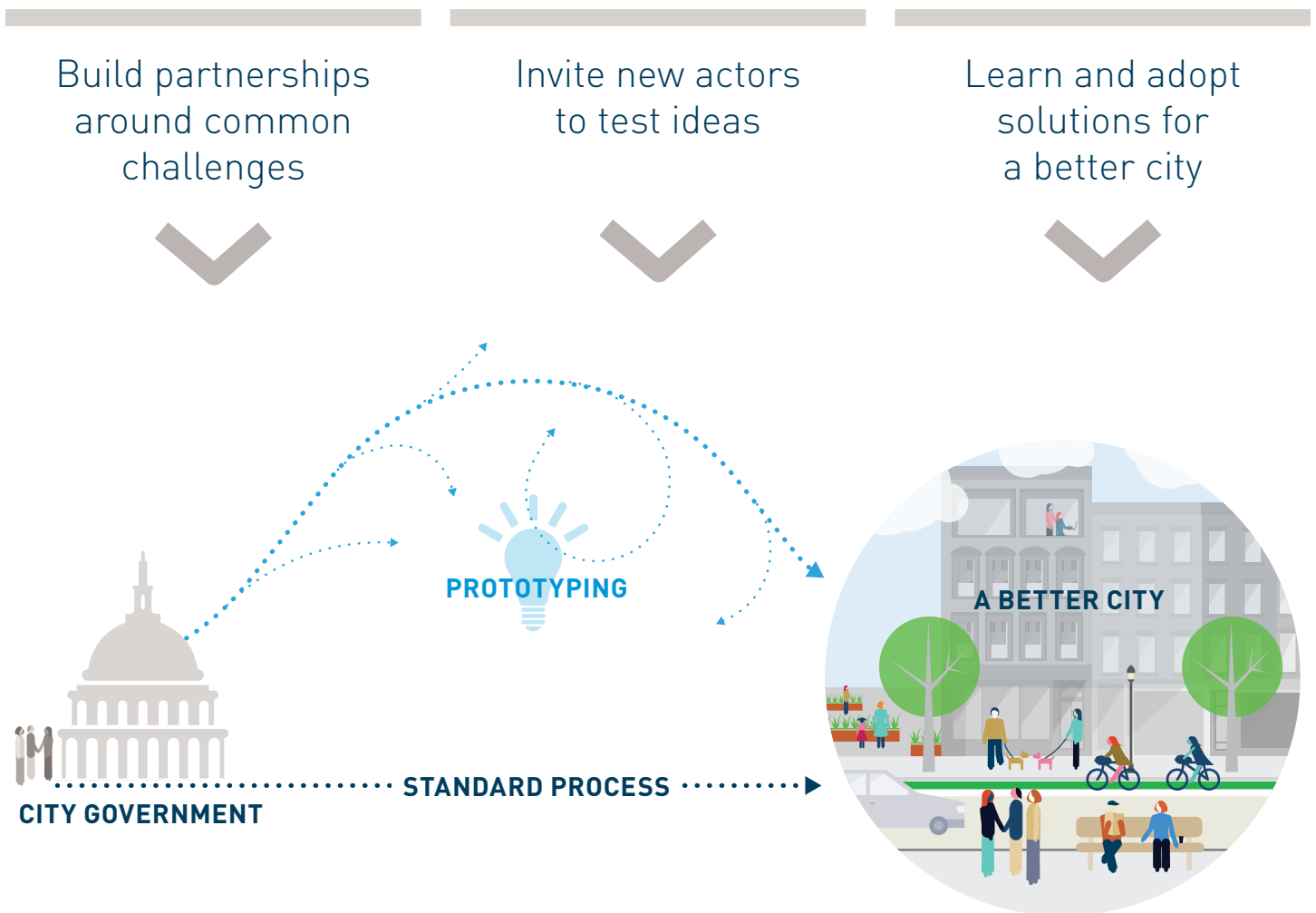
- Free shuttle on 16th Street between Civic Center Station and Denver Union Station
- Normal activities on street: shopping and dining activities, transit with the Free Mall Ride
- Comparison "Baseline Sundays": July 12, July 26 and August 16 (2015)
- Comparison to "Baseline Weekdays": July 9th and July 23th (2015)

"MITS" SUNDAY ON 16TH STREET

- Free shuttle on 15th and 17th Street between Civic Center Station and Wynkoop Street - 16th Street pedestrianized along this stretch
- Programmed activities on street: 17 extra activities registered, ranging from extended patio seating to public art to entertainment like live music and interactive art
- Physical changes included added lawn areas, shade structures, lounge chairs and added public furniture in general
- "MITS Sundays": June 28, July 5, July 19, August 2 and August 9 (2015)

Opportunities and Processes

Next Steps The Process



Prototyping works particularly well for challenges of creativity or vision, in which anyone has the potential for great ideas. The prototyping platform could be the missing link between these ideas and the implementation of pragmatic solutions.



A normal day on 16th Street



Meet in the Street 2015

Opportunities and Processes



New Knowledge From Meet in the Street 2015



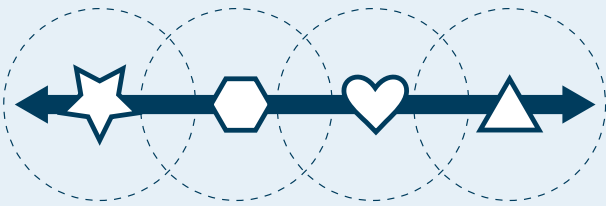
NOTE: Comparison of Baseline Sundays to MITS Sundays / MITS Sundays: June 28, July 5 & 19, August 2 & 9 / Baseline Sundays: July 12 & 26, August 16. For more detailed information and data, refer to the appendix starting on page 87.

Guiding Principles

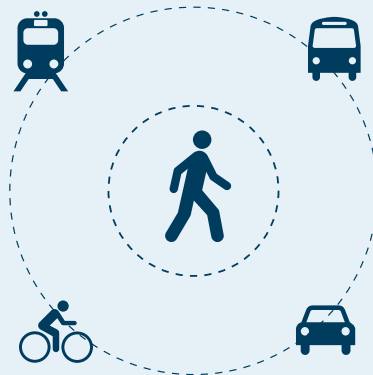
Guiding Principles

Overview of Guiding Principles

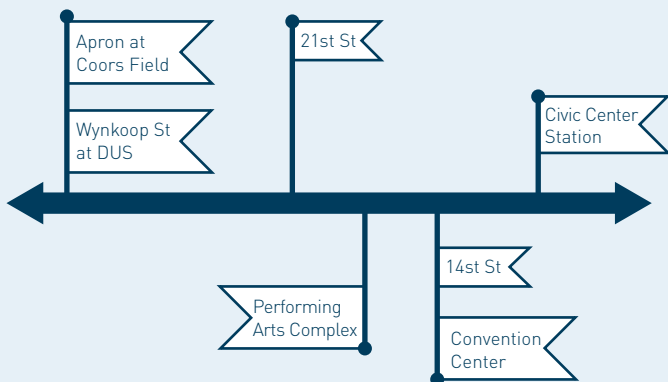
1 Provide a Series of Experiences



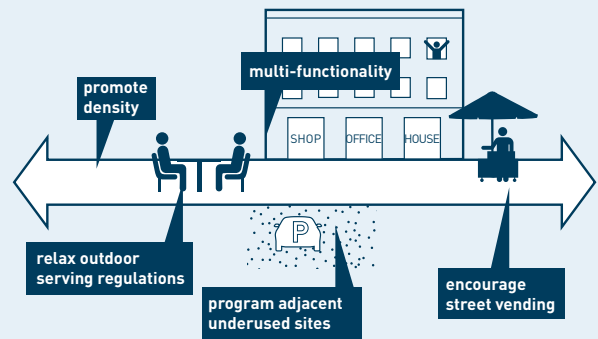
2 Provide Transport Choices



5 Support a Wider Network of Investment



6 Think Beyond the Boundaries of 16th Street

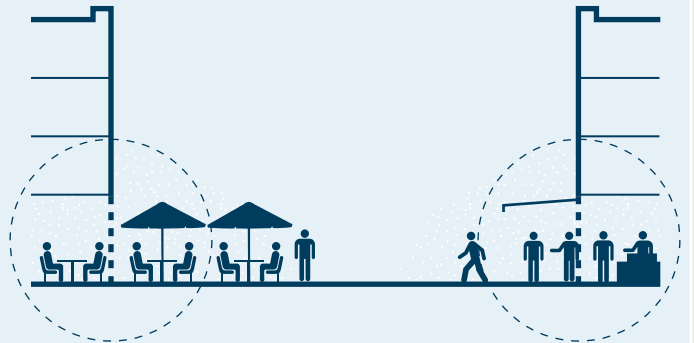


Guiding Principles

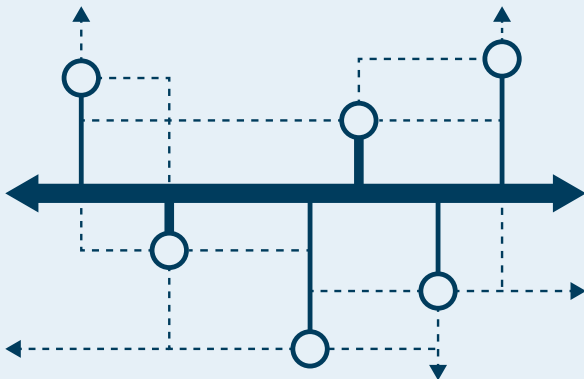
3 Create Invitations for People to Spend Time



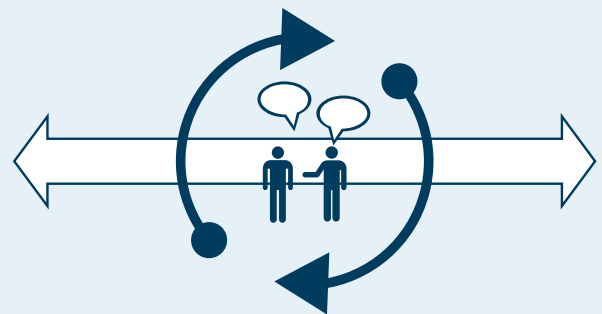
4 Encourage Lively Edges



7 Create a Strong and Integrated Network



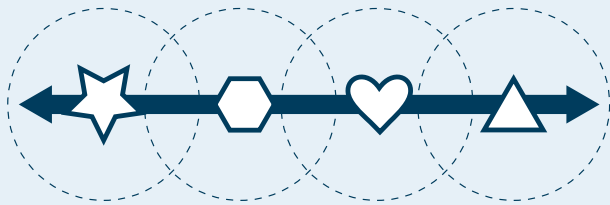
8 Continue to Evolve



1

Provide a Series of Experiences

GUIDELINES



- 1.1** Make a series of **Experiences of Uses** along the street and throughout the day and evening
- 1.2** Make use of the different **Experiences of Streetscape** that already exist in the street layout changes
- 1.3** Promote different **Experiences of Characters** related to the Downtown neighborhoods

IMPORTANCE OF PRINCIPLE

- Different experiences attract a larger diversity of users
 - > There were both more women and more children on 16th Street during MITS 2015
- More things to experience, attract more people
 - > Stationary activities on 16th Street increased significantly during MITS 2015
 - > Twice as many people asked felt strongly positive about 16th Street for MITS 2015
- Experiences of different kinds create liveliness throughout a larger portion of the day
 - > For MITS 2015, 16th Street was most busy in the middle of the afternoon - a time of day when it is normally less busy
- Changing the experience of the street, changes the use
 - > During MITS 2015, the street layout was completely pedestrianized which especially had a positive impact on the use of 16th Street's median

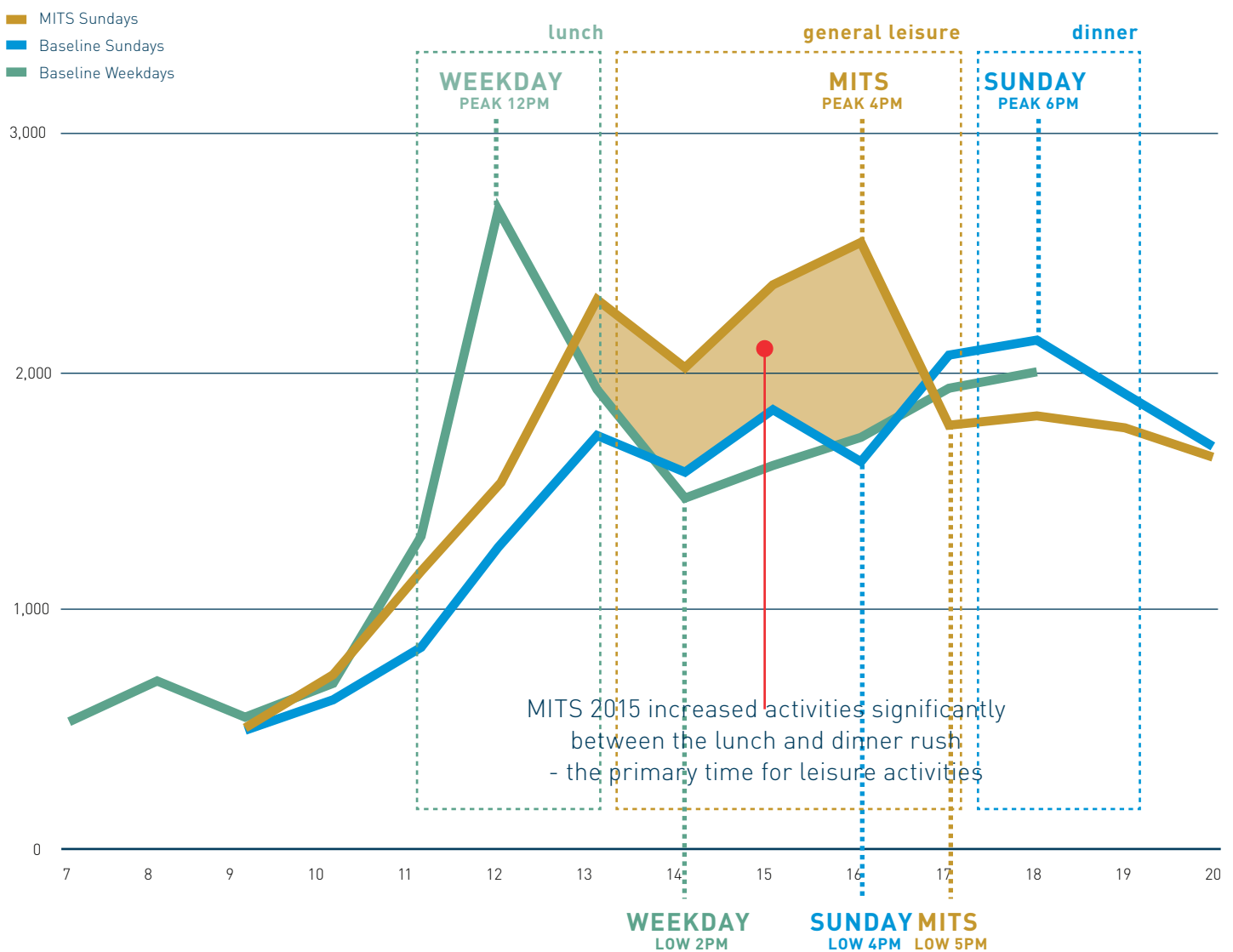
How can we invite
all user groups to
16th Street?



1 Provide a Series of Experiences

1.1 On normal days, the experiences of uses of 16th Street are mostly utilitarian

PEDESTRIAN ACTIVITY LEVELS ON 16TH STREET

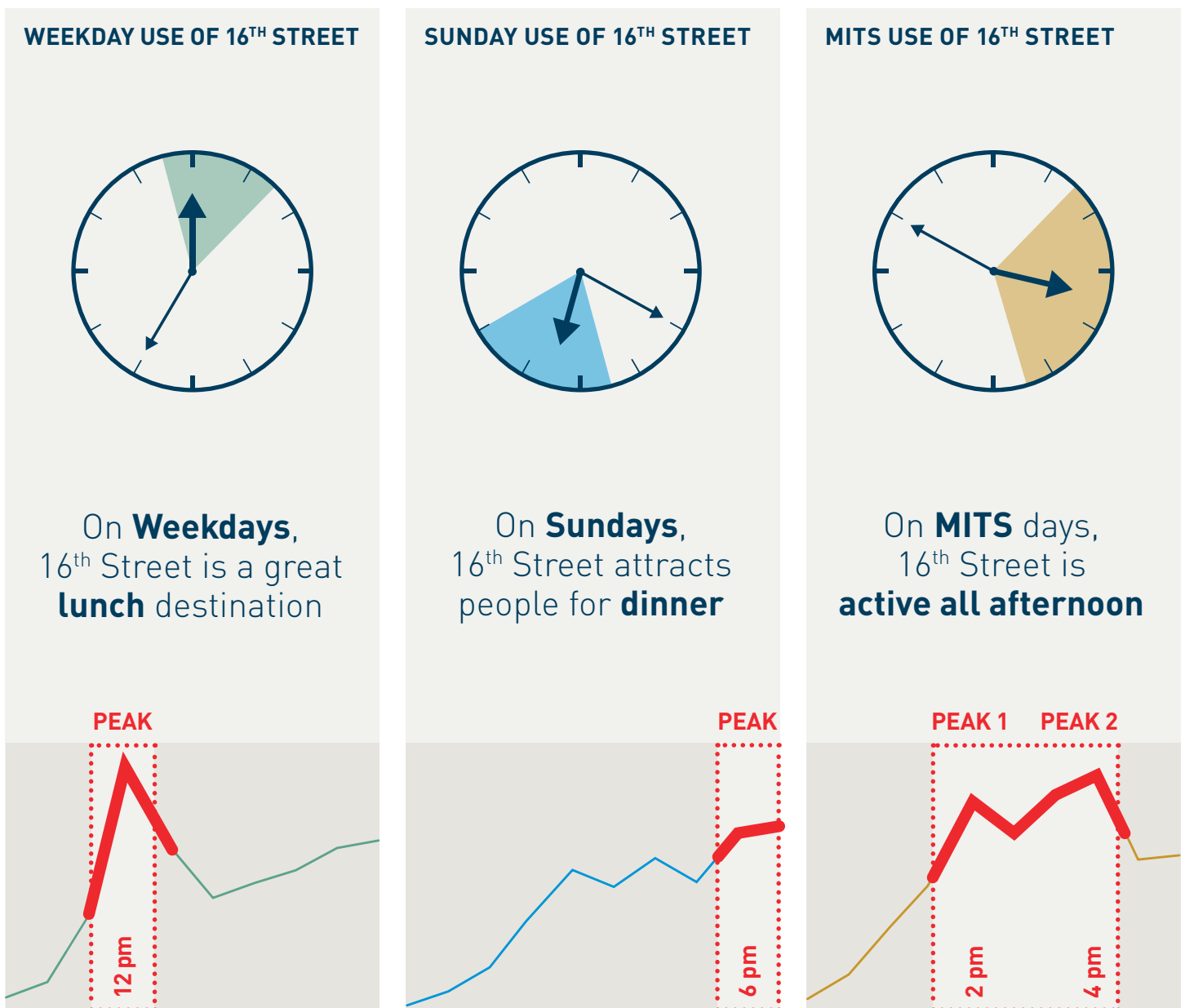


NOTE: For more detailed information and data, refer to the appendix starting on page 87.

Provide a Series of Experiences



1.1 MITS 2015 introduced new uses to 16th Street, expanding the daily activity hours



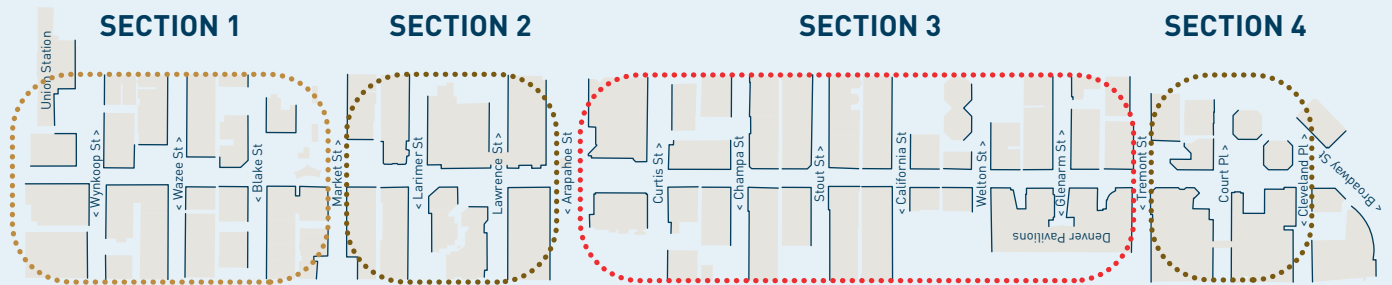
1 Provide a Series of Experiences

1.2 The four layouts of 16th Street already create different streetscape experiences

UTILIZE THE DIFFERENCES

The geometry of 16th Street can be split into four portions that each have unique characteristics

It is important to keep these variations of the streetscape as it makes for a more interesting overall stretch, but there are also considerations to be made for the usability of the different segments

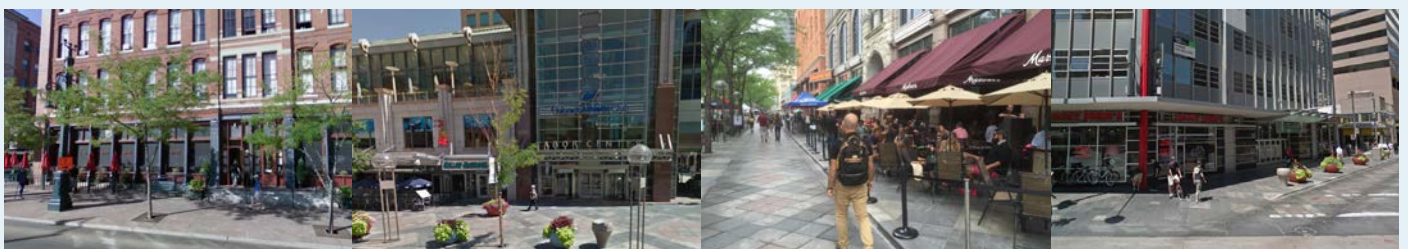


From DUS...

to LoDo...

to retail...

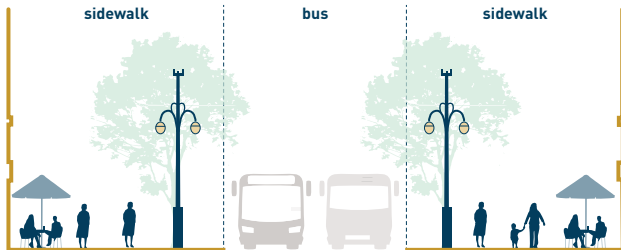
to offices



1.2 The four streetscapes of 16th Street

SECTION 1

Lower Downtown Extension



Benefits

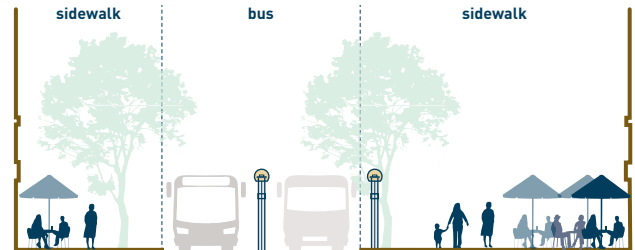
- Shuttle traffic is centered on 16th Street, focusing the pedestrian movements and activity along the edges of the buildings
- The streetscape varies from the original 16th Street Mall design to show that the section is part of a new neighborhood (LoDo)

Challenges

- The sidewalks are wide but not organized or equipped for pedestrian activities other than walking

SECTION 2

Asymmetrical blocks, no median



Benefits

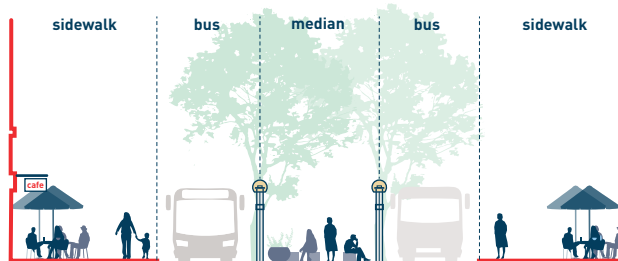
- Shuttle traffic is centered on 16th Street, focusing the pedestrian movements and activity along the edges of the buildings
- The iconic paving surface and street lamps give the street its unique 16th St Mall character

Challenges

- The shuttles are wearing down the paving in the shuttle lanes
- The iconic lamps do not provide sufficient light for pedestrian feeling of safety and visibility

SECTION 3

Symmetrical Blocks, median



Benefits

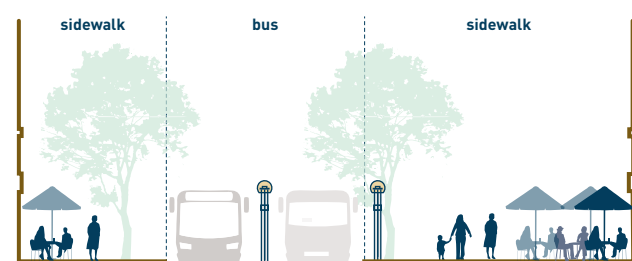
- The iconic paving surface, street lamps and median give the street its unique 16th Street Mall character

Challenges

- The shuttles are wearing down the paving in the shuttle lanes
- The iconic lamps do not provide sufficient light for pedestrian feeling of safety and visibility
- The median separates the pedestrian activity into three segments that have limited options in terms of usability and program due to their constrained layouts

SECTION 4

Asymmetrical blocks, no median



Benefits

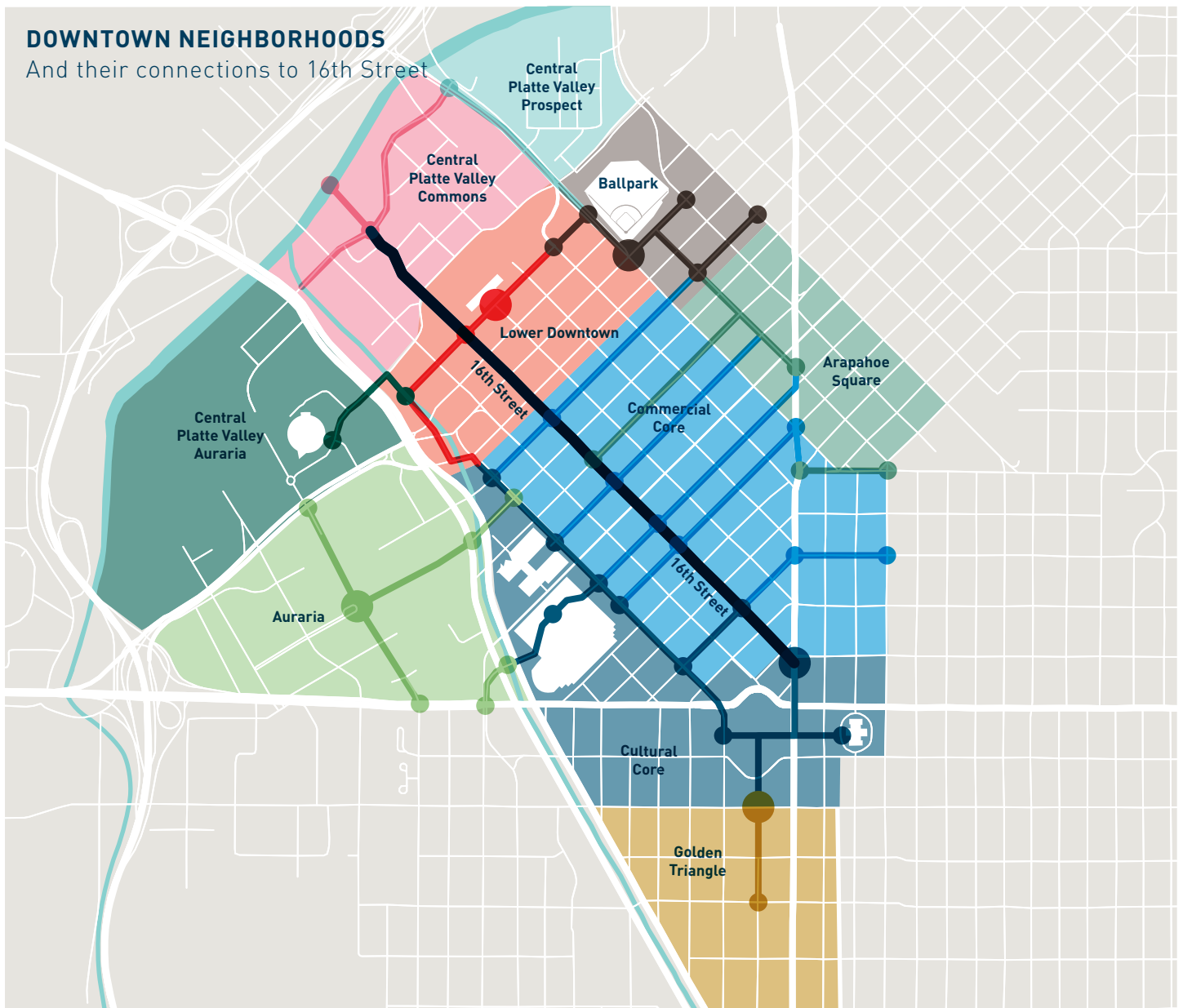
- Shuttles are centered on 16th Street, focusing the pedestrian movements and activity along the edges of the buildings
- The iconic paving surface and street lamps give the street its unique 16th St Mall character

Challenges

- The shuttles are wearing down the paving in the shuttle lanes
- The iconic lamps do not provide sufficient light for pedestrian feeling of safety and visibility

1 Provide a Series of Experiences

1.3 16th Street can be a series of experiences of the Downtown neighborhood characters





Next Steps

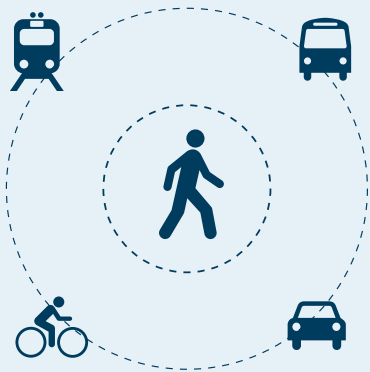
to Provide a Series of Experiences

- Collaborate with historic preservation interests to explore the possibilities of treating 16th Street differently along the different segments of the street
 - Consider options to reinterpret paving, trees and lights in some sections and preserve and repair them in others
- Test how the experience of uses 16th Street change in relation to other reoccurring situations
 - Program 16th Street on a weekday to test the opportunities for raising the everyday (baseline) level of activities and visitors
 - Test the impact of Rockies game days on the overall street experience by creating pilots in collaboration with Coors Field, 21st Street and Wynkoop Street
 - Test the street experience in the winter by testing the performance of different programs between November and March
- Test piloting on a named street with special focus on connecting 16th Street to the surrounding neighborhoods
 - Pilot at least one named street/transverse streets with a focus on enhancing the street's unique character and link to 16th Street

2

Provide Transport Choices

GUIDELINES



2.1 21st century mobility is about choice - **Provide Transport Options**

2.2 Accommodate Pedestrians and Cyclists for more lively and safe streets

2.3 Be prepared to **Optimize Public Transport** options and consider changing current systems

IMPORTANCE OF PRINCIPLE

- Many users of Downtown use alternative transport to driving a car

> 60% of Downtown Denver employees use alternatives to driving their own car for getting to work ("State of Downtown Denver", 2015)

- Diverse and balanced transport options make it easier for all users to move around

> The pedestrian activity on 16th Street went up for MITS 2015 while the overall satisfaction with the shuttles still stayed the same

- Inviting pedestrians and cyclists increases the overall safety of the streets

> There was an increase of +50% of people who felt 16th Street was safe for children on MITS Sundays compared to Baseline Sundays

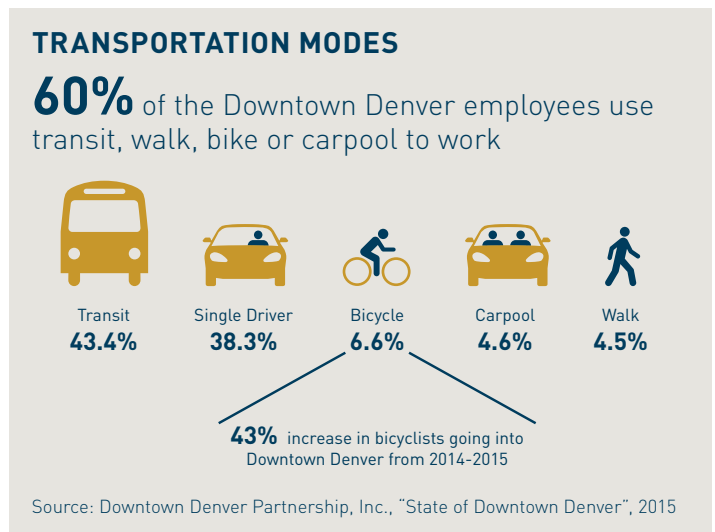
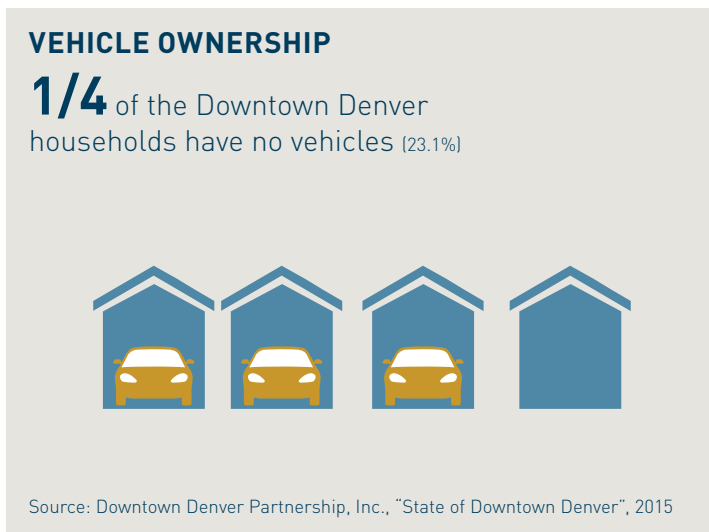
> The study shows that bicycling traffic was 29% greater on two-way streets versus one-way streets

How can we make it easier to be a pedestrian and cyclist in Downtown?

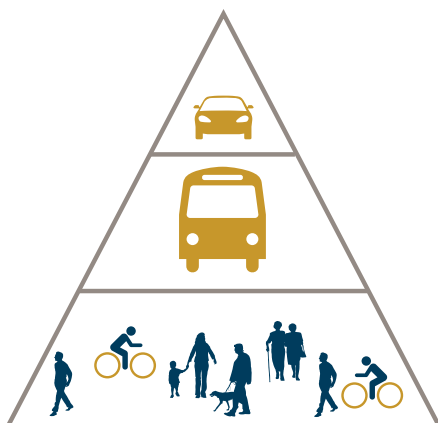


2 Provide Transport Choices

2.1 People in Downtown Denver already use many different transport modes



RETHINKING THE HIERARCHY BETWEEN TRANSPORT OPTIONS IN ALL OF DOWNTOWN DENVER



Some users have priority to the streets



All users have an equal right to the streets

Provide Transport Choices

2

2.2 People walk in Downtown Denver when the streets feel welcoming and safe

PEDESTRIANS ON 16TH STREET

Average per hour 10am-4pm

NOTES:

MITS Sundays: June 28, July 5 & 19, August 2 & 9 (2015)

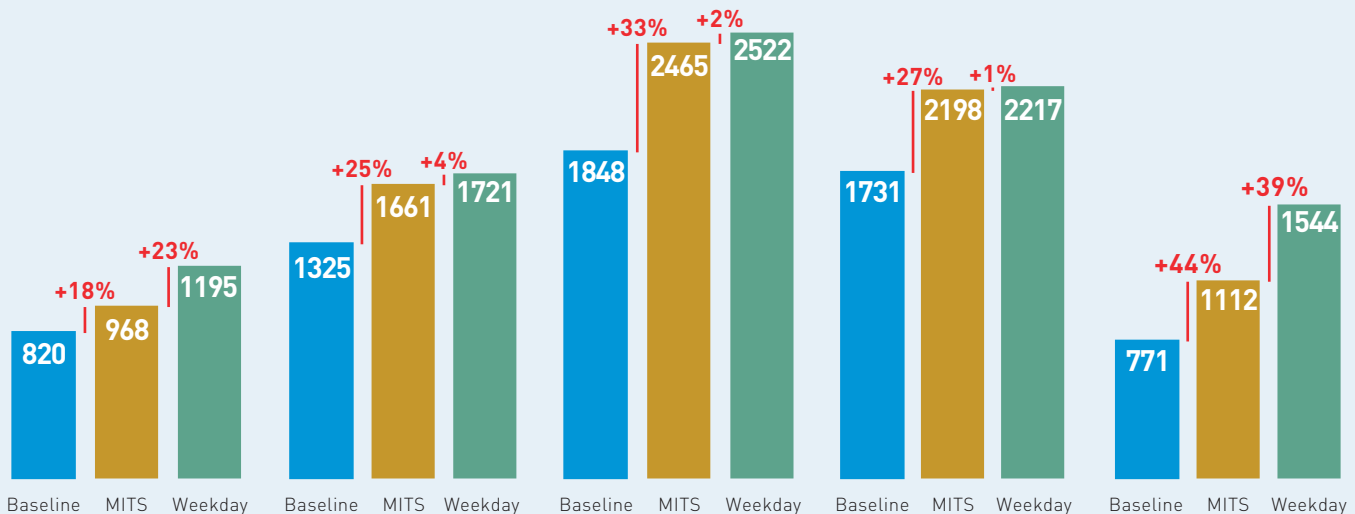
Baseline Sundays: July 12 & 26, August 16 (2015)

Baseline Weekdays: July 9 & 23 (2015)

For more detailed information and data, refer to the appendix starting on page 87.

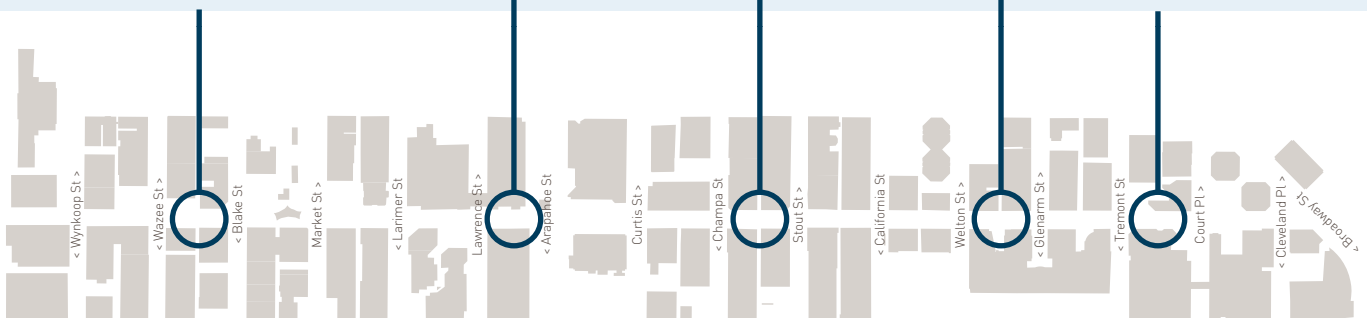
+30%

pedestrians overall during MITS compared to Baseline Sundays



Wazee & Blake
 Lawrence & Arapahoe
 Champa & Stout
 Welton & Glenarm
 Court & Tremont
Unprogrammed

 Unprogrammed





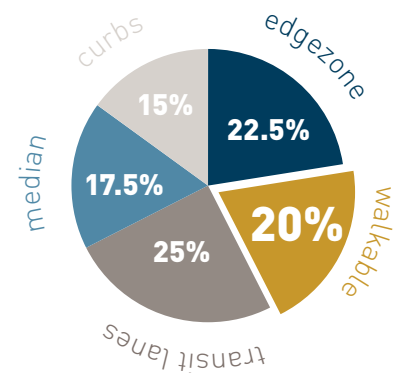
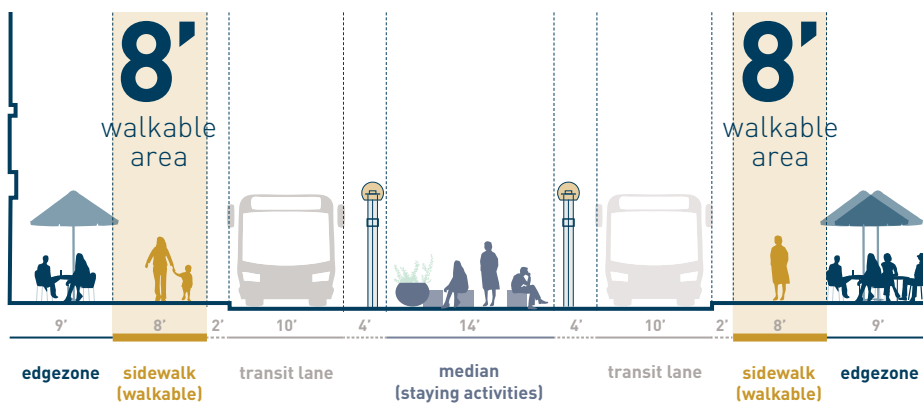
8 feet of walkable space can carry
32 pedestrians per minute

Provide Transport Choices

2

2.2 With the increasing popularity of 16th Street, pedestrians need more space

CURRENT SPACE DISTRIBUTION: 20% WALKABLE AREA FOR PEDESTRIANS

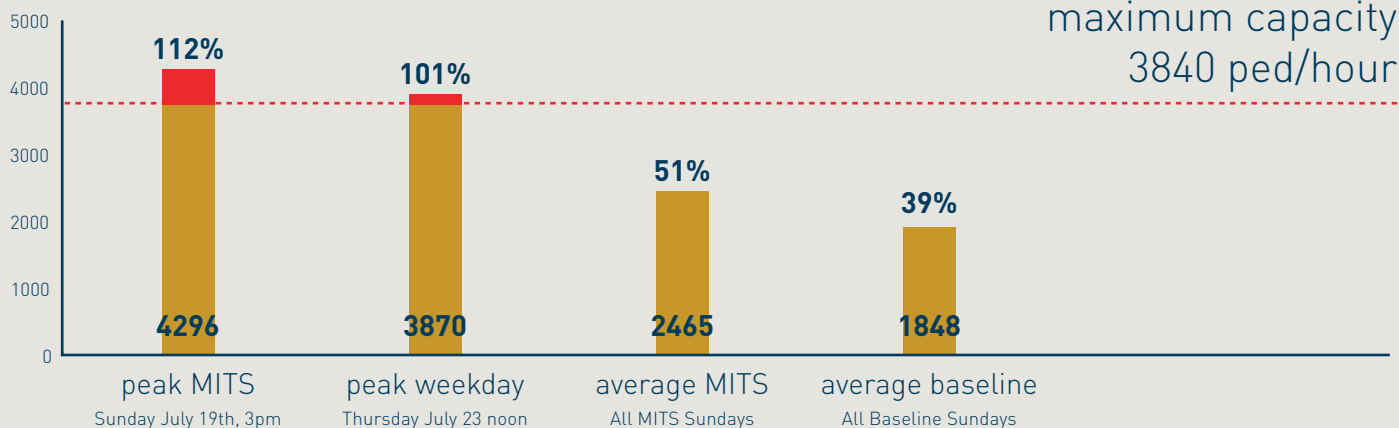


CAPACITY REACHED ON PEAK MITS DAYS AND ON PEAK WEEKDAYS

(pedestrians/hour between Champa Street and Stout Street)

NOTES: Effective walking area on 16th Street (original Mall segment): 16 feet out of 80 feet total street width
 Capacity guidance: 4 ped./foot/min (calculated from meters: 13 ped./m/min)
 Source: Jan Gehl, "Cities for People", Island Press 2010

maximum capacity
3840 ped/hour



2 Provide Transport Choices

2.3 Rethinking the traffic layout could also optimize the usability of the street section

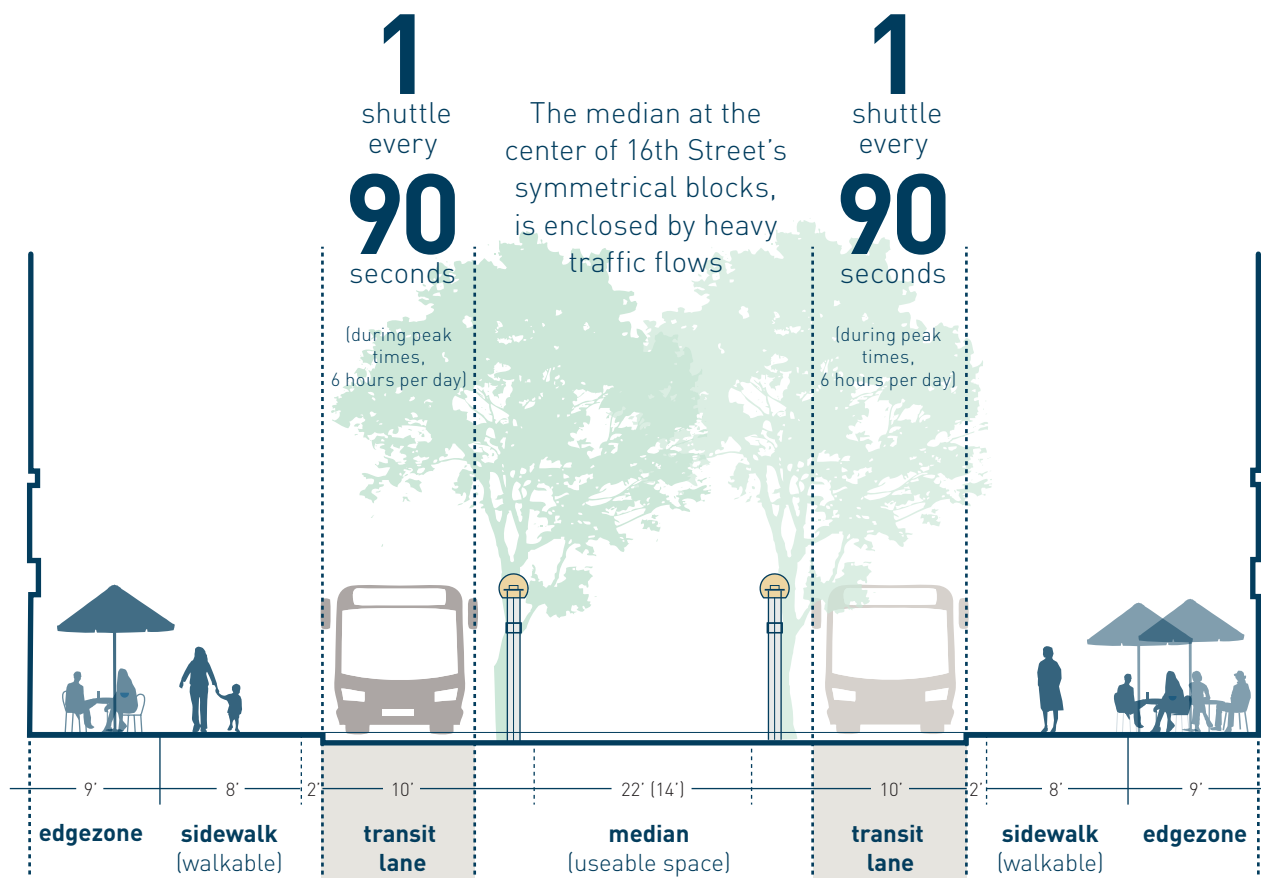
TRAFFIC, STREET LIFE AND STREET LAYOUT

The diagram shows the median at the center of the symmetrical blocks, enclosed on both sides by lanes of traffic.

Frequency of Shuttles on a Weekday - 45,000 people use the Free Mall Ride every day.

Panhandling - 88% of all panhandling along 16th St takes place on the symmetrical median blocks*.

*16th Street Mall Panhandling Surveys conducted by the Downtown Denver BID Downtown Ambassadors between March 22 - August 29, 2015



Provide Transport Choices

2

2.3 The median experienced a surge of activities while the shuttles were redirected

USE OF THE MEDIAN / BASELINE VERSUS MITS

The diagram shows the average amount of people engaging in “Stationary Activities” at any point in time.*

Street Life - These preliminary studies suggest a correlation between shuttle traffic, street layout, activities on offer and the usability of the median for stationary activities. Further studies (prepared for Summer 2016) will be aimed at investigating this relationship further.

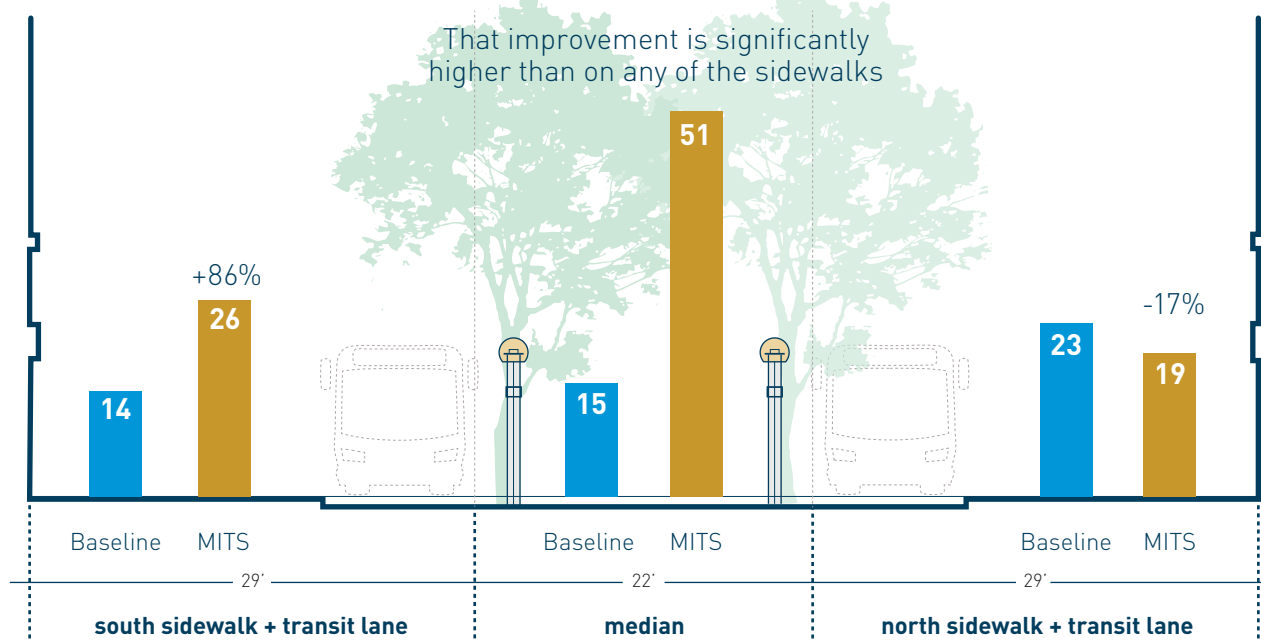
*Stationary Activity studies conducted on MITS Sundays: August 9 (2015) / Baseline Sundays: August 16 (2015)

Activities on the median went up

+240%

during MITS when the shuttles were redirected onto 15th and 17th Street

That improvement is significantly higher than on any of the sidewalks





16th Street is normally a busy shuttle route...



... but during MITS 2015, the potential for a pedestrian corridor showed

2

Next Steps

to Provide Transport Choices

- Collaborate with the Regional Transportation District (RTD) to identify future transit needs within the corridor and explore possible sustainable long-term solutions
- Work with the Department of Public Works (DPW) to create pilots
 - Tie the initiative into the Downtown Multimodal Access Plan (DMAP)
 - Pilot dedicated shuttle lanes on 15th Street and 17th Street
 - Clarity on what constitutes fixed guideway service according to the Federal Transportation Administration (FTA)
- Do test programs with shuttle service staying on 16th Street
 - Program median blocks and non-median blocks while keeping the shuttle on 16th Street and measure the impact to staying activities
 - Program transverse blocks
- Find out more about the opportunities for changing the shuttle routes and/or schedules
 - Test shuttle rerouting to 15th Street and 17th Street on weekdays and/or off-peak hours as a temporary project and measure the impact to both commuters, pedestrians and drivers
 - Test shuttle rerouting to 15th Street and 17th Street on Saturdays and Sundays for a full summer
 - Explore testing of other shuttle configurations with key stakeholders
 - Test shuttle rerouting to emphasize a smaller zone of pedestrian experience
- Survey how both commuters and non-commuters get to and from Downtown Denver and 16th Street
 - Identify and pilot multi-modal connections along Arapahoe Street

3

Create Invitations for People to Spend Time

GUIDELINES



- 3.1** Improve the **Conditions for Staying** by creating a safe and lively public realm
- 3.2** Increase the **Variety of Activities** to attract a larger quantity and diversity of users
- 3.3** Keep testing the resilience of the public spaces with **Temporary Projects** - include adjacent underused sites (like surface parking lots) in this strategy

IMPORTANCE OF PRINCIPLE

- When more people spend time outside, the feeling of safety increases
 - > Studies show that a high amount of women and children signal that a public space feels safe - for MITS 2015, there was an increase of both
- Invitations for spending time improves the social diversity
 - > During MITS 2015, the distribution of people spending time on 16th Street was more diverse than on non-MITS days
- Public spaces perform better when they are programmed
 - > There were more people spending time on 16th Street during MITS 2015 than normally
- Temporary projects can have an important long-term impact
 - > Intercept surveys show that the general perception of 16th Street was more positive during MITS than normally

How can we make better places for spending time on 16th Street?



3 Create Invitations for People to Spend Time

3.1 Activities improve the conditions for staying, making more people linger longer

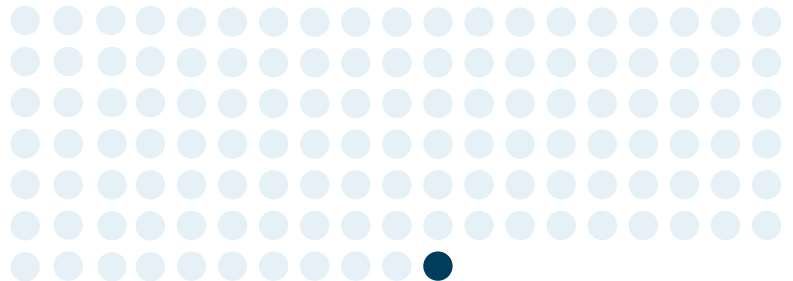
INCREASED "STICKINESS" OF 16TH STREET

Ratio of people moving through (pedestrian counts) per person spending time (staying activities)

Baseline Weekday 2015

125 pedestrians moving through per 1 person staying
(3,870 pedestrians moving through per 31 people staying)

125:1



Baseline Sunday 2015

36 pedestrians moving through per 1 person staying
(2,200 pedestrians moving through per 60 people staying)

36:1



MITS Sunday 2015

25 pedestrians moving through per 1 person staying
(2,718 pedestrians moving through per 110 people staying)

25:1



The stickiness for MITS Sundays went up

+48% from Baseline Sundays

+400% from Baseline Weekdays

Comparison:



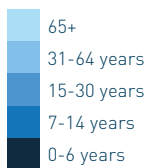
NOTES: MITS Sundays, peak counts, 16th Street at Champa / Baseline Sundays, peak counts, 16th Street at Champa
Comparison: Broadway at 44th Street, peak counts at noon. For more detailed information and data, refer to the appendix starting on page 87.

Create Invitations for People to Spend Time

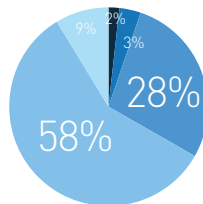
3

3.2 More women and children during MITS implies the street felt safer and attractive

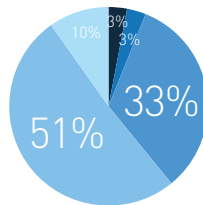
AGE DIVERSITY



Baseline Weekdays

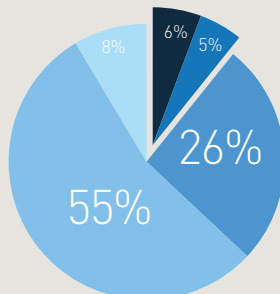


Baseline Sundays

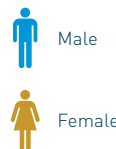


MITS Sundays

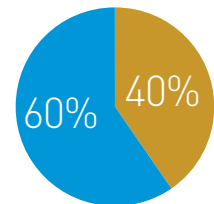
There is a larger share of **children** on **MITS Sundays** than normally



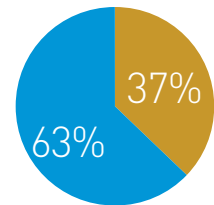
GENDER DIVERSITY



Baseline Weekdays

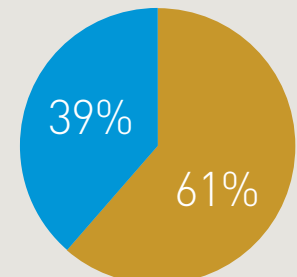


Baseline Sundays



MITS Sundays

There is a larger share of **women** on **MITS Sundays** than normally



NOTES: MITS Sundays: June 28, July 5 & 19, August 2 & 9 (2015) / Baseline Sundays: July 12 & 26, August 16 (2015) / Baseline Weekdays: July 9 & 23 (2015)
For more detailed information and data, refer to the appendix starting on page 87.

3 Create Invitations for People to Spend Time

3.3 The most popular temporary programs are also the easiest to make permanent

MIT'S 2015 PROGRAMS

In order of success

- Everyday Commercial Activities
- Street Hardware and Public Furniture
- Entertainment and Culture

USE OF PROGRAMS

Compared to Baseline Sundays

- Twice the normal use
- More than normal use
- Less than normal use

● 1. Expanded Patio into Street	+ 133%
● 2. Expanded Patio on Sidewalk	+ 108%
● 3. Live Music	+ 85%
● 4. Water Tank	+ 70%
● 5. Interactive Art	+ 60%
● 6. Water Zone	+ 58%
● 7. Games	+ 33%
● 8. Lawn Furniture	+ 33%
● 9. Extra Public Seating	+ 19%
● 10. Sand Box	+ 17%
● 11. Entertainment Dance Theater	+ 17%
● 12. Kids Block	+ 15%
● 13. Street Vendors	+ 13%
● 14. Sod in Median	+13%
● 15. Recorded Music	+ 2%
● 16. Real Horses in Street	- 2%
● 17. Public Art	-8%



The expanded cafe seating options during MITS 2015 **doubled** the amount of **people staying** on 16th Street

Notes: For more details refer to the appendix, p. 98

Create Invitations for People to Spend Time

3

3.3 With the knowledge from MITS, projects can target specific demographics

TOP 3 MITS 2015 PROGRAMS

Organized by age categories



0-14 years old

- 1. Waterzone (37%)
- 2. Sandbox (29%)
- 3. Kids Block (27%)

Kids want to **play**



15-30 years old

- 1. Expanded Patio on sidewalk (30%)
- 2. Expanded Patio all the way into street (30%)
- 3. Sod in Median (29%)

Young adults enjoy **talking and dining**



31-64 years old

- 1. Watertank (58%)
- 2. Live Music (57%)
- 3. Expanded patio all the way into street (54%)

Adults are attracted by **entertainment**



+65 years old

- 1. Expanded patio all the way into street (8%)
- 2. Expanded patio on sidewalk (8%)
- 3. Water tank (7%)

The elderly like **sitting and watching**

NOTES: Since the activities "Horses" and "Passive Art" attracted fewer people than average, these have not been included in this study - see appendix p 100 for full overview.



Normal invitations for staying...



... MITS 2015 invitations for staying

3

Next Steps

to Create Invitations for People to Spend Time

- Test having more consistent programming
 - Make longer-term temporary projects throughout the seasons to measure the impact over a longer period of time; this will help determine which programs are more resilient
- Create a Prototyping Festival
 - Take inspiration and learn from San Francisco's Market Street Prototyping Festival
 - Promote community stewardship
- Investigate whether the creation of an "Entertainment District" might strengthen the daily invitations for people to spend time
- Host a second MITS event in the summer of 2016 to find out more about what makes people spend time on 16th Street and in Downtown Denver

4

Encourage Lively Edges

GUIDELINES



4.1 Guide retailers to **Create Interesting Frontages** towards the street with a high level of transparency

4.2 Promote **Business and Retail** along the edges to go hand in hand with public life

4.3 Allow for **Extensions of Outdoor Serving** by restaurants and cafes

IMPORTANCE OF PRINCIPLE

- Lively edges create a more pleasant street environment which attracts more visitors
- Edges with a high level of transparency make the street feel safer by creating visual links outside to inside
- There is a strong link between lively edges, a lively street and the retail potential
 - > 90% said business was better or about the same during MITS 2015
- More space for people at cafes mean more people along the edges of the street
 - > The extended patio seating areas for MITS 2015 were almost always full, revealing a definite potential for permanently increasing the activity along the restaurant facades

How can we create a strong relationship between the edge of the buildings and the street?

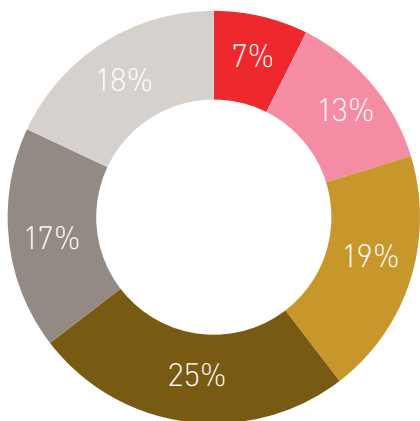


4 Encourage Lively Edges

4.1 Active facades and functions contribute to lively edges along the street

FACADE QUALITY MEASURES

- A - active (visible groundfloor, many doors, lots to see)
- B - pleasant (visible groundfloor, many doors, some to see)
- C - mixed (some view of groundfloor and still some to see)
- D - plain (little view of groundfloor and little to see)
- E - inactive (no view of groundfloor and nothing to see)
- F - no facade (empty lot, vacant building or parking facilities)

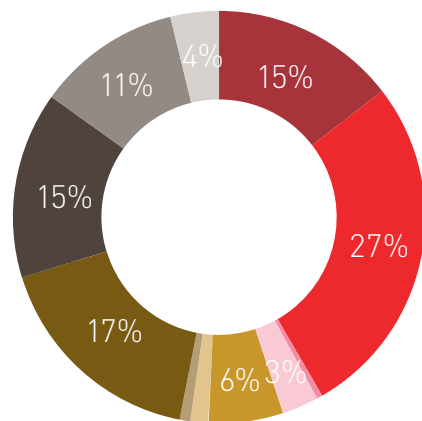


20%
of the facades have
active and pleasant facades

[Categories A and B]

FUNCTION TYPE CATEGORIES

- 1. Shops/Retail
- 2. Bars/Restaurants
- 3. Leisure (cinema, fitness, etc.)
- 4. Hotel
- 5. Services (banks, car rentals, etc.)
- 6. Residential
- 7. Institutions
- 8. Offices
- 9. Parking (surface and garage)
- 10. Vacant Building
- 11. Empty lot/Under construction



46%
of the facades have
active functions

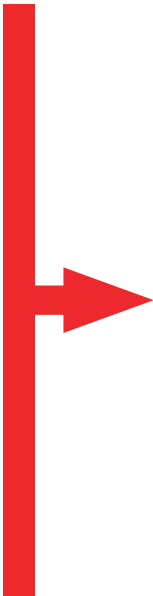
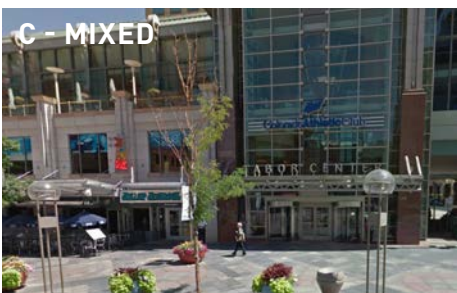
[Shops/Retail, Bars/Restaurants, Leisure and Hotel]

NOTE: The detailed facade study has been included in the appendix, p. 104-107

Encourage Lively Edges

4

4.1 There is great potential to encourage more lively edges by the active functions

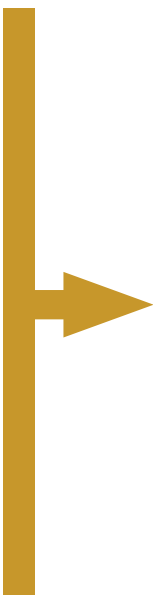


Of the 46% active facade *functions*
(shops/retail and restaurants/bars)

11,000 feet or **70%**

also have active or pleasant facade *qualities*

= well-performing facades



Of the 46% active facade *functions*
(shops/retail and restaurants/bars)

4,000 feet or **30%**

have mixed or plain facade *qualities*

= facades with improvement potential

NOTE: The detailed facade study has been included in the appendix, p. 104-107

4 Encourage Lively Edges

4.2 Business is better when the street is more lively and people stay around longer

BUSINESS TESTIMONIALS

Question asked: "Do sales seem better, about the same or worse during Meet in the Street Sundays compared to other summer Sundays?"

"Absolutely increased beyond belief"
Shift Lead Manager at Red Robin

"Touch better; We love the 80's cover band you have out there; 20% increase in sales on average"
Personnel Manager at Marlowe's

"Sales have really suffered, especially when there's more entertainment vs. just food on the street. Let's strategize on how to promote retail with MITS for next year"
Department Manager at H&M

"Probably on average no difference, but MITS influences a change in when we get hit by customers. Up till 2pm, below average/dead, and at 4pm we got hammered."
Shift Lead at Jamba Juice

"Little better; if MITS were on a regular basis, might be even better"
COO at Paramount Café

"It varied for each MITS but definitely a spike"
Barista at ink! Coffee

"Definitely better"
Cashier & Food Runner at Corner Bakery Cafe

"MITS draws more of a patio crowd at our cafe"
Anonymous host at Rialto Cafe

4.2 Business sales impact

90% said sales were better or about the same during MITS 2015 compared to normal Sundays

“I feel like we’ve had more sales on MITS”
Barista at ink! Coffee

“If MITS was more regular, we’d likely get an increase in sales”
Assistant Manager at RadioShack

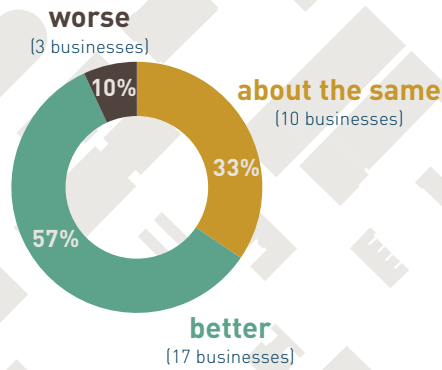
“Definitely better”
Host at Earl’s

RESPONSES BY LOCATION

- Better
- About the Same
- Worse

1. Noodles & Company
2. Starbucks
3. Yard House Downtown
4. Eufloa Marijuana Dispensary
5. Corner Bakery Café
6. Earls
7. Protein Bar
8. Hard Rock Café Denver
9. H&M
10. Marlowe’s
11. Paramount Cafe
12. Where the Buffalo Roam
13. IT’Sugar
14. ink! Coffee
15. Jimmy John’s
16. Red Robin
17. RadioShack
18. Starbucks
19. Jamba Juice
20. TJ Maxx
21. Obento
22. Wild West of America
23. Ross Dress for Less
24. Chili’s Grill & Bar
25. Caribou Coffee
26. Rialto Café
27. Starbucks
28. Rock Bottom Restaurant and Brewery
29. Tokyo Joe’s
30. McDonald’s*

OVERALL RESPONSES



*McDonald’s did not participate in the survey, but they reached out to us later.

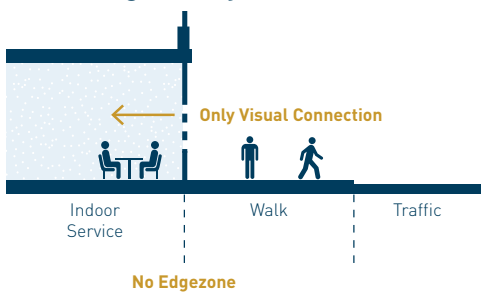
4 Encourage Lively Edges

4.3 MITS 2015 revealed a great potential for expanding the outdoor cafe seating areas

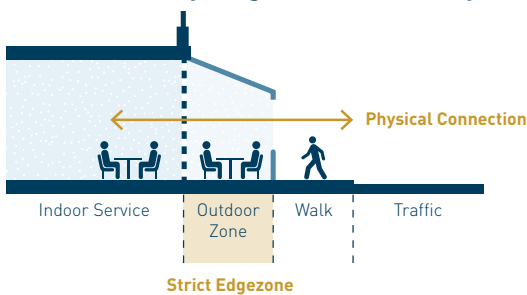
3 DEGREES OF CAFE EDGE ZONES

Diagrams of lively edges by cafes/restaurants

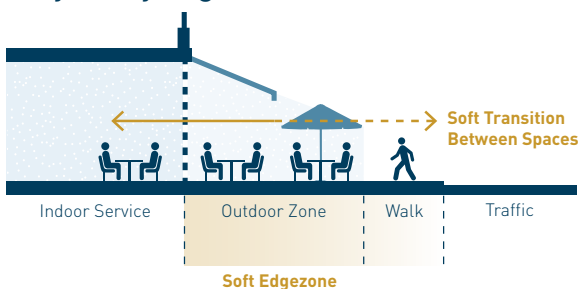
Weak Edge - only visual connection



Medium Lively Edge - restricted by barrier

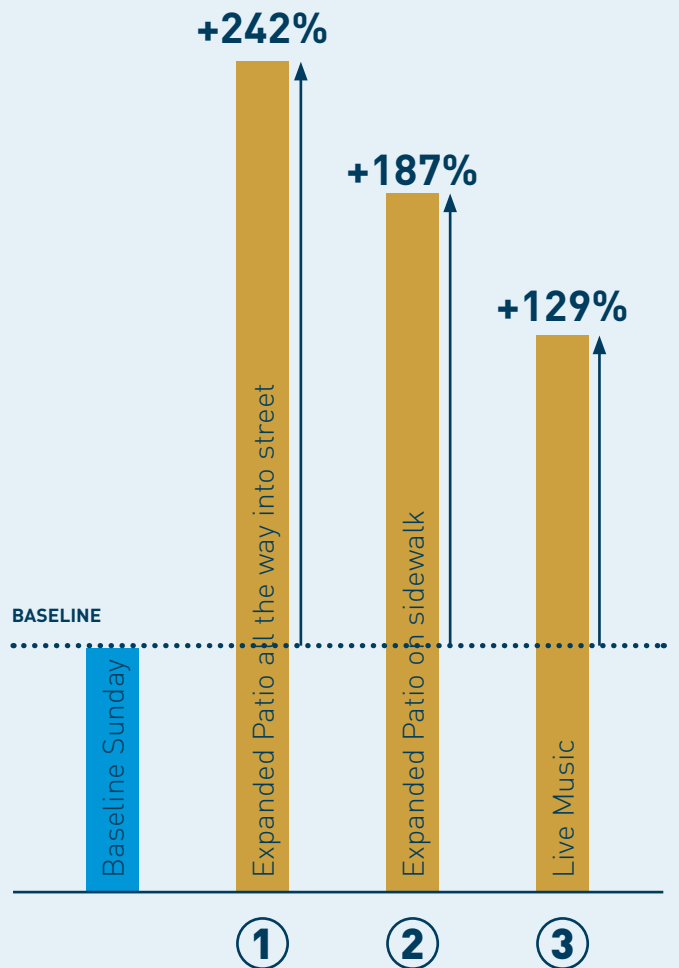


Very Lively Edge - soft transition in to out



TOP 3 PROGRAMS FOR CAFE SEATING

MITS 2015 compared to Baseline Sundays



Expanded patios =
More cafe seating activities



Next Steps

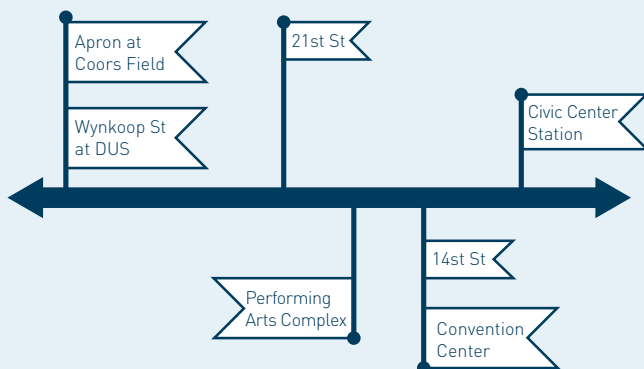
to Encourage Lively Edges

- Extend patio seating by restaurants and cafes on a more permanent basis and measure the impact
 - Consider linking this initiative into the investigations of the possibilities for creating an “Entertainment District”
 - Streamline the permitting process to make it easy for restaurants/cafes to participate in and test the effects of this initiative
- Share information with retailers about the importance of having transparent and active edges
 - Start a dialogue with retailers and shop owners along 16th Street about the shared vision for lively edges along the street
 - Include Denver Office of Economic Development (OED) and Downtown Denver Partnership (DDP) in a facade improvement program
 - Measure the impact of outreach both with on-street studies and via dialogue with retailers
- Focus on the economic impact in future surveys to validate the benefits of changes along the edges for businesses on 16th Street
 - Set up collaborations with a wide range of shops along 16th Street to create an ongoing evaluation of the different initiatives’ impact on business

5

Support a Wider Network of Investment

GUIDELINES



- 5.1** Build upon **Existing Initiatives** and promote complementary programming to create long-term results
- 5.2** Invite **Public Institutions** to take part in the shaping of Downtown Denver
- 5.3** Make a system for catalyzing and incorporating **Civic Innovation** in the overall strategy

IMPORTANCE OF PRINCIPLE

- Many great initiatives working together create a collective impact
 - > By tapping into other existing and ongoing initiatives the overall results will seem more coherent and possibly also have more impact
- Leveraging the potential of existing people magnets can benefit all of Downtown
 - > Downtown Denver already has many great destinations and if these work together all of Downtown will have more visitors and a better quality of experiences
- A city for people should be created in collaboration with the people
 - > If people are invited to partake in innovation regarding their own city they are also more likely to take ownership of the public spaces

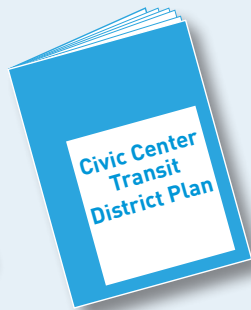
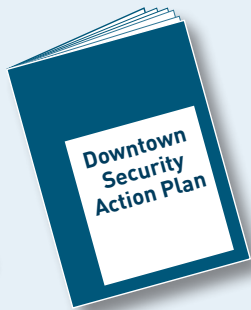
How can we include and collaborate with more of Downtown Denver?



5 Support a Wider Network of Investment

5.1 Many great existing investments in Downtown can be leveraged for bigger impact

SELECTION OF ONGOING INITIATIVES



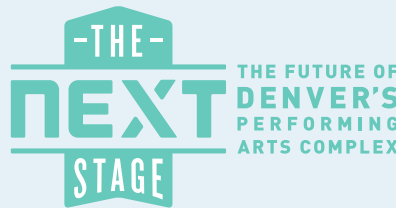
3 PLANNED FOCUS POINTS TO ACTIVATE DENVER'S CORE



The Mall Experience

The Future of Denver's 16th Street Mall

Invite people to better enjoy 16th Street by encouraging more visits and longer stays. Identify ways to help 16th Street reach its full potential as a welcoming place for everyone and as the heart of a vibrant Downtown Denver.



The Next Stage

The Future of Denver's Performing Arts Complex

The Next Stage is a planning project that reviews both the highest and best use of spaces at the Denver Performing Arts Complex and the integration of the Colorado Convention Center into the neighborhood that comprises the Denver Theatre District in Downtown Denver.



The Outdoor Downtown

The Future of Denver's Parks & Public Spaces

The 20-year plan will focus on investment in Downtown's parks and public spaces to enhance the quality of life and create a sustainable, vibrant downtown that is economically healthy and growing.

Support a Wider Network of Investment

5

5.2 There are many opportunities for investing in wider network collaborations

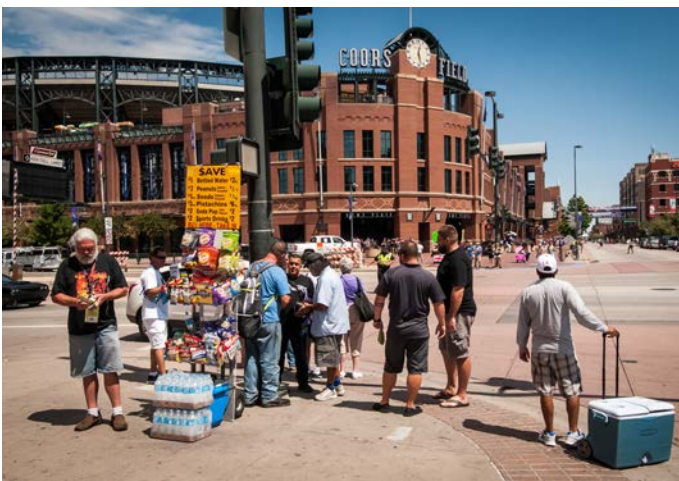
AURARIA CAMPUS has many daily users that could contribute to Downtown's liveliness



DENVER ART MUSEUM & LIBRARY attracts people south of Civic Center and has open public spaces



COORS FIELD is a great opportunity for collaboration in the neighborhood on game days



WYNKOOP PLAZA is already linked to 16th Street and the space has many great assets



5 Support a Wider Network of Investment

5.3 Denver has a great potential for investing in civic participation and innovation



“Denver has (...) moved into expansion mode with positive market absorption in every market segment. (...) With the recent grand opening of the new Union Station/Central transit hub, it is anticipated that the market could see its first \$1,000 or more per square foot investment sale in the Central Business District”

Ben Gilliam, Vice President, Commercial Sales of Coldwell Banker Commercial Alliance Denver

“The city’s small businesses are heavily concentrated in projected high-growth industries – specifically real estate, computer systems design and related services, support activities for mining and personal and household goods repair and maintenance. They’re also highly likely to have websites, and are well-reviewed online.”

Forbes.com, Tom Post

“Colorado? Creative? You bet! This place is all about its love for all things innovative and expressive. (...) Denver was just super solid across the board. It had the 10th most art supply stores, the eighth most galleries, the sixth most art schools, and the 15th most performing arts. All that makes sense, seeing as the 15th highest percent of arts and entertainment workers live there.”

Movoto.com, Laura Allan

5

Next Steps

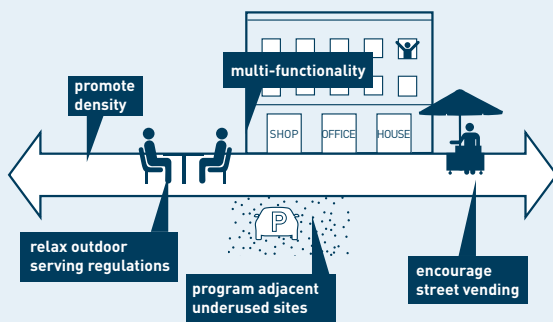
to Support a Wider Network of Investment

- Work with and use special events to create more impact
 - Collaborate with the Office of Special Events (OSE)
 - Create a streamlined, collaborative permitting process to ensure ease of activation for desired programming for the summer 2016 (to encourage civic participation and innovation) in collaboration with the Office of Special Events (OSE)
 - Explore the opportunities for creating an “Entertainment District” in collaboration with local partners
 - Make pilots on 16th Street related to Rockies game days at Coors Field - take inspiration from The Yard in San Francisco
- Outreach to cultural institutions to program and activate collaboration pilots
 - Emphasize connections and events at the Denver Performing Arts Complex
 - Designate Curtis Street for a pilot special event and street closures - work with Arts and Venues and Denver Theater District as a partner for events and visual displays
 - Explore partnerships between various events/activities and institutions/venues

6

Think Beyond the Boundaries of 16th Street

GUIDELINES



6.1 Analyze Policies regarding commercial activities in and around the public realm

6.2 Create a diverse environment to attract more **Downtown Residents**

6.3 Program adjacent **Underused Sites**, like little used surface parking lots and private plazas

IMPORTANCE OF PRINCIPLE

- Public space sometimes needs fewer restrictions for good initiatives to flourish
- A diversity of uses and of users create more life
 - > Residents normally use the public spaces in the morning and in the evening, offices are active during the day and retail is mostly active in the afternoon and in the weekends
- Any gaps in programmed space weakens the overall experience of Downtown
 - > The many underused sites and parking areas adjacent to 16th Street also influence the performance of 16th Street itself

How can we influence political decisions and requirements for new development?



6

Think Beyond the Boundaries of 16th Street

6.1 Think beyond current restrictive policies for outdoor serving to create more life

FINDINGS FROM MITS 2015

- **More cafe seating = more life**
There was a 3 times increase in cafe seating when the patio was expanded into the street
- **Patio seating = most effective**
The programs “expanded patio all the way into the street” and “expanded patio on the sidewalk” were the two most successful pilots in terms of staying activities with an average of twice the amount of normal Sunday activities
- **Cafes = places for adults**
The users of the expanded patio programs were mostly 31-64 years old, the working age population
- **Street vending = more sales**
The commercial activities more than doubled when street vending was encouraged and lawn furniture was placed in the median

Consider removing barriers around outdoor cafe serving areas

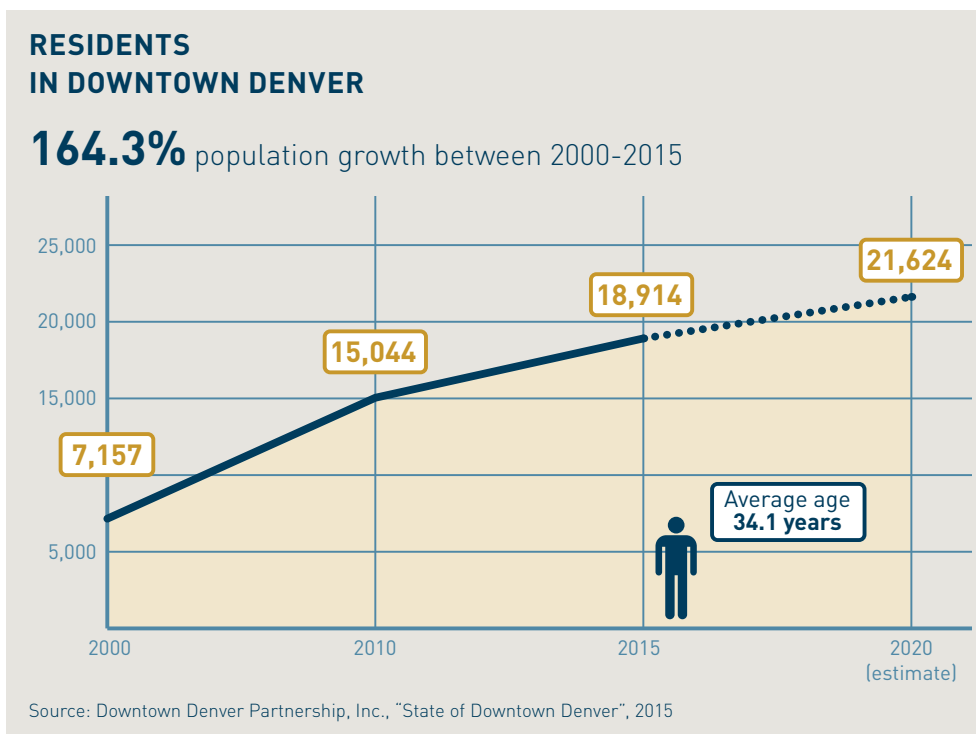


For more information, refer to the appendix starting on page 87.

Think Beyond the Boundaries of 16th Street



6.2 Imagine all of Downtown as a diverse neighborhood with a variety of uses



LEISURE IN DOWNTOWN DENVER

189 shops and restaurants along 16th Street

- entertainment
- arts & culture
- dining
- cafe life
- shopping
- green spaces



6

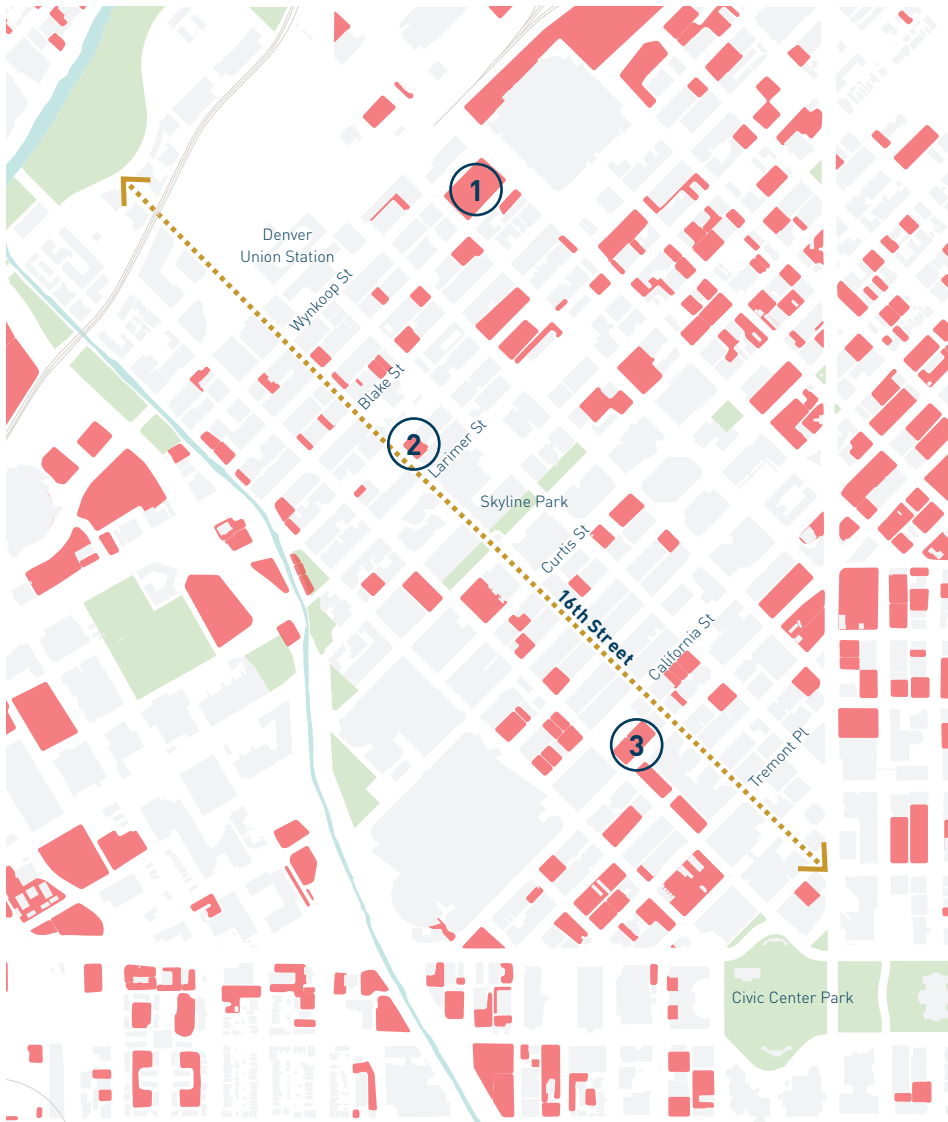
Think Beyond the Boundaries of 16th Street

6.3 Consider how to leverage the opportunities of adjacent underused sites

SURFACE PARKING AREAS

Selection of Downtown Denver parking areas

● Surface parking



SAMPLE PICTURES

From potential activation sites





Next Steps

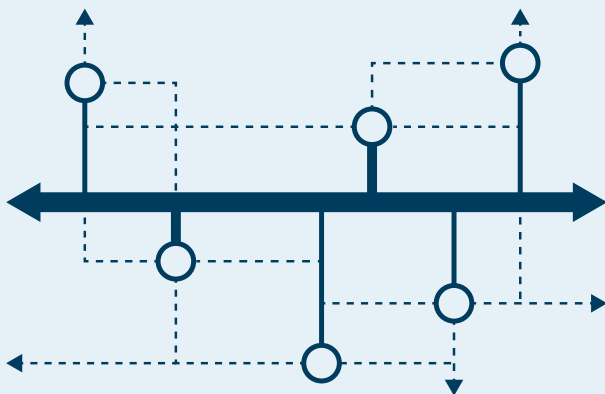
to Think Beyond the Boundaries of 16th Street

- Start a process to change the restrictive regulations to outdoor serving areas
 - Make a move to remove barriers and fences around outdoor serving areas related to restaurants and cafes along 16th Street
 - Consider overlapping these tests with the investigations for creating an “Entertainment District”
- Explore ways to encourage street vending and other activation opportunities on named streets crossing 16th Street
 - Encourage street vendors to add to the life in the public spaces and private plazas/parking lots adjacent to 16th Street
- Start conversations with the property owners of underused surface parking areas and private plazas based on data of usage
 - Include underused sites in the pilot project strategies and plans for Downtown Denver

7

Create a Strong and Integrated Network

GUIDELINES



7.1 Make a network of **Complete Streets** where it is possible to walk, bike, drive, access transit and spend time

7.2 Connect **People Magnets** and leverage the public spaces by the surrounding destinations

7.3 Upgrade the priority **Named Streets**, especially where they intersect 16th Street

IMPORTANCE OF PRINCIPLE

- Complete streets are safest and most pleasant
 - > Two-way streets slow traffic by discouraging high-speed, high-volume through traffic
 - > Slower traffic gives more priority to pedestrians and improves the quality of their experience
 - > More people in the streets enhance the vitality and increase the levels of economic activity
- Connecting destinations encourages more people to walk and bike between them
 - > The intercept studies revealed that more people were willing to walk longer during MITS 2015 than on a Baseline Sunday
- Intersections are important nodes for both wayfinding and as meeting places
 - > For 16th Street to perform as the main connector in Downtown, it must have priority and coherency at intersections with the cross streets

How do we make it easy to get to and around Downtown Denver?



7 Create a Strong and Integrated Network

7.1 Downtown Denver could be a network of public spaces with 100% complete streets

POTENTIAL TYPES OF STREETS IN THE FUTURE NETWORK

- **16th Street Pedestrian Heart**
 The Pedestrian Heart comprises 8 blocks in the center of 16th Street. In this area, alternative shuttle operations make way for more space on 16th Street for pedestrian activities.
- **16th Street Connection**
 The length of 16th Street, from Commons Park past Denver Union Station to Civic Center Station, steps up as Downtown’s spine via upgrades of the street’s program, design and connections.
- **Priority Named Streets**
 The priority named streets are 16th Street’s most important cross streets that connect the 16th Street Downtown artery to the surrounding destinations and neighborhoods.
- **Primary Connection Streets**
 These streets complement the Priority Named Streets by connecting to some of the destinations that are a bit further from 16th St. They also run parallel to 16th Street on 14th Street, 19th Street and 21st Street, where they offer an alternative link across Downtown.
- **Secondary Connection Streets**
 The Secondary Connections Streets are important alternative routes within the Downtown network as well as important links from Downtown to the surrounding neighborhoods.
- **Alleys**
 The pedestrian connections through and between buildings should be utilized to enhance the pedestrian network in Downtown Denver. This includes upgrading the spaces with lighting and wayfinding.
- **River Walks**
 The paths along the river and creek are primarily recreational routes that supplement the intensity and urban vibe of the Downtown commercial and business districts.

“COMPLETE STREET” CHARACTERISTICS



A Strong Identity
 enhanced through street design and functions



Pedestrian Priority
 with two-way streets, safe sidewalks and strong intersections



Bicycle Lanes
 or designated bicycle zones along streets going in both directions



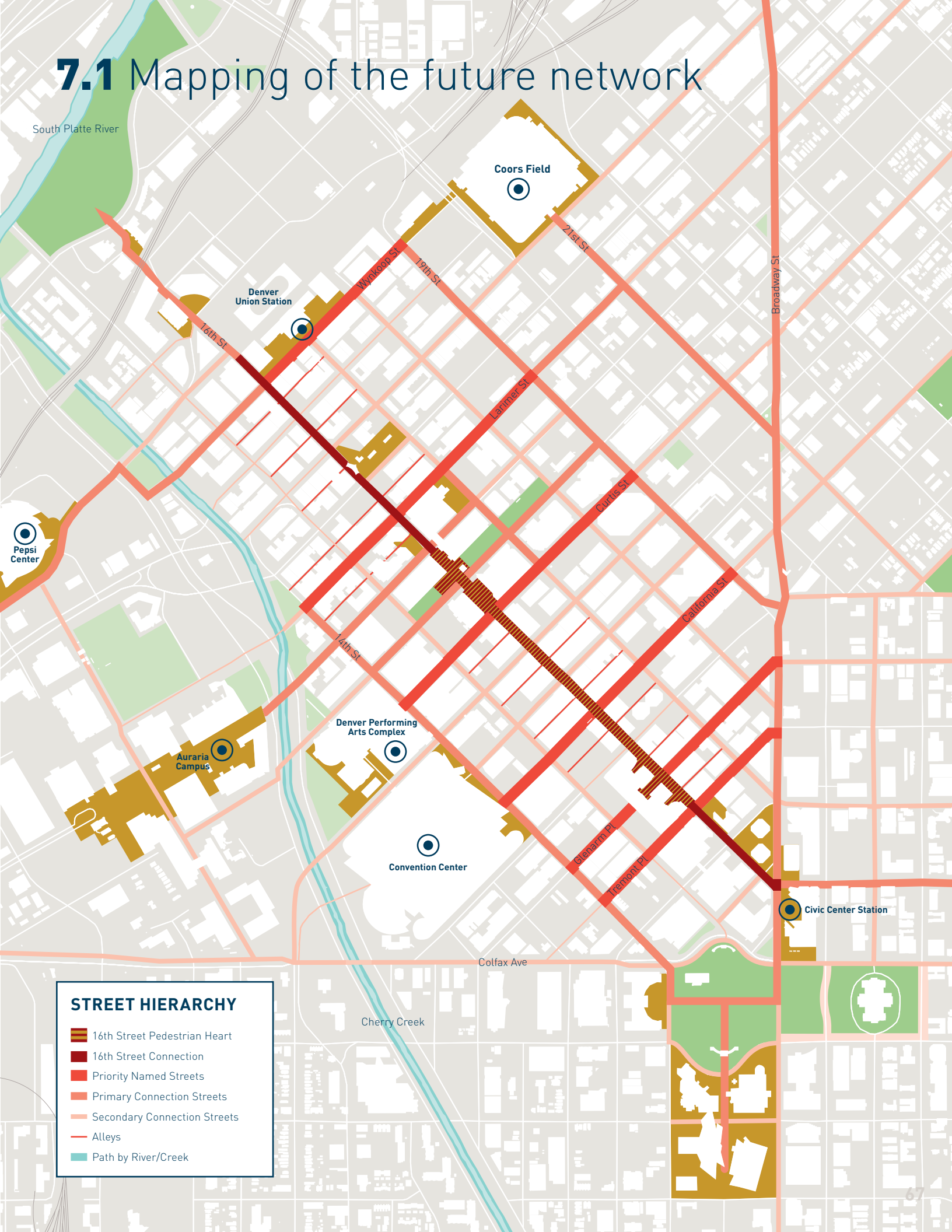
Invitations for Staying
 created by providing public furniture and activities along all major routes



Connections to Transit
 and good waiting facilities with access for all

7.1 Mapping of the future network

South Platte River

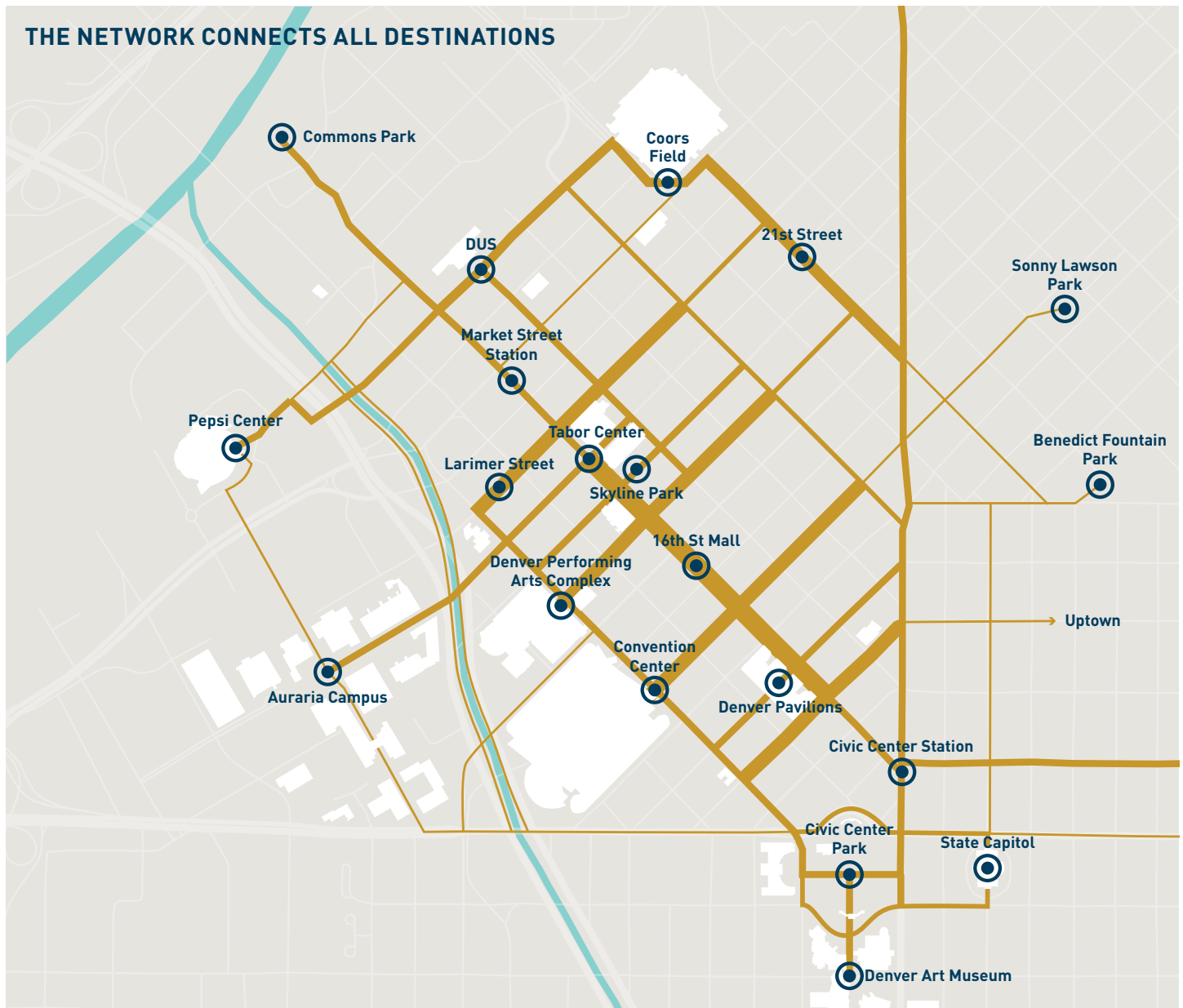


STREET HIERARCHY

- 16th Street Pedestrian Heart
- 16th Street Connection
- Priority Named Streets
- Primary Connection Streets
- Secondary Connection Streets
- Alleys
- Path by River/Creek

7 Create a Strong and Integrated Network

7.2 The Downtown network is a strong web connecting all major Downtown destinations

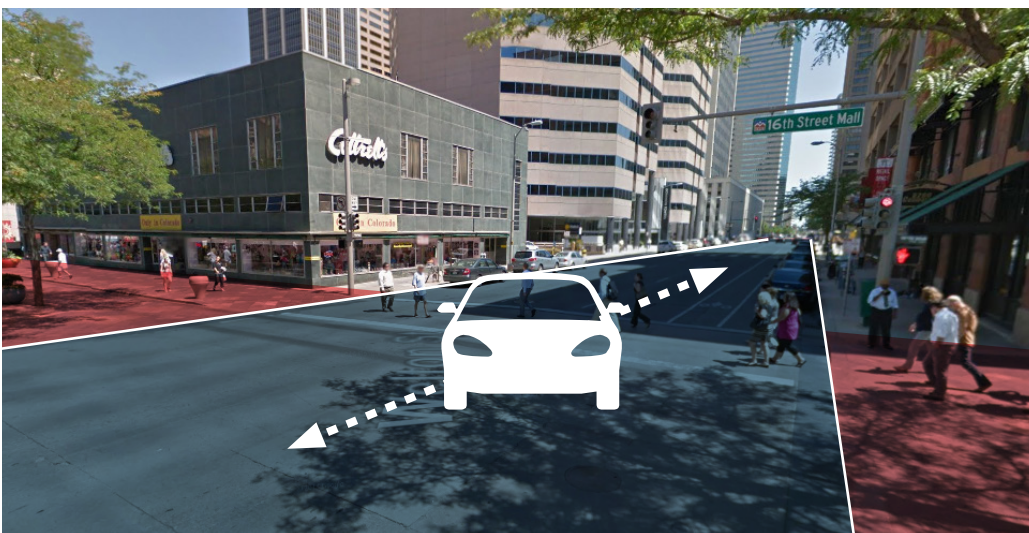


Create a Strong and Integrated Network

7

7.3 The great pedestrian conditions on 16th Street can welcome people at intersections

From intersections that prioritize cars...



CHALLENGES

- When the street is broken up, every portion of the street has to be strong enough in itself to convince people to cross the heavy traffic
- The coherency of the street experience is constantly broken
- There is no sense of arrival at the cross streets and it is too easy for drivers to pass 16th Street without being enticed to slow down or enter

...to a strong pedestrian connection across 16th Street



OPPORTUNITIES

- Mark each intersection to enhance pedestrian safety
- Show people that they are crossing Downtown's most important street
- Make clear arrival nodes in the intersections to invite people onto 16th Street
- Make it easy for people to move across the entire length of 16th Street to experience the changes of the street's character

7

Normally a purely utilitarian street...



... but during Meet in the Street people also used the street for general leisure



Next Steps

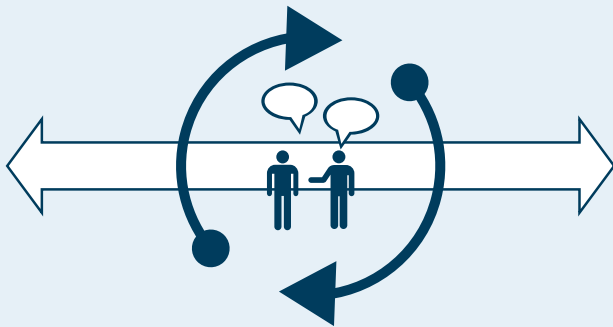
to Create a Strong and Integrated Network

- Test better intersection connections by changing signals to flashing red (forced stops) on selected streets that intersect with 16th Street
- Pilot at least one named street crossing 16th Street
 - Designate at least one named/transverse street adjacent to 16th Street as a pilot “festival” street for 1-2 blocks
 - Coordinate named streets activation with other activation strategies and activities
 - Collaboration between Denver Community Planning and Development (CPD), the Office of Special Events (OSE), the Department of Public Works (DPW), the Downtown Denver Partnership (DDP) and the Regional Transportation District (RTD)
- Activate 1-3 alleys along 16th Street
 - Identify at least two alleys with willing partners adjacent to 16th Street for enhanced activation efforts
 - Work with private sector partners and with the city on cleaning, dumpsters and physical enhancements to alleys - consider engaging a local art group for a lighting design scheme
- Activate plaza space(s) adjacent to 16th Street
 - Determine feasibility of short-term activation of Market Street Station Site - also consider Republic Plaza or similar sites for activation
 - Prepare a list of potential activities on the chosen plaza(s) and determine feasibility and costs
- Confirm activation strategies with Denver’s Outdoor Downtown at key public parks and gathering spaces
 - Confirm strategies for all three blocks of Skyline Park, collaborating with the private sector for sponsorships and with the Downtown Denver Partnership (DDP) for events and longer term changes to the physical environment

8

Continue to Evolve

GUIDELINES



- 8.1** Develop an evidence-based **Decision Making Framework**
- 8.2** Keep **Testing and Learning** from temporary projects - even when the process is long or difficult
- 8.3** Be ready to **Discard Projects** that aren't working and prepare to **Implement Projects** that prove their worth

IMPORTANCE OF PRINCIPLE

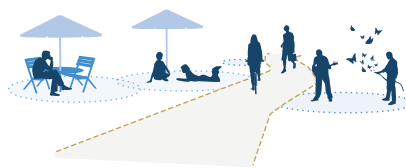
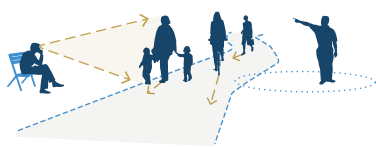
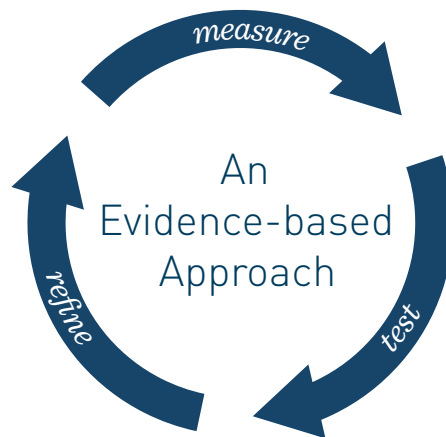
- An iterative approach ensures are more resilient solution
 - > MITS 2015 revealed which types of programming is more likely to attract people to Downtown Denver and also what projects to refine or discard - this knowledge enhances the prospects of creating successful permanent change
- Learning from the performance of public spaces allows us to better understand the public
 - > The data collected during MITS 2015 suggests *who* might be attracted to *what* - this demographic information can be used to ensure inclusive public spaces for all
- A measure-test-refine method is invaluable to identifying both right and wrong projects in the city
 - > MITS 2015 clearly showed that extending patio seating on 16th Street is likely to draw more people, whereas other projects - like passive art - need to be developed further

What can we think of for MITS 2016?



8 Continue to Evolve

8.1 Steps towards an evidence-based decision making framework



1 / MEASURE

Public Space Public Life Survey

Studies of public life and of the performance of the public spaces were carried out on 16th Street prior to the 2015 Meet in the Street event. These calculations allow us to compare future initiatives to baseline numbers to analyze and determine their specific impact.

2 / TEST

First test: Meet in the Street 2015

The event carried out during the summer of 2015 was the first test of how different programs and initiatives influence the performance of 16th Street. The event was evaluated using varying tools, from people counts to questionnaires to studies of the social media impact.

3 / REFINE

Things to do in 2016 and beyond

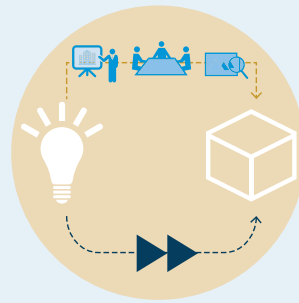
The steps forward build upon the learnings from the 2014/2015 PSPL and from the Meet in the Street 2015 test project. The next round of test projects should refine and target specific goals that have come out of MITS 2015.

8.2 The continued evolvment through testing and learning has many benefits

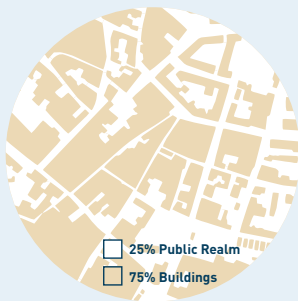
5 REASONS TO PILOT PROJECT



Shorten the distance between citizen and decision-maker



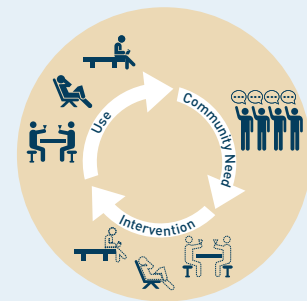
Shorten the distance between idea and implementation



Unlock the potential of civic assets



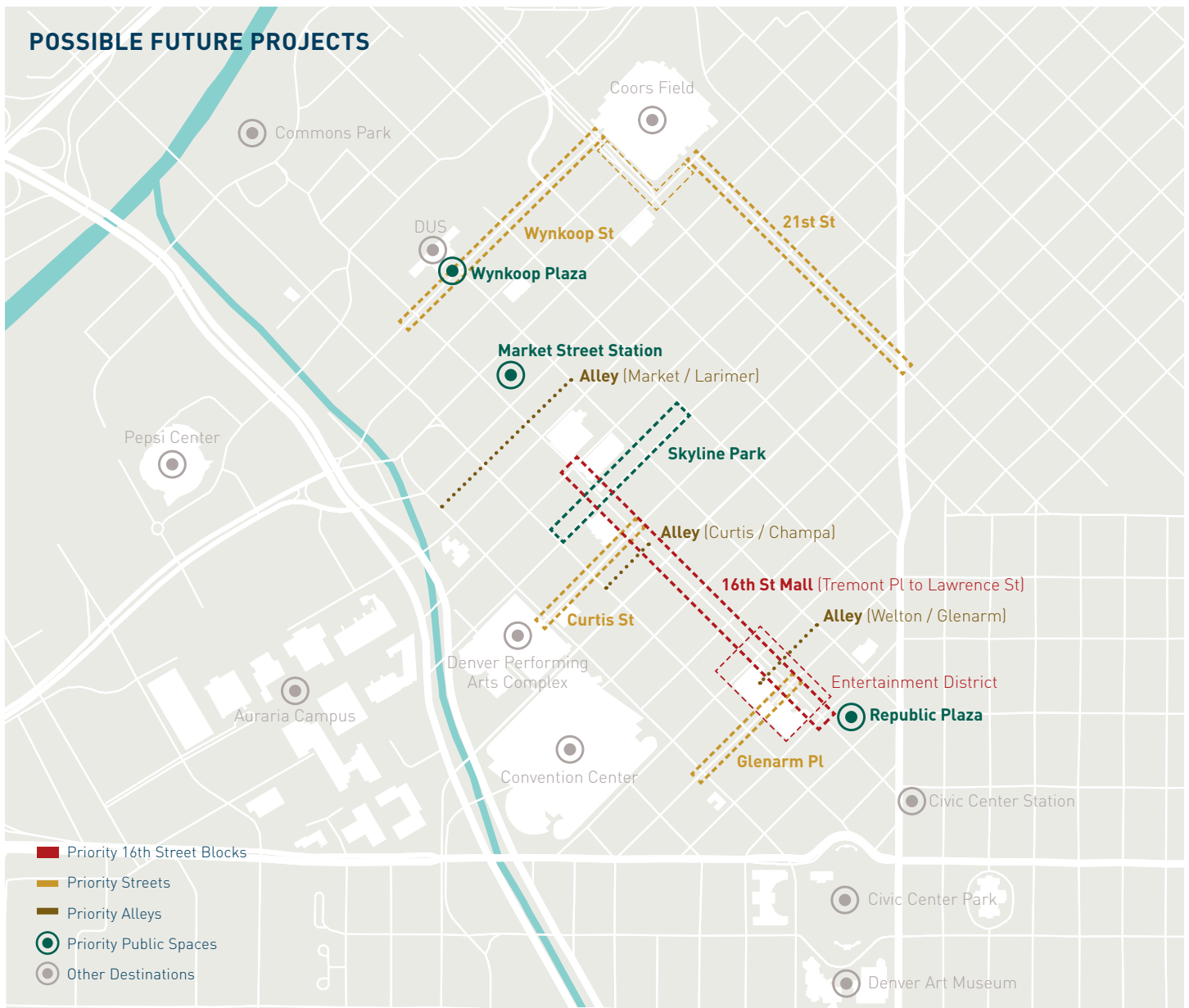
Envision the unimaginable



Create a feedback loop between community need, intervention and use

8 Continue to Evolve

8.3 Possible project areas for the next steps of Downtown's continued evolution



8.3 The next range of projects can continue evolving the evidence-based approach

PRIORITY 16TH STREET BLOCKS

8 blocks along 16th Street

Plan for a second prototyping festival along 16th Street from Tremont Place to Lawrence Street. In the meantime, investigate the opportunity for planning smaller interim projects along the stretch.

Pursue Pilot “Entertainment District”

Review definition of the “Entertainment District” and see if pilots can be tied especially to this initiative during future MITS weekends.

PRIORITY STREETS

Pilot a Named Street / Transverse Street

Designate at least one named street/transverse street adjacent to 16th Street as a pilot “festival” street for 1-2 blocks. Suggested street segments are Curtis Street from 16th Street to 14th Street and Glenarm Place from 17th Street to 15th Street.

Connections to Coors Field

The main streets that connect to Coors Field, Wynkoop Street and 21st Street, already have incentives for creating better street conditions. Leverage these initiatives to improve the overall coherency and connectivity of Downtown Denver.

PRIORITY ALLEYS

Activate Alleys along 16th Street

Identify at least two alleys with willing partners adjacent to 16th Street for enhanced activation efforts. Suggested alleys are between Welton Street and Glenarm Place, Curtis Street and Champa Street, Market Street and Larimer Street.

PRIORITY PUBLIC SPACES

Activate Plaza Spaces Adjacent to 16th Street

Determine feasibility of short-term activation for Market Street Station Site, Republic Plaza or similar.

Activate Skyline Park

Identify projects and goals for each block, both more interim initiatives and more longer term changes that require design, public input and construction.



Plaza Design - Largo São Francisco, São Paulo



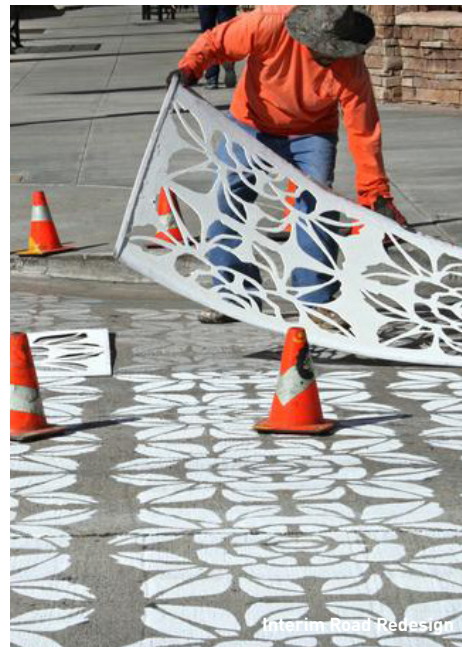
Parklet in Mar del Plata, Argentina



Crossing in Ipanema, Rio



Embarcadero Pilot Plaza, San Francisco



Interim Road Redesign



Carlos Cruz-Diez crossing at Wynwood, Miami



The Porch, Philadelphia



The Porch, Philadelphia



Event in Largo São Francisco, São Paulo



Prototyping Market Street, San Francisco



Lighting Design, Sølberg Plads, Copenhagen

8

Next Steps

to Continue to Evolve

- Create Meet in the Street 2016 (MITS 2.0)
 - Identify necessary shared median tables and seating/railing/shade elements per block
 - Work with Downtown property owner(s) to find storage/staging area for median items
 - Investigate MITS partners and specific strategies for specific days and develop outline of activities, including kids' activities, shade sails and lawn furniture/seating
 - Focus on recurring events
 - Investigate prototyping festival alternatives for specific areas
 - Invite new user groups
 - Engage with start-ups and young professionals who want to invest in their community
- Use the “Public Space Public Life” process and the “Measure-Test-Refine” method to observe and report on the performance of all new projects and initiatives
- Define a network of pilots that engages all of Downtown throughout the entire year - both long-term and short-term effects of projects should be considered
 - View map on page 78 for further inspiration (entitled “Possible Future Projects”)
 - Create a prototyping festival - take inspiration from “Market Street Prototyping Festival” in San Francisco

Roadmap Going Forward

Roadmap Going Forward

Next Steps: Overview of the First 6-9 Months

Principle 1 / Make a Series of Experiences p.25

- Collaborate with historic preservation interests to explore the possibilities of treating 16th Street differently along the different segments of the street
 - Consider options to reinterpret paving, trees and lights in some sections and preserve and repair them in others

Principle 2 / Provide Transport Choices p.35

- Collaborate with the Regional Transportation District (RTD) to identify future transit needs within the corridor and explore possible sustainable long-term solutions
- Work with the Department of Public Works (DPW) to create pilots
 - Tie the initiative into the Downtown Multimodal Access Plan (DMAP)
 - Pilot dedicated shuttle lanes on 15th Street and 17th Street
 - Clarity on what constitutes fixed guideway service according to the Federal Transportation Administration (FTA)
 - Identify and pilot multi-modal connections along Arapahoe Street
- Do test programs with shuttle service staying on 16th Street
 - Program median blocks and non-median blocks while keeping the shuttle on 16th Street and measure the impact to staying activities
 - Program transverse blocks

Principle 3 / Create Invitations for People to Spend Time p.43

- Test having more consistent programming
 - Make longer-term temporary projects throughout the seasons to measure the impact over a longer period of time; this will help determine which programs are more resilient
- Create a Prototyping Festival
 - Take inspiration and learn from San Francisco's Market Street Prototyping Festival
 - Promote community stewardship

Principle 4 / Encourage Lively Edges p.51

- Extend patio seating by restaurants and cafes on a more permanent basis and measure the impact
 - Consider linking this initiative into the investigations of the possibilities for creating an "Entertainment District"
 - Streamline the permitting process to make it easy for restaurants/cafes to participate in and test the effects of this initiative

Roadmap Going Forward

Principle 5 / Support a Wider Network of Investment p.57

- Work with and use special events to create more impact
 - Collaborate with the Office of Special Events
 - Create a streamlined, collaborative permitting process to ensure ease of activation for desired programming for the summer 2016 (to encourage civic participation and innovation) in collaboration with the Office of Special Events (OSE)
 - Explore the opportunities for creating an "Entertainment District" in collaboration with local partners
 - Make pilots on 16th Street related to Rockies game days at Coors Field - take inspiration from The Yard in San Francisco
- Outreach to cultural institutions to program and activate collaboration pilots
 - Emphasize connections and events at the Denver Performing Arts Complex
 - Designate Curtis Street for a pilot special event and street closures - work with Arts and Venues and Denver Theater District as a partner for events and visual displays
 - Explore partnerships between various events/activities and institutions/venues

Principle 6 / Think Beyond the Boundaries of 16th Street p.63

- Start a process to change the restrictive regulations to outdoor serving areas
 - Make a move to remove barriers and fences around outdoor serving areas related to restaurants and cafes along 16th Street
 - Consider overlapping these tests with the investigations for creating an "Entertainment District"

Principle 7 / Create a Strong and Integrated Network p.71

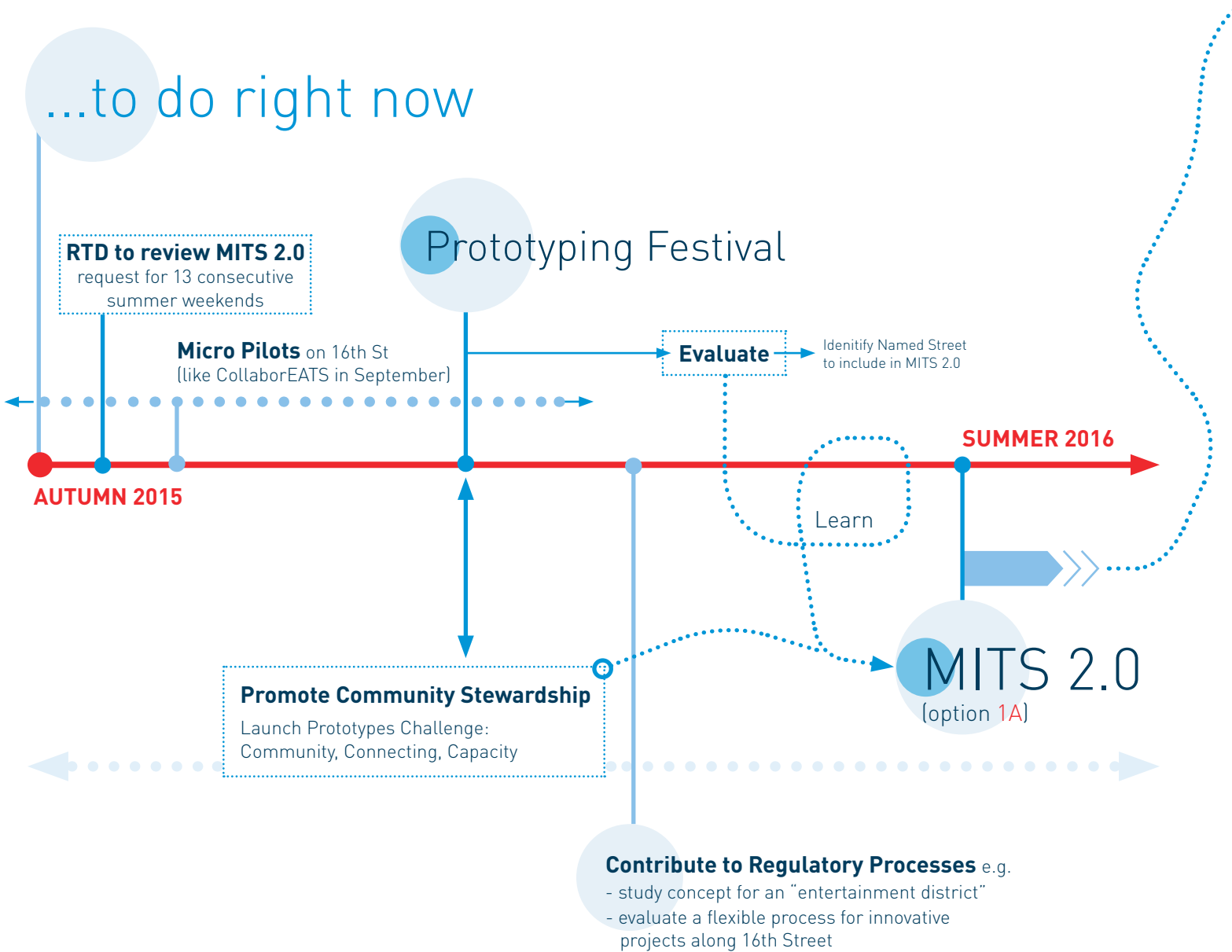
- Test better intersection connections by changing signals to flashing red (forced stops) on selected streets that intersect with 16th Street
- Define a network of pilots
 - Pilot at least one named street crossing 16th Street
 - Activate 1-3 alleys along 16th Street
 - Activate plaza space(s) adjacent to 16th Street

Principle 8 / Continue to Evolve p.79

- Create Meet in the Street 2016 (MITS 2.0)
 - Identify necessary shared median tables and seating/railing/shade elements per block
 - Work with Downtown property owner(s) to find storage/staging area for median items
 - Investigate MITS partners and specific strategies for specific days and develop outline of activities, including kids' activities, shade sails and lawn furniture/seating
 - Focus on recurring events
 - Investigate prototyping festival alternatives for specific areas
 - Invite new user groups
 - Engage with start-ups and young professionals who want to invest in their community
- Use the "Public Space Public Life" process and the "Measure-Test-Refine" method to observe and report on the performance of all new projects and initiatives

Roadmap Going Forward

Roadmap of the Ongoing Process



Guiding Next-Steps Matrix

The Matrix suggests possible scales and scopes of the next steps - each step can be chosen and modified according to the opportunities/challenges of the process.



Data Appendix

Data Appendix

Data Collection Overview & Method

Public Space & Public Life Survey

Gehl Architects has based the analysis in this report on both available data from the City (desktop analysis), as well as on observational and intercept survey data collection in the form of a "Public Space Public Life Survey".

The data has enabled a clear understanding and provided an overview of how Downtown Denver works for people staying and moving through, and has illustrated the use and structure of the public spaces. This information has helped focus the strategic recommendations and suggests ways of improving the mobility, quality, connectivity, and livability of Downtown.

Pedestrian Counts

The street is the frame in which pedestrians flow through the city. The movement patterns of people throughout the day and week can reveal much about the character of urban life. The pedestrian counts were carried out every hour within a specified timeframe, and they help us understand the rhythm of the streets.

Staying Activities

The longer each person stays in the public realm, the more city life accumulates. We conducted registrations of what kind of activities people engaged in to observe what people were doing, where they were doing it, and when. The stationary activities give a picture of the activity levels and types at any given time of day.

Demographics

The demographic study has focused on mapping people's ages and genders. This data reveals how inclusive a space is at different times of the day.

MITS 2015 Program

The Public Space Public Life survey was carried out especially by each MITS program to give a sense of how the different pilots affected the use of the public spaces along 16th Street.

Hardware Study

The hardware study is a qualitative survey of the ground floor facade functions and qualities.

FINDINGS CATEGORIES



Pedestrian Counts
17 Locations



Stationary Activities
12 Locations



Demographics
21 Locations



MITS 2015 Program
7 Blocks



Hardware Study
16th Street

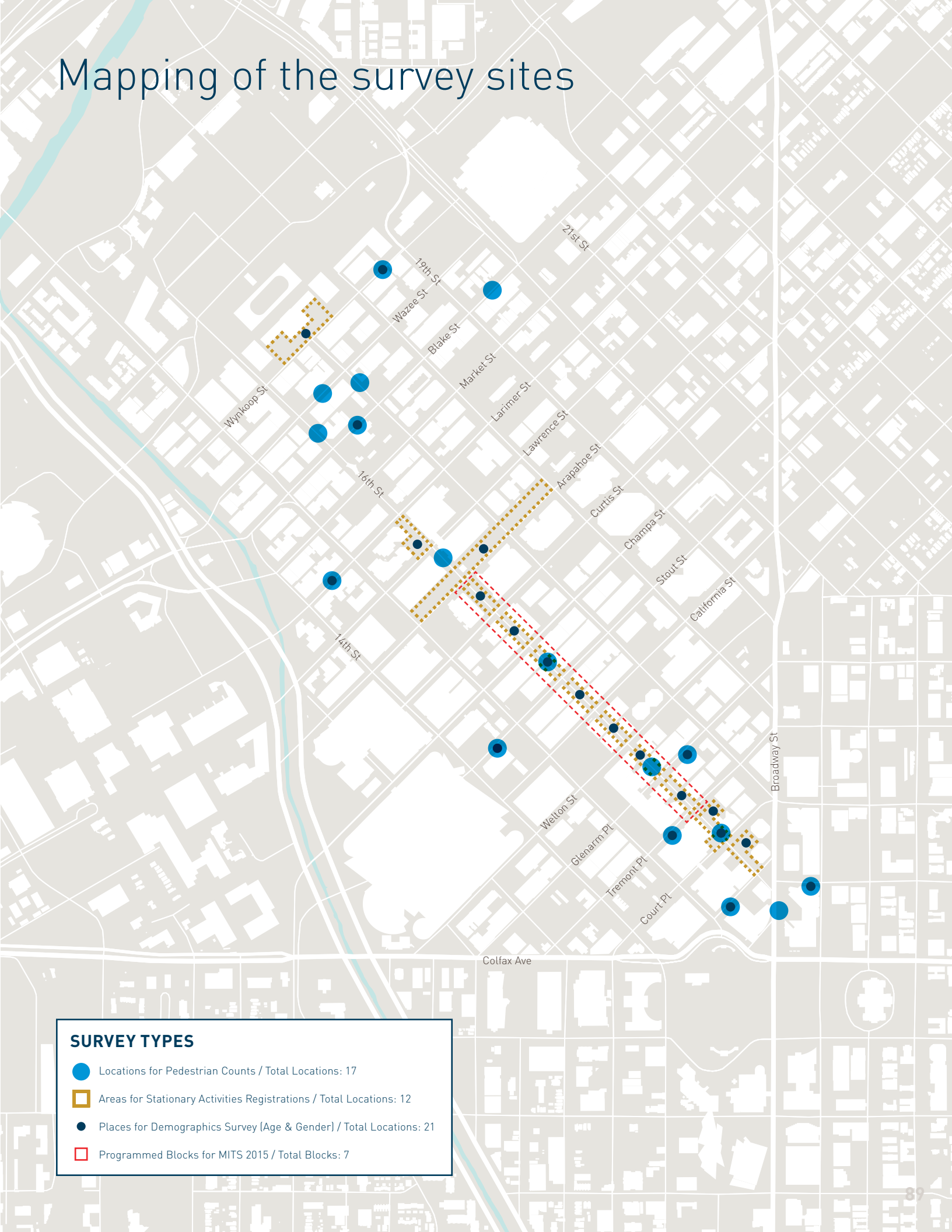
SURVEY DAYS

MITS Sundays: June 28, July 5, July 19, August 2, August 9 (2015)

Baseline Sundays: July 12, July 26, August 16 (2015)

Baseline Weekdays: July 9, July 23 (2015)

Mapping of the survey sites



SURVEY TYPES

- Locations for Pedestrian Counts / Total Locations: 17
- ▭ Areas for Stationary Activities Registrations / Total Locations: 12
- Places for Demographics Survey (Age & Gender) / Total Locations: 21
- ▭ Programmed Blocks for MITS 2015 / Total Blocks: 7

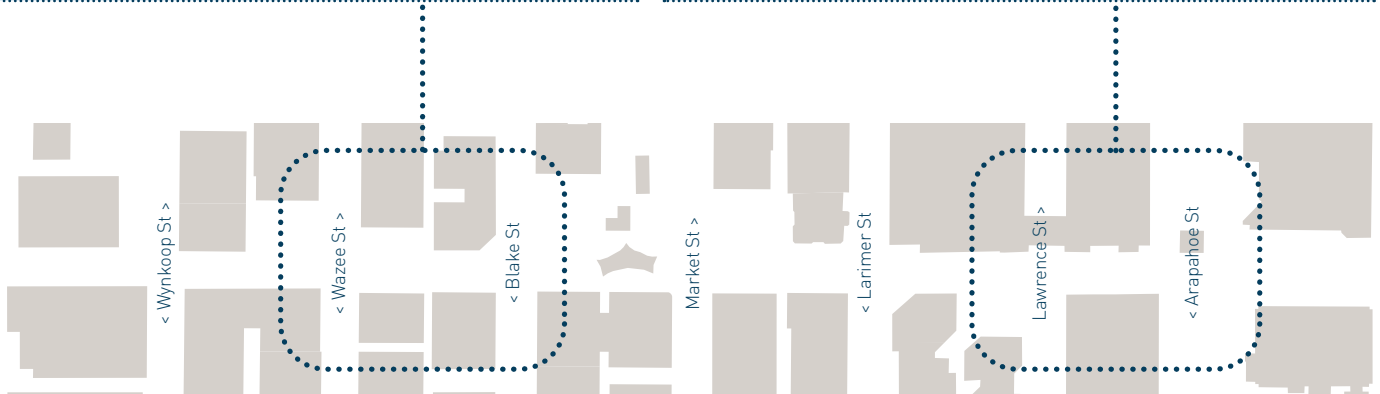
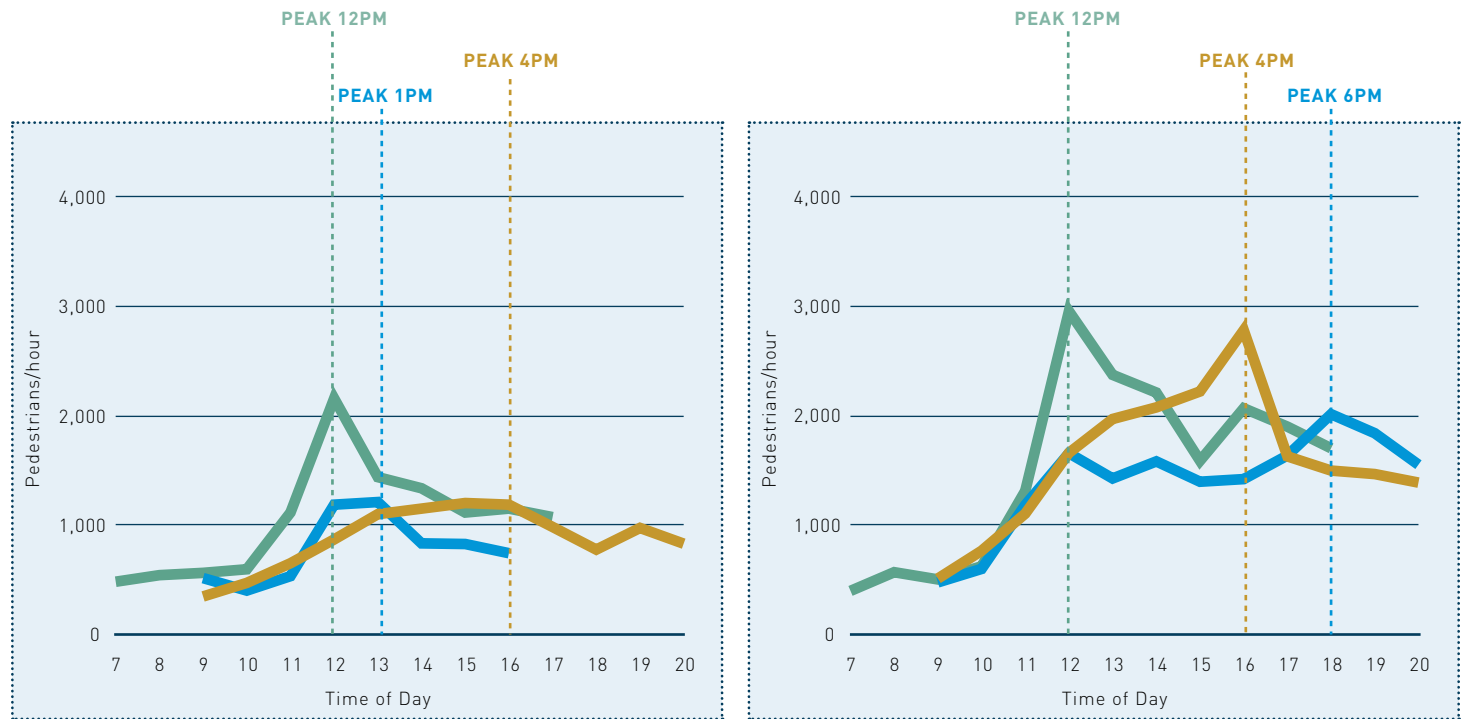
Data Appendix

Survey by Location Pedestrian Counts

PEDESTRIAN COUNTS ON 16TH STREET

Average counts every hour in four locations along the street

- MITS Sundays: June 28, July 5 & 19, August 2 & 9 (2015)
- Baseline Sundays: July 12 & 26, August 16 (2015)
- Baseline Weekdays: July 9 & 23 (2015)



Data Appendix

DATA FINDING

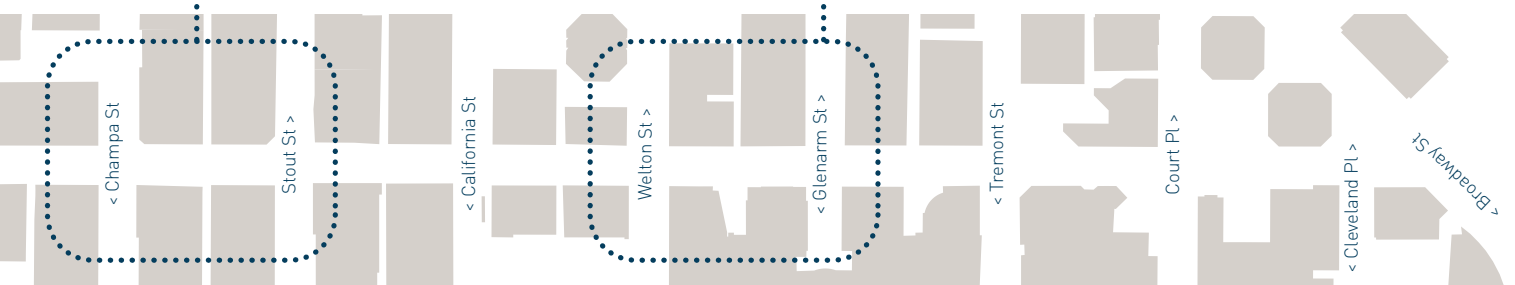
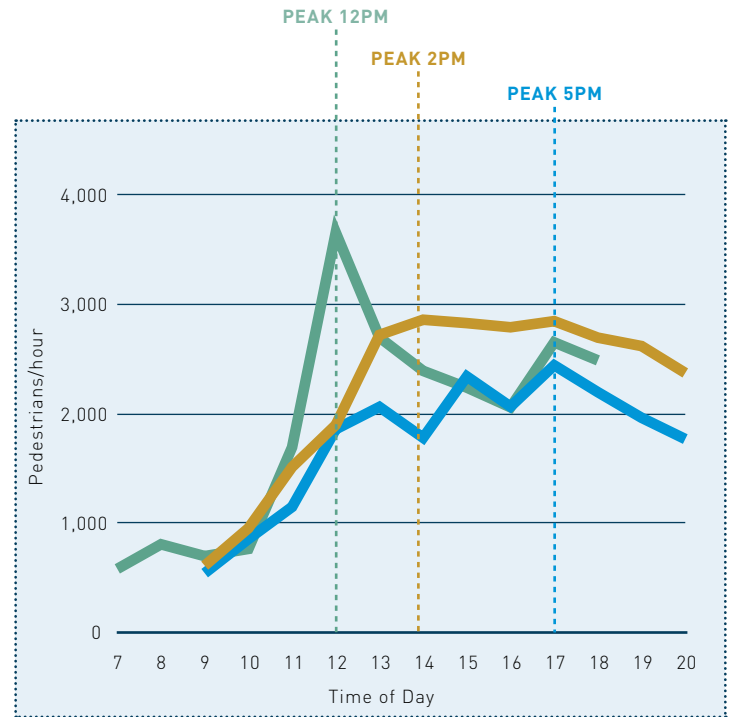
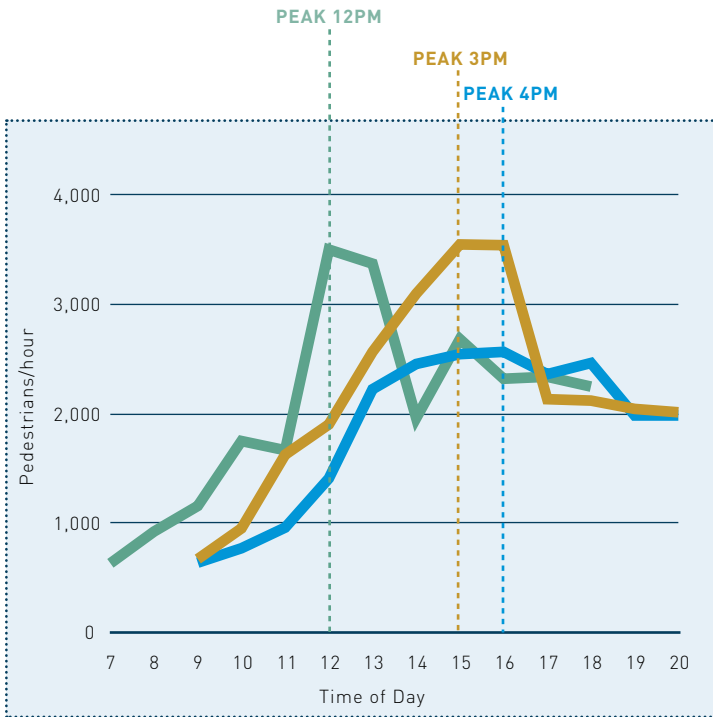
On Weekdays
16th Street is a destination for
lunch

DATA FINDING

On Sundays
16th Street is a destination for
dinner

DATA FINDING

On MITS Sundays
16th Street is a destination to
stay



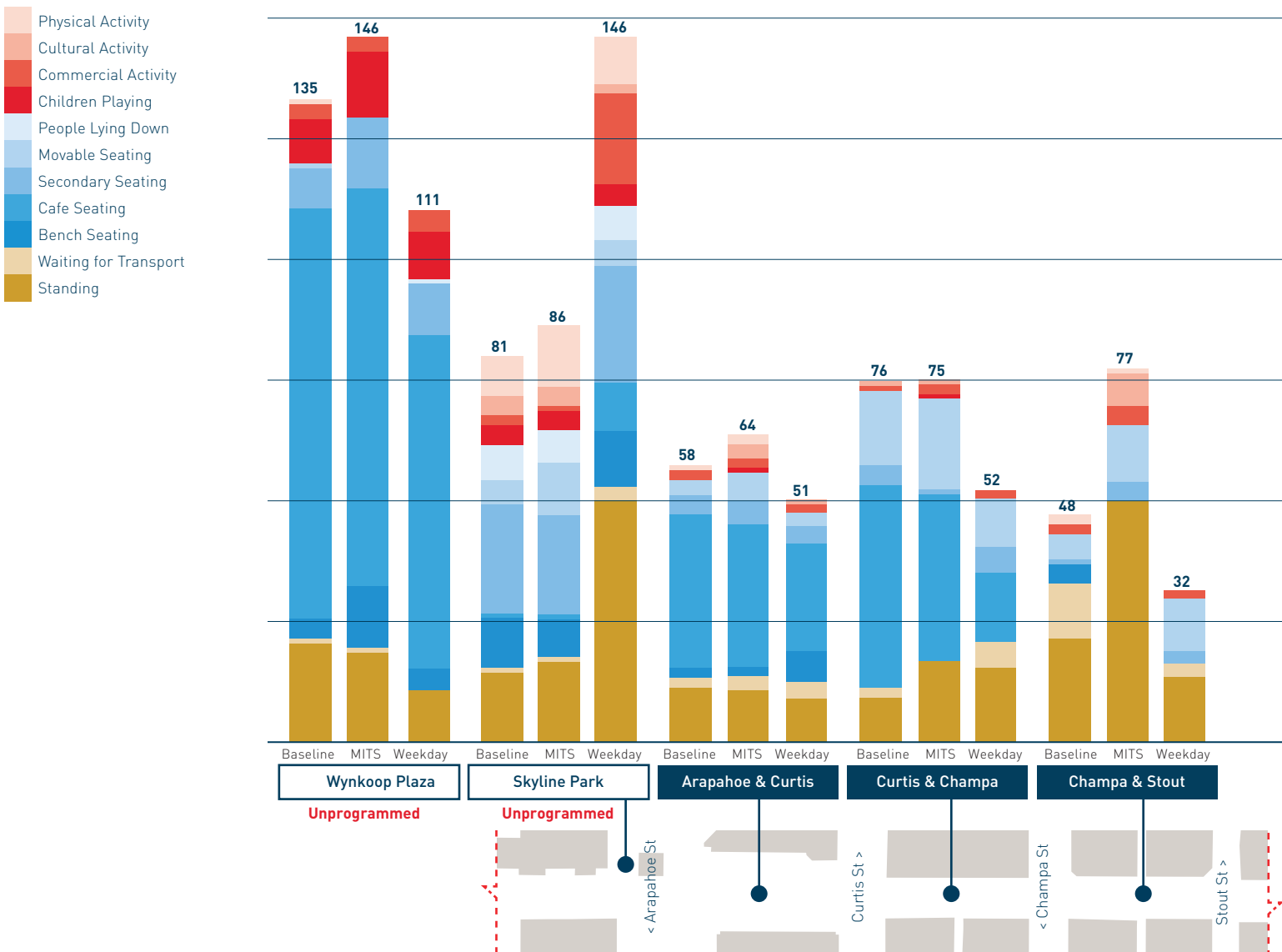
Data Appendix

Survey by Location

Stationary Activities

STATIONARY ACTIVITIES ON 16TH STREET

Average amount of people at any given time between 10:00 - 16:00



Data Appendix

DATA FINDING

On MITS Sunday
Welton and Glenarm
had the largest increase
in staying activities at

60%

DATA FINDING

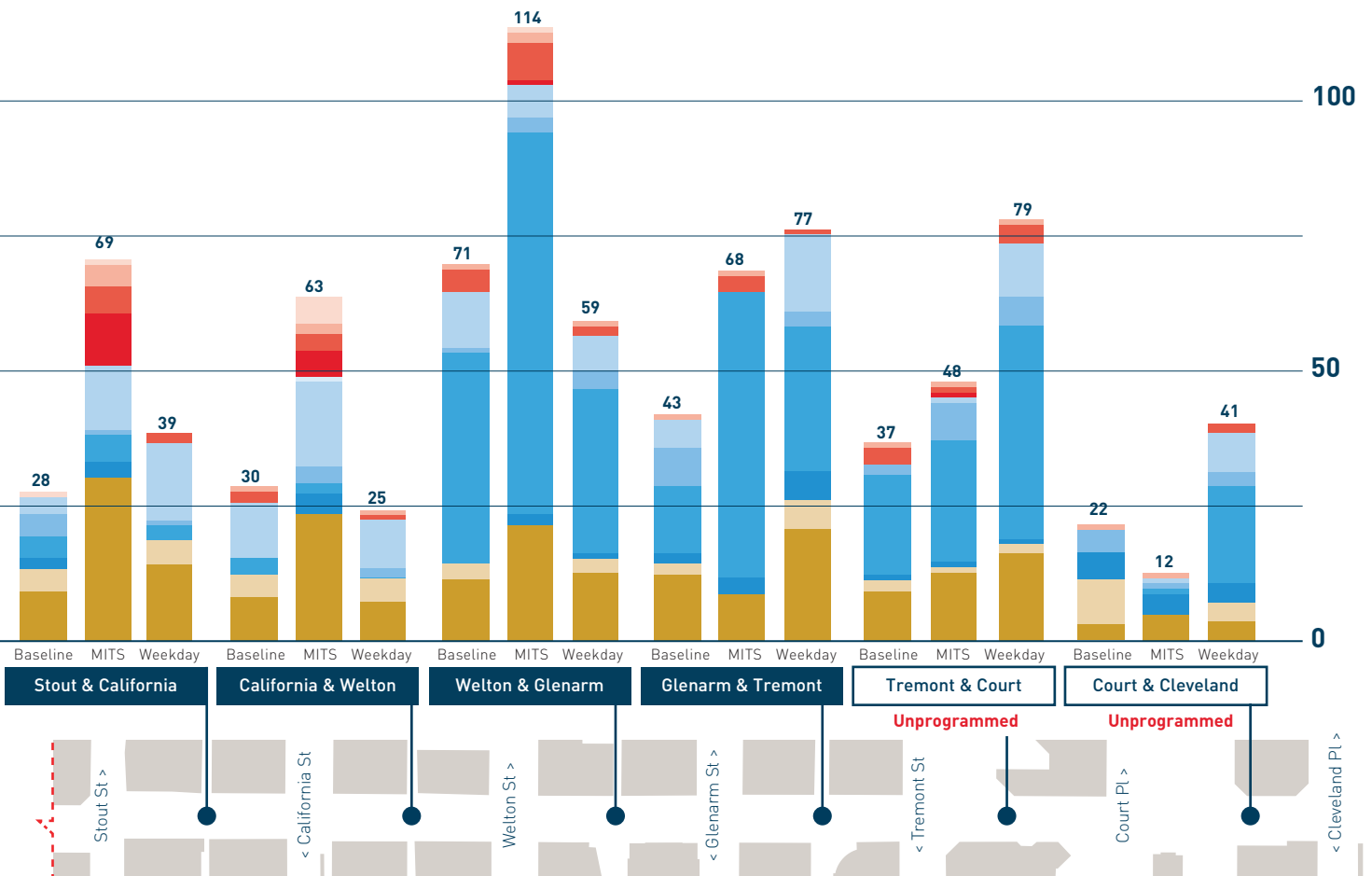
On MITS Sundays
Glenarm and Tremont
was *the place* for a

coffee

DATA FINDING

On MITS Sundays
Stout and California
became a place for

kids!



150

100

50

0

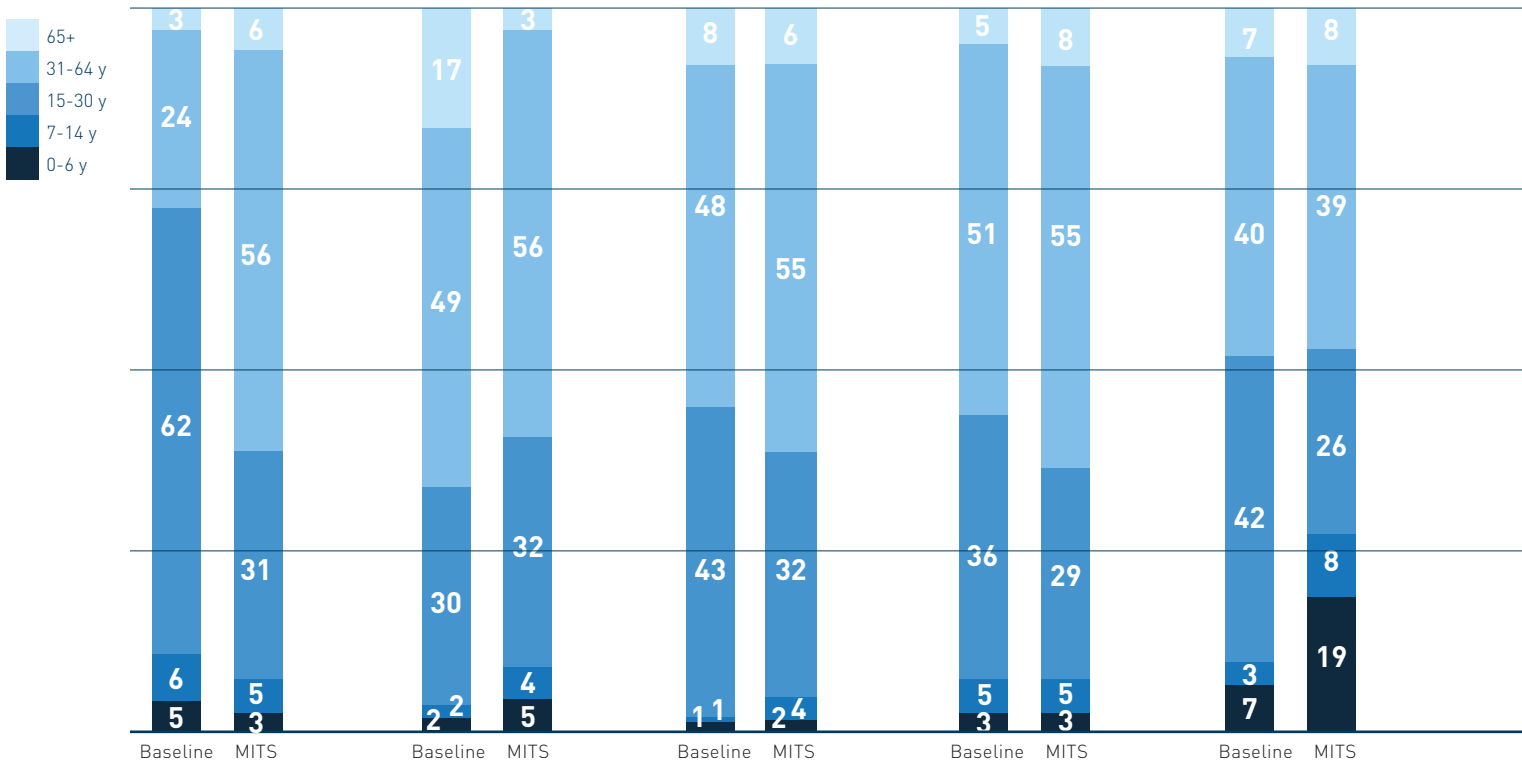
Data Appendix

Survey by Location

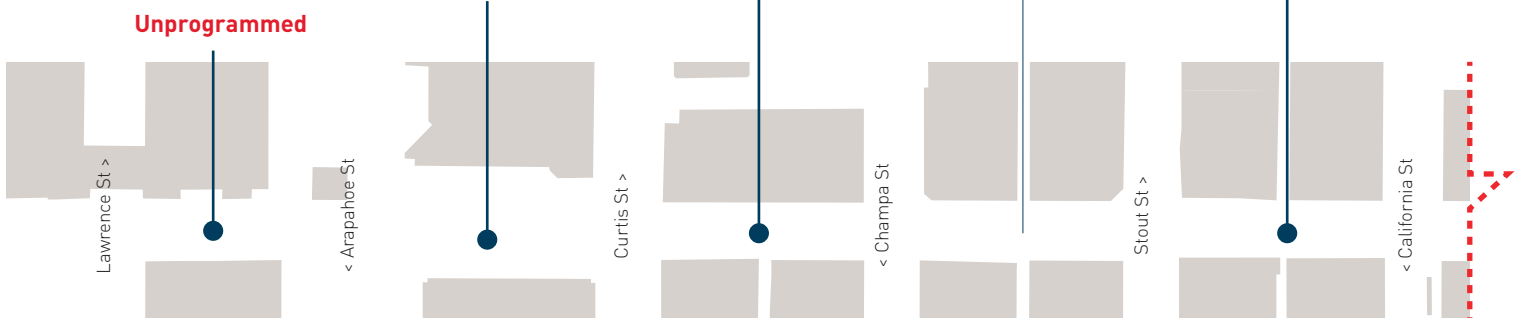
Age Demographics

AGE DISTRIBUTION 16TH STREET

Average between 10:00 - 16:00

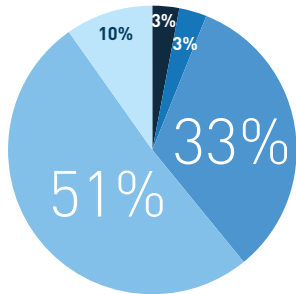


- Skyline Park
- Arapahoe & Curtis
- Curtis & Champa
- Champa & Stout
- Stout & California

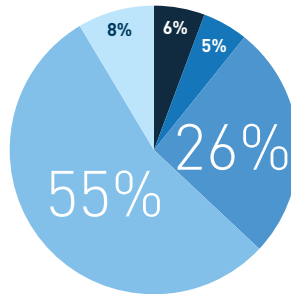


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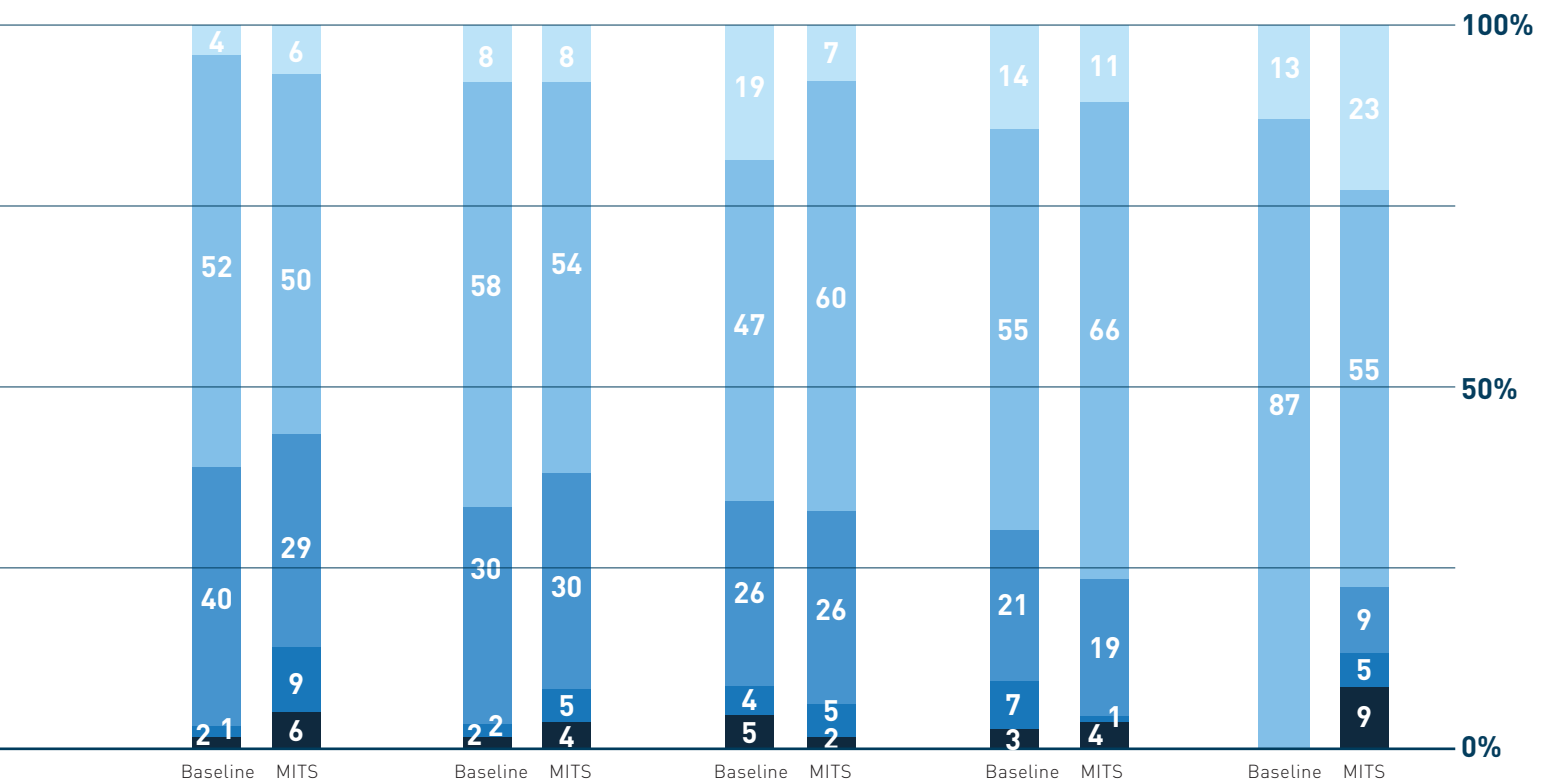
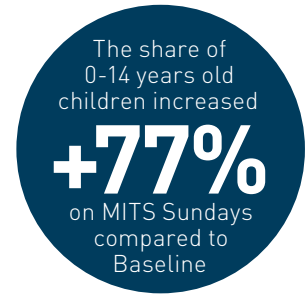
**OVERALL
BASELINE SUNDAYS**



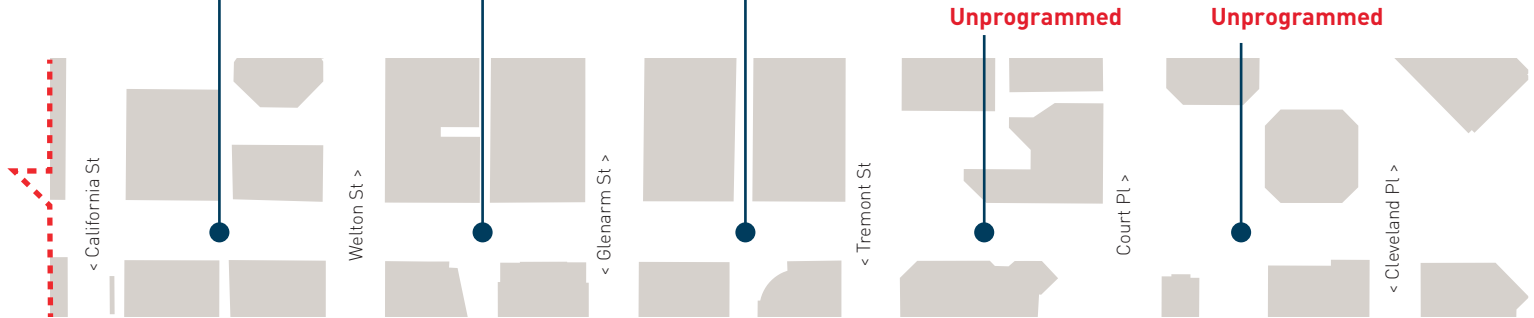
**OVERALL
MITS SUNDAYS**



**DATA
FINDING**



California & Welton **Welton & Glenarm** **Glenarm & Tremont** **Tremont & Court** **Court & Cleveland**



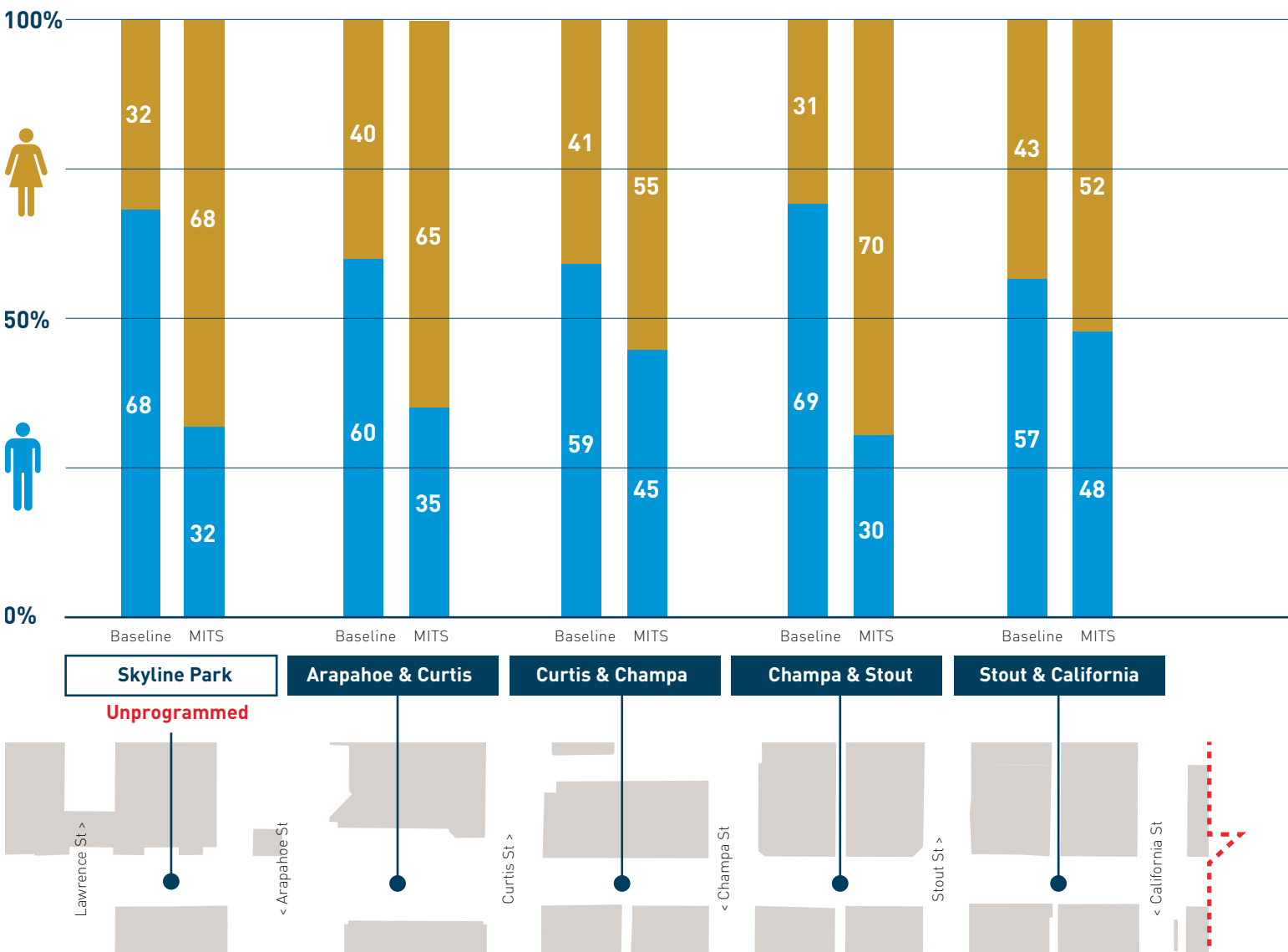
Data Appendix

Survey by Location

Gender Demographics

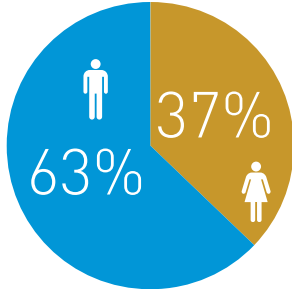
GENDER DISTRIBUTION 16TH STREET

Average between 10:00 - 16:00

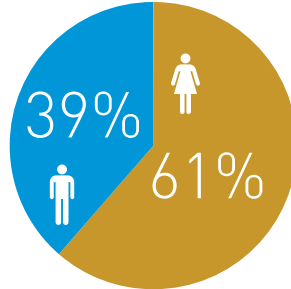


Data Appendix

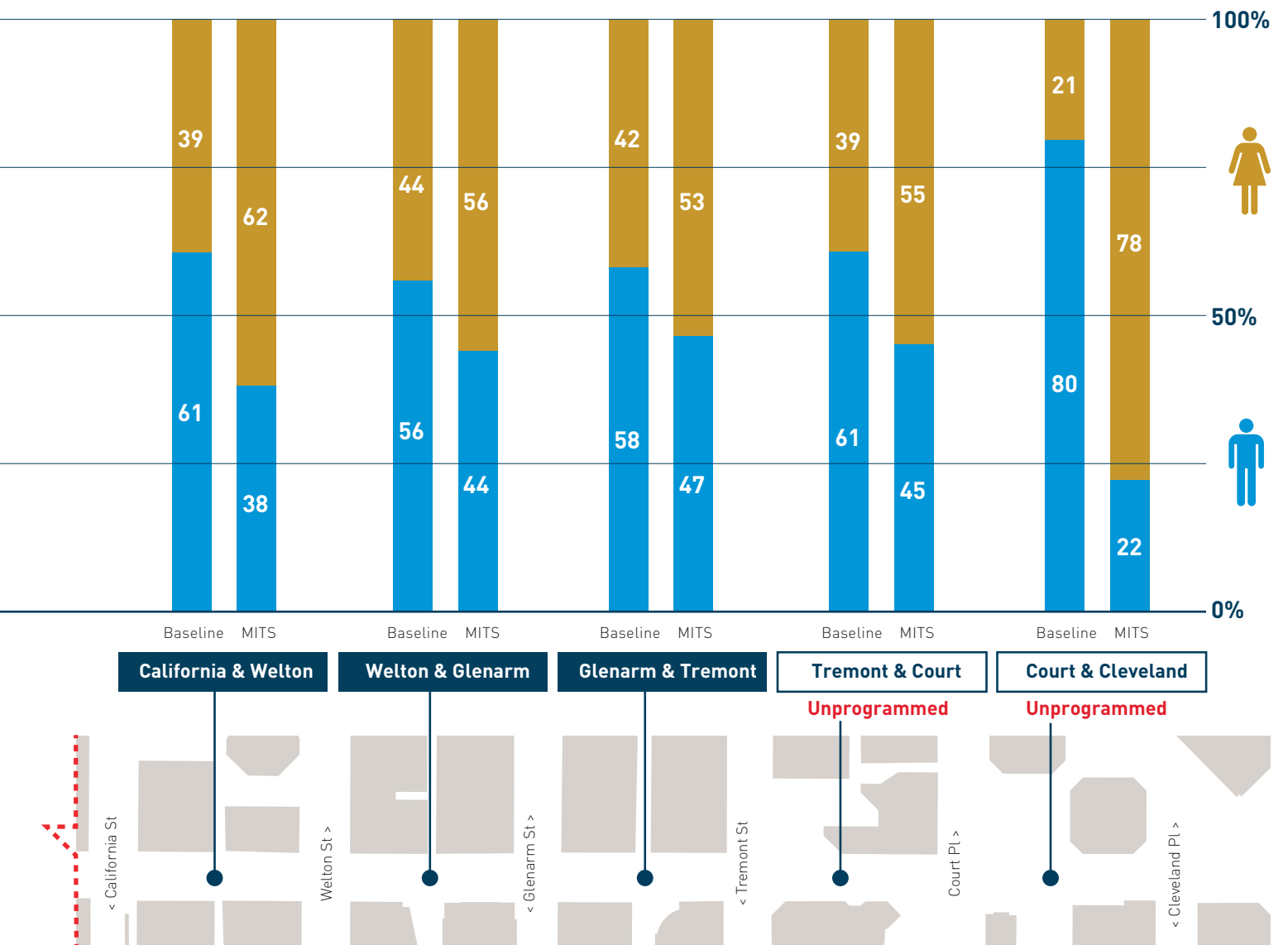
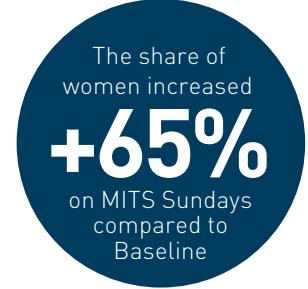
OVERALL BASELINE SUNDAYS



OVERALL MITS SUNDAYS



DATA FINDING



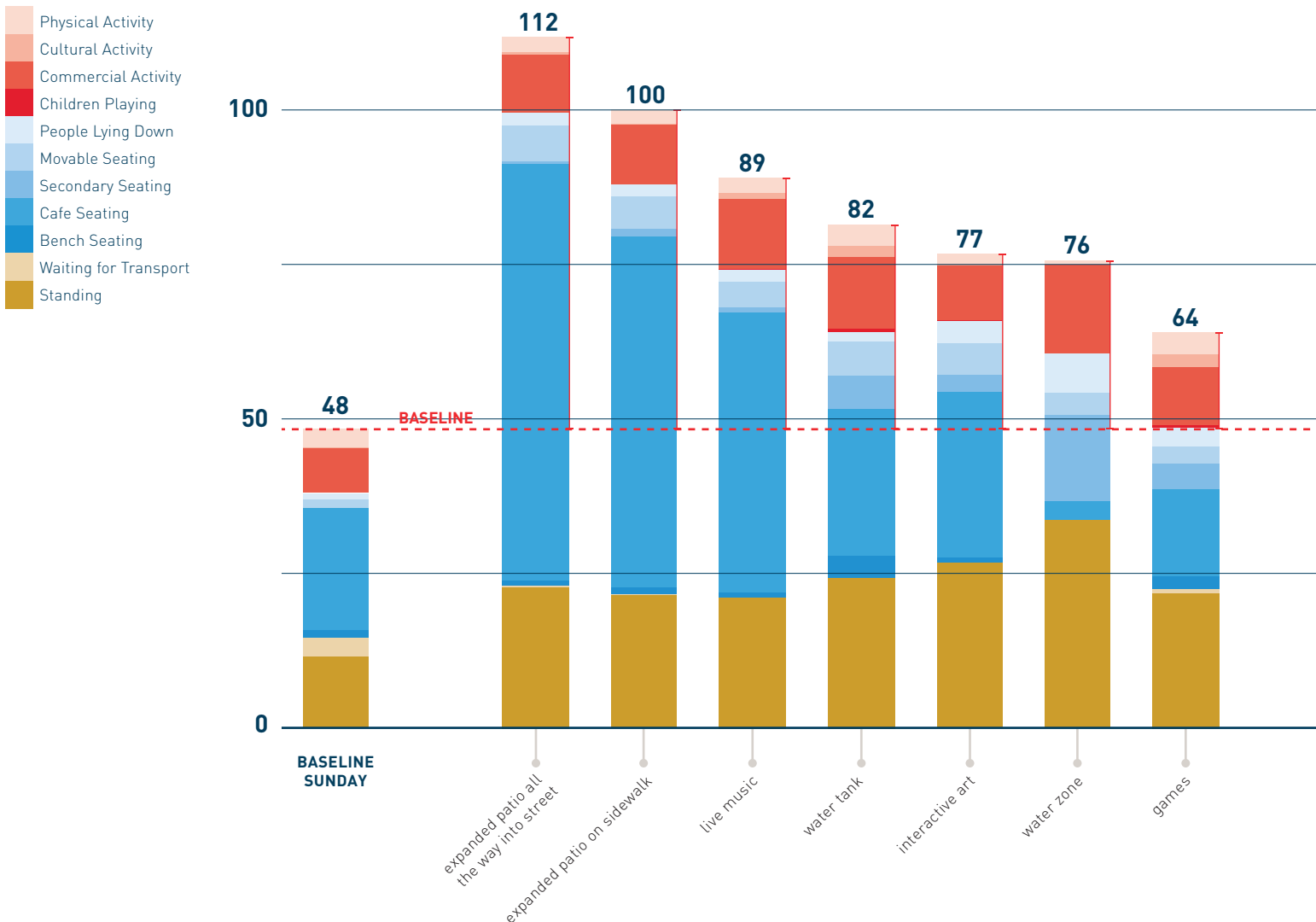
Data Appendix

Survey by MITS Program Stationary Activities

STATIONARY ACTIVITIES AT THE MITS 2015 PROGRAMS

Average amount of people at any given time between 10:00 - 16:00

Organized by program popularity



Data Appendix

DATA FINDING

+157%

increase in commercial activities when lawn furniture was placed along 16th St

DATA FINDING

3X

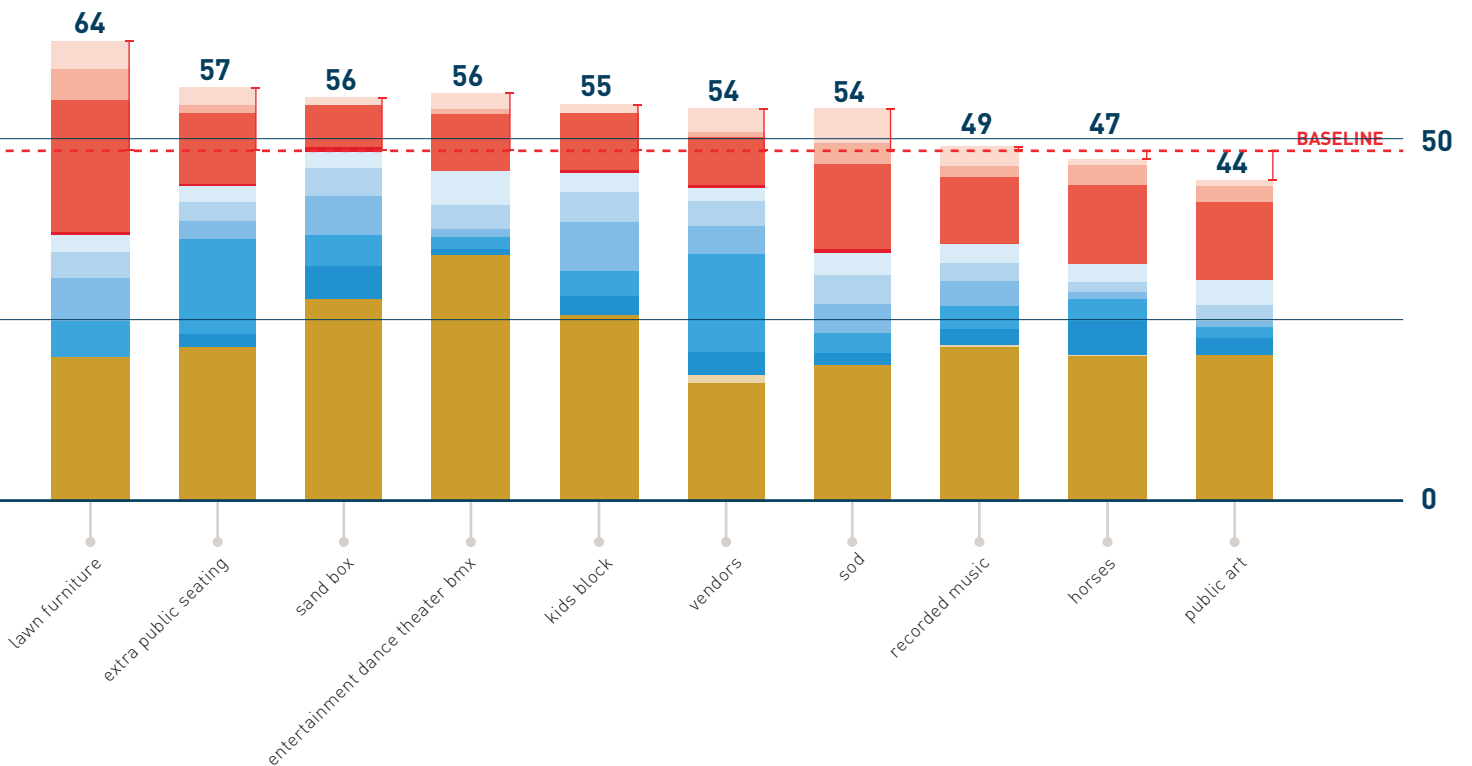
increase in cafe seating when the patio is expanded into the street

DATA FINDING

88%

of all MITS activities resulted in an overall increase in staying activities

100



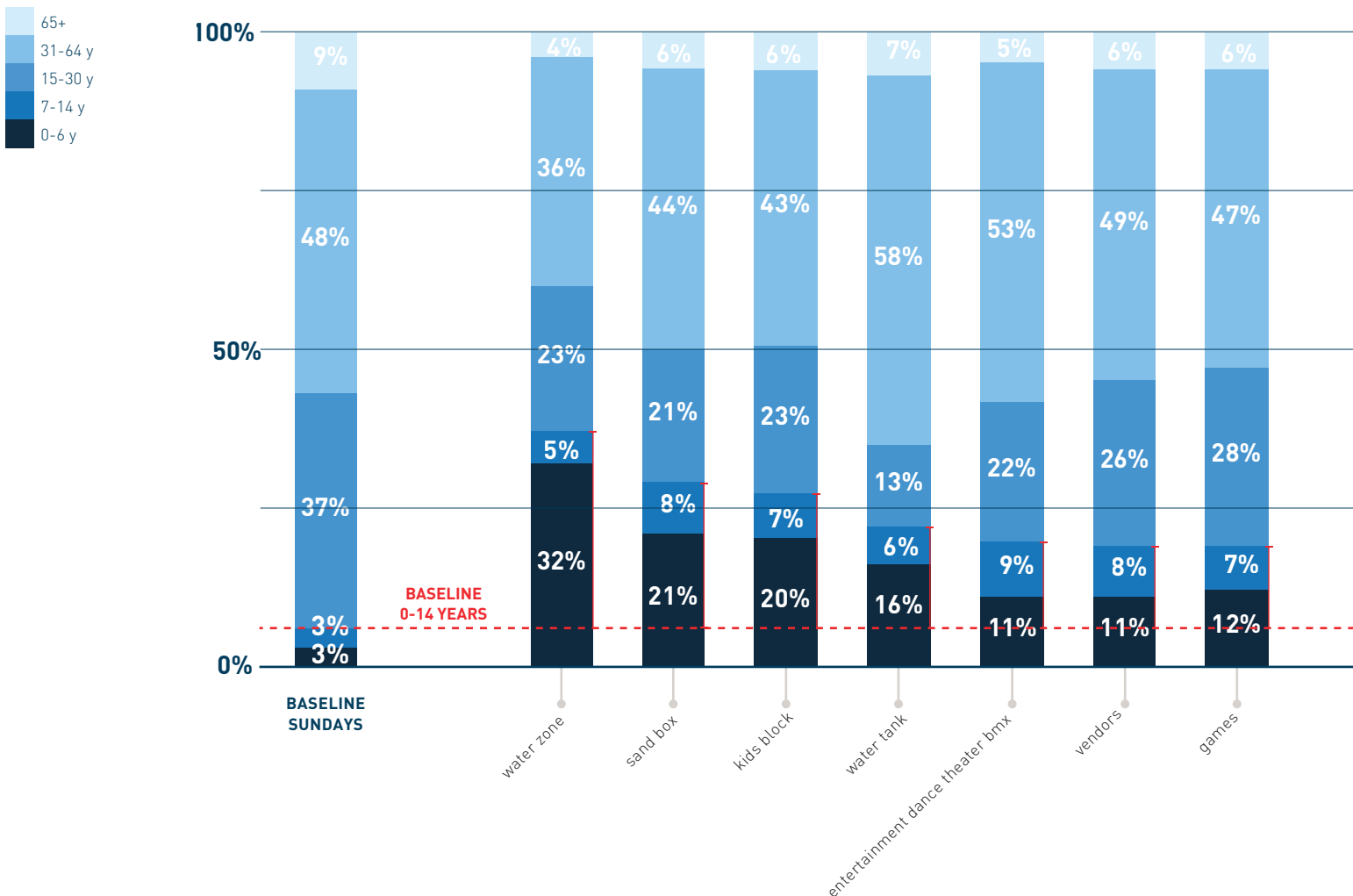
Data Appendix

Survey by MITS Program Age Demographics

AGE DISTRIBUTION AT THE MITS 2015 PROGRAMS

Average between 10:00 - 16:00

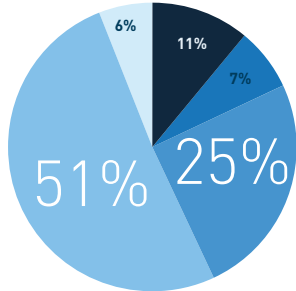
Organized by attendance of 0-14 year olds



NOTES: MITS Sundays: June 28, July 5 & 19, August 2 & 9 / Sum of all Baseline Sundays locations: July 12 & 26, August 16.
An example of public art is a sculpture. An example of interactive art is face painting.

Data Appendix

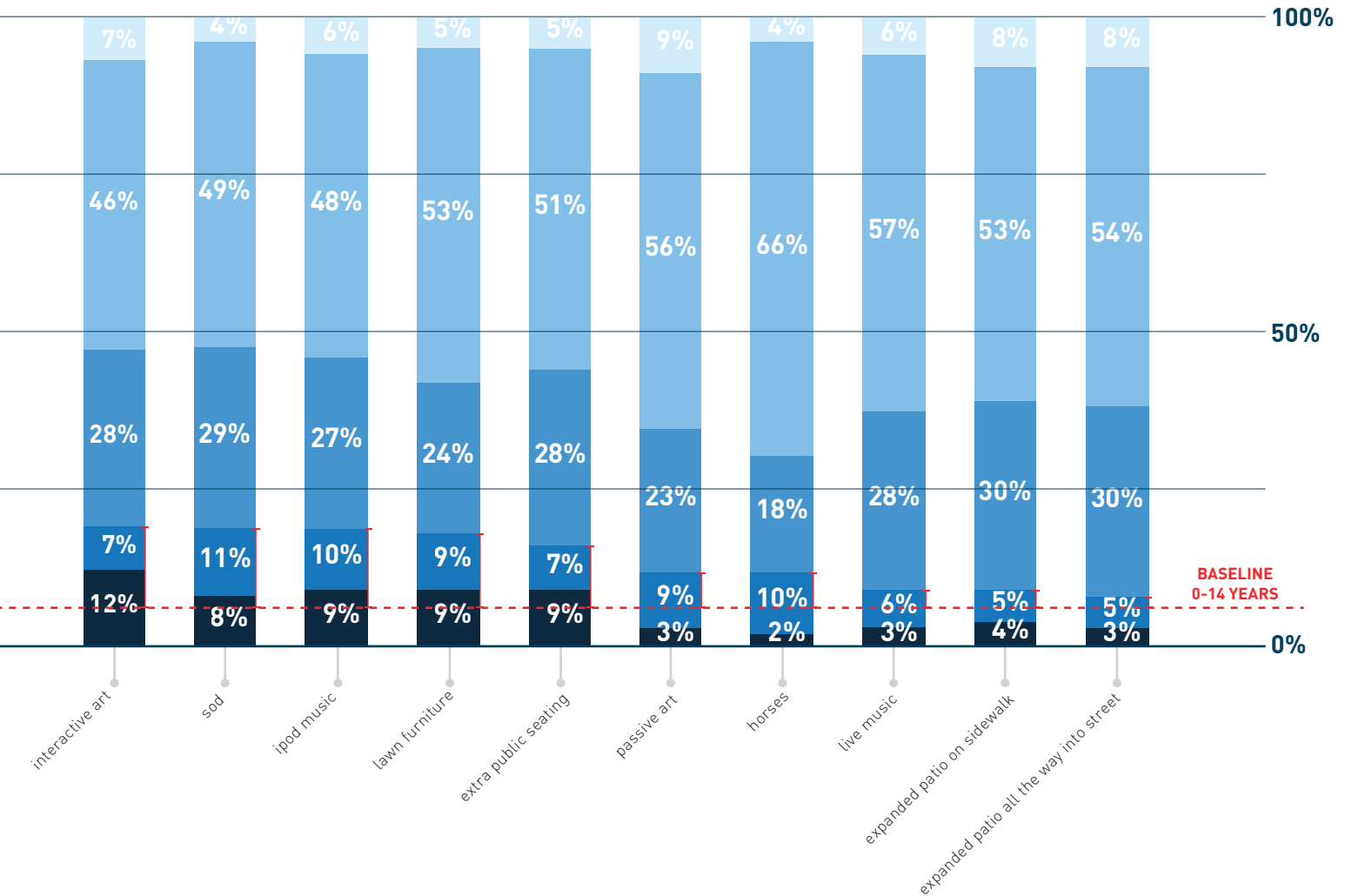
OVERALL FOR MITS ACTIVITIES



DATA FINDING



DATA FINDING



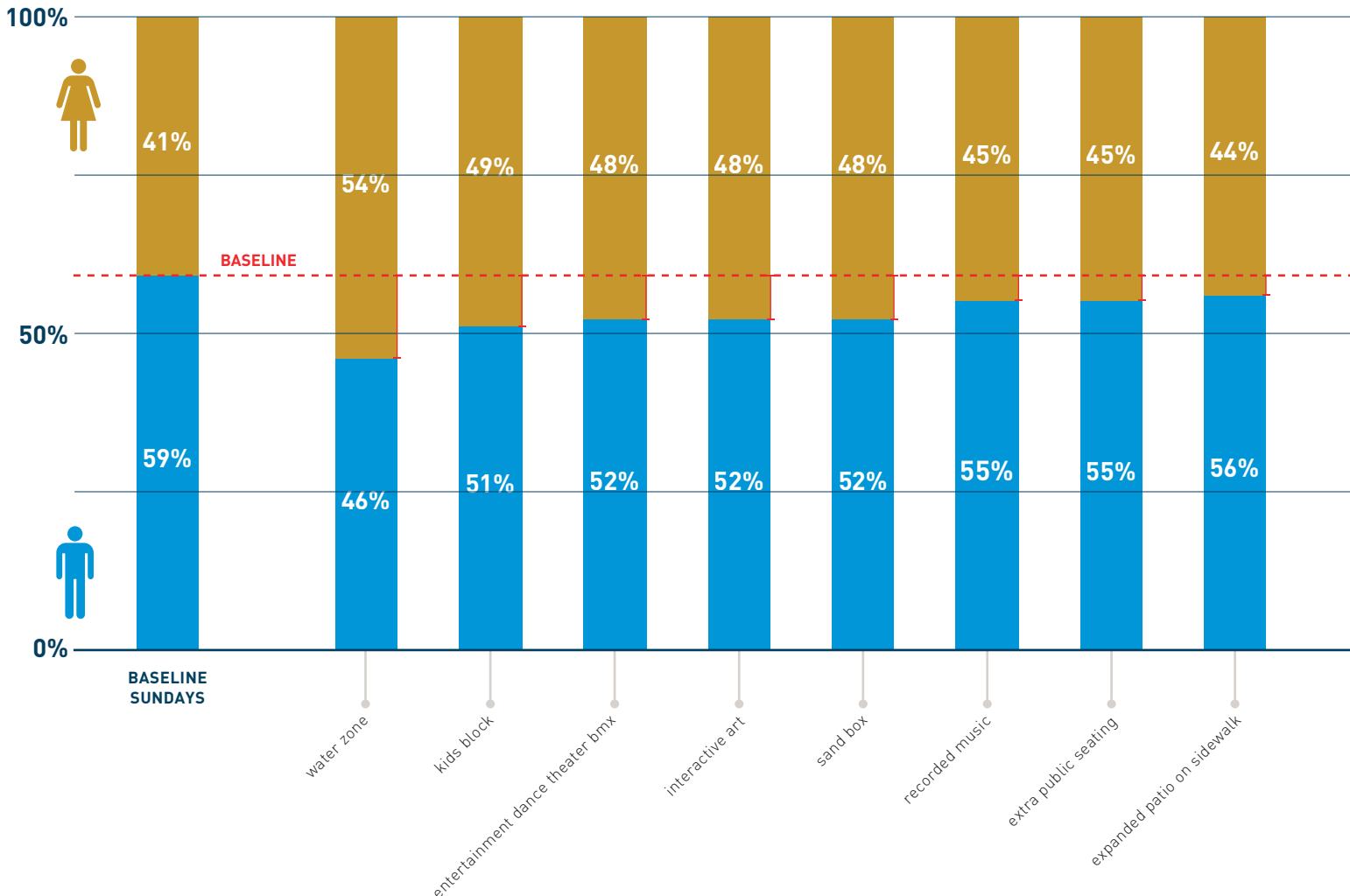
Data Appendix

Survey by MITS Program Gender Demographics

GENDER DISTRIBUTION AT THE MITS 2015 PROGRAMS

Average between 10:00 - 16:00

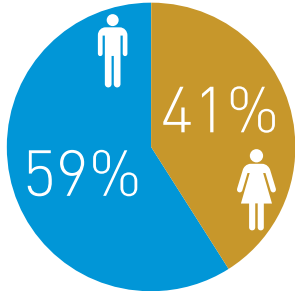
Organized by attendance of women



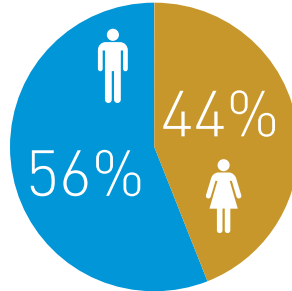
NOTES: MITS Sundays: June 28, July 5 & 19, August 2 & 9 / Sum of all Baseline Sundays locations: July 12 & 26, August 16. An example of public art is a sculpture. An example of interactive art is face painting.

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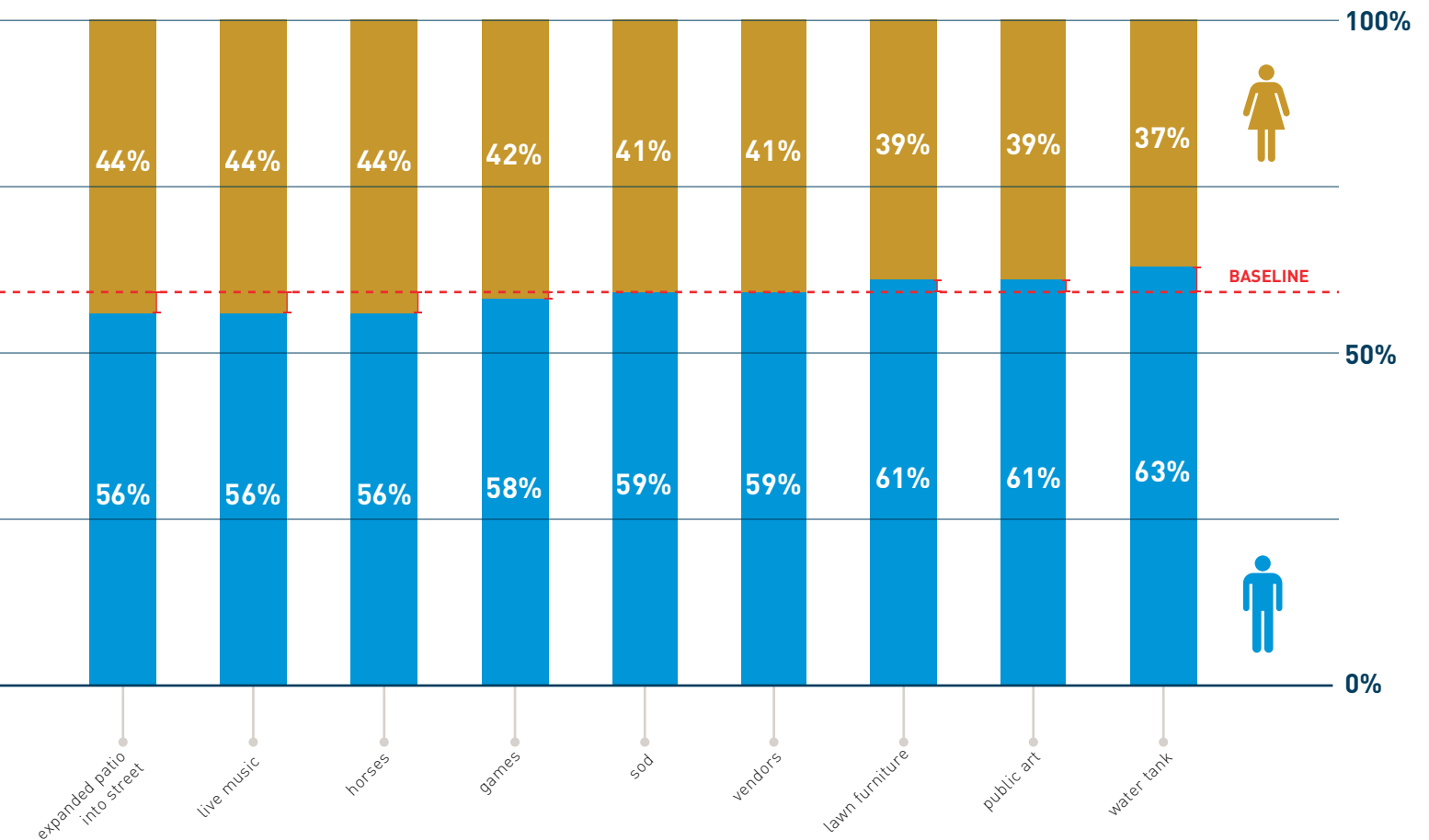
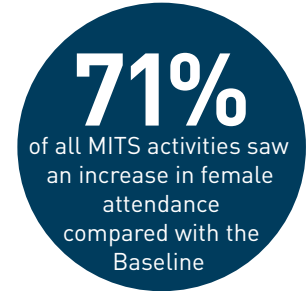
OVERALL BASELINE SUNDAYS



OVERALL MITS SUNDAYS



DATA FINDING



Data Appendix

Street Hardware Study Facade Quality

FACADE QUALITY MEASURES

— A – active

Small units, many doors
(15-20 doors per 100 m/328 feet)
Large variation in function
Lots of character in façade relief
Good details and materials

— B – pleasant

Relatively small units
(10-14 doors per 100 m/328 feet)
Some variation in function
Façade relief
Many details

— C – mixed

Large and small units
(6-10 doors per 100 m/328 feet)
Some blind and passive units
Modest façade relief
Few details

— D – plain

Large units, few doors
(2-5 doors per 100 m/328 feet)
Almost no variation, uninteresting units
Few or no details

— E – inactive

Large units, few or no doors
(0-2 doors per 100 m/328 feet)
No visible variation in function
Blind or passive units
Uniform façades, no details

— F – no facade

Vacant areas, fences, large open units
No variation in function nothing to look at

1 IN 5 FACADES ARE CATEGORIZED AS “ACTIVE” OR “PLEASANT”

- The treatment of the ground floor facades is key to an attractive and successful pedestrian environment.
- Currently, ground floor facades vary significantly with several stretches of 16th Street offering an unattractive, inactive pedestrian environment including blank walls and under-programmed open spaces.
- The most consistent concentration of active to mixed facades feature between Tremont Pl and Curtis St. The sections of the street towards Civic Center Station and between Larimer St and Blake St have the most inactive and dull facades.

Active and Pleasant Facades

There are some active ground floors on and around 16th Street that add positively to the street’s status as Downtown’s spine. These are characterized by having see-through facades and spill-out uses that animate the street life. The pleasant facades may not have such a strong presence on the sidewalks but they still contribute to a good street environment by being open and inviting towards the public space.

Mixed and Plain Facades

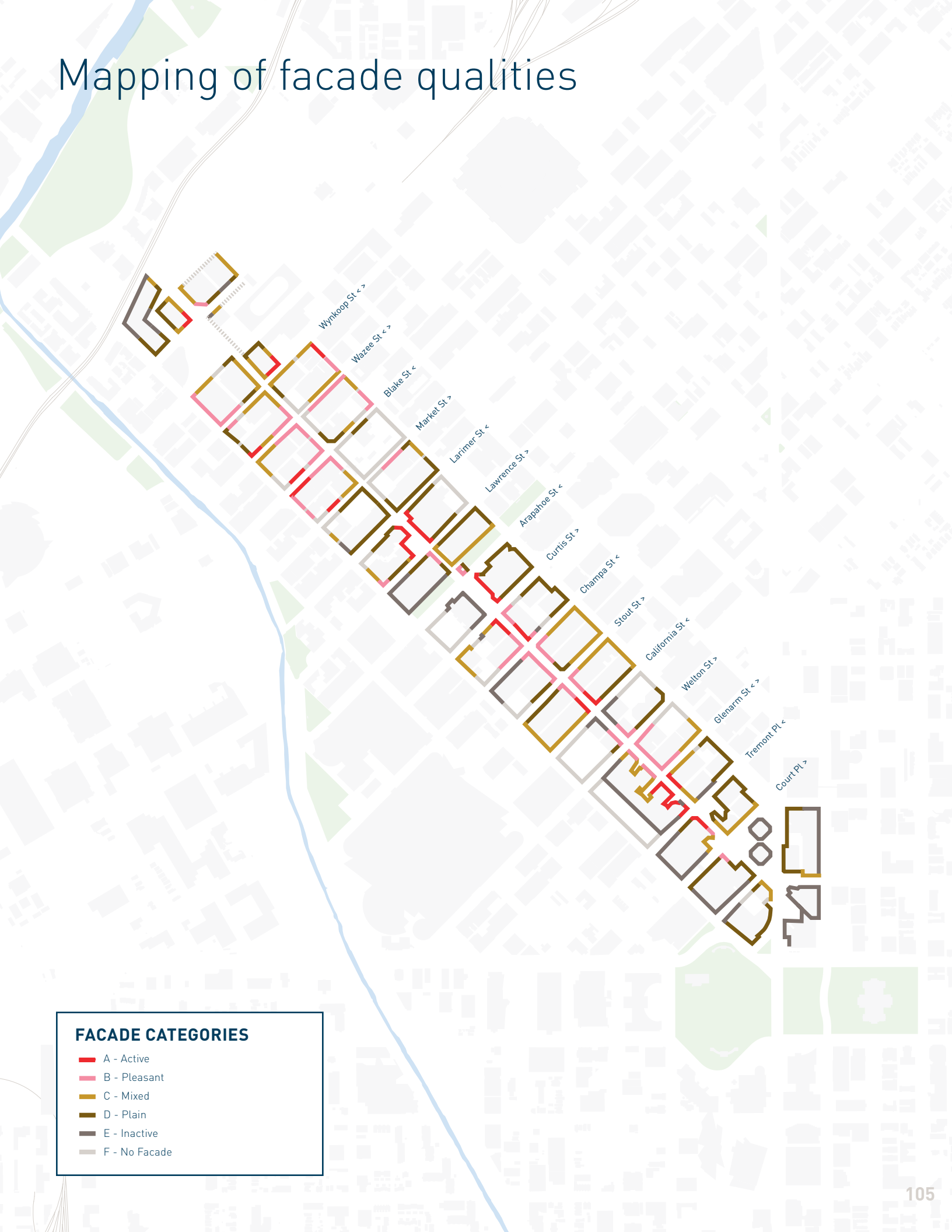
Many of the buildings in Downtown Denver, which are currently categorized as “plain,” actually have the potential to contribute to a lively and attractive public space, with transparent facades and entranceways

towards the street. However, to positively influence the public realm, these buildings also need open and public or semi-public functions that make use of the transparency to create a connection between the life inside and outside the building.

Mixed and Plain Facades

The remaining categories of inactive or no facades are assigned to a relatively large amount of Downtown plots. These are either used as on-surface parking or parking structures with non-active facades that do not contribute to the public realm. These types of facades also create a feeling of an unsafe environment, as they are usually dark with little or no activity along the edges.

Mapping of facade qualities



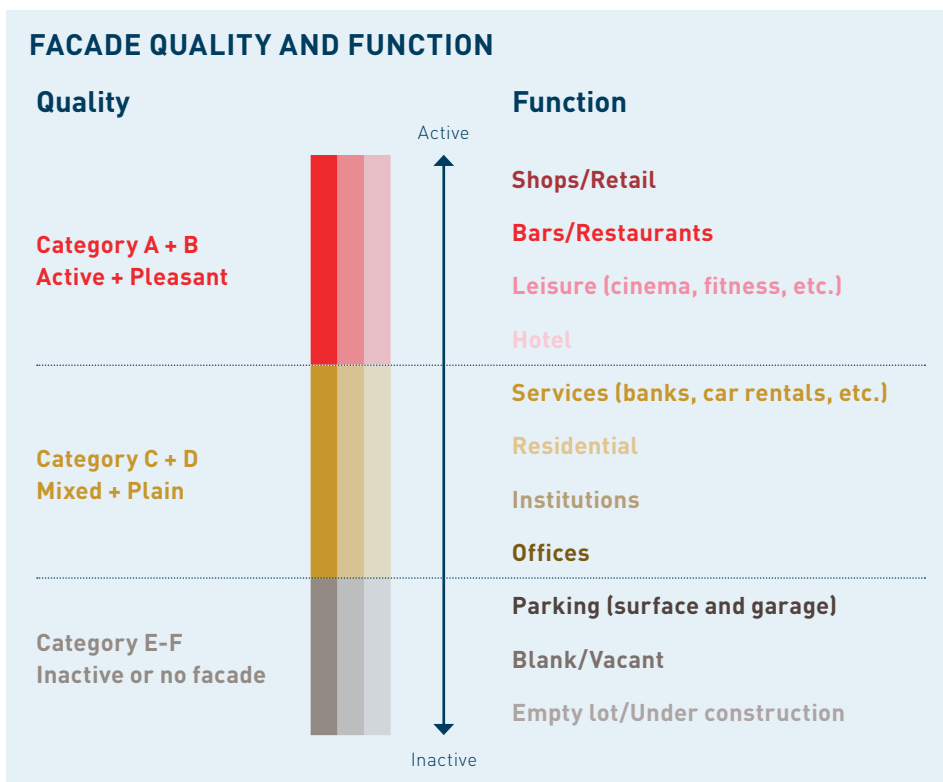
FACADE CATEGORIES

- █ A - Active
- █ B - Pleasant
- █ C - Mixed
- █ D - Plain
- █ E - Inactive
- █ F - No Facade

Data Appendix

Street Hardware Study

Ground Floor Functions



The ground floor functions have a strong impact on how the street is performing

The frontage types study varies from the facade quality study in that the ground floors are only analyzed by their indoor functions, not by the function’s specific connection to the street. The tendency is that shops/retail and bars/restaurants are also the most outwards and active functions, whereas offices and institutions tend to be more introverted. Empty lots, blank facades and parking services are completely inactive facades. By mapping the groundfloor function it is possible to see how well a street can be expected to perform, based on the offers that are available.

46% OF THE FACADES HAVE ACTIVE FUNCTIONS

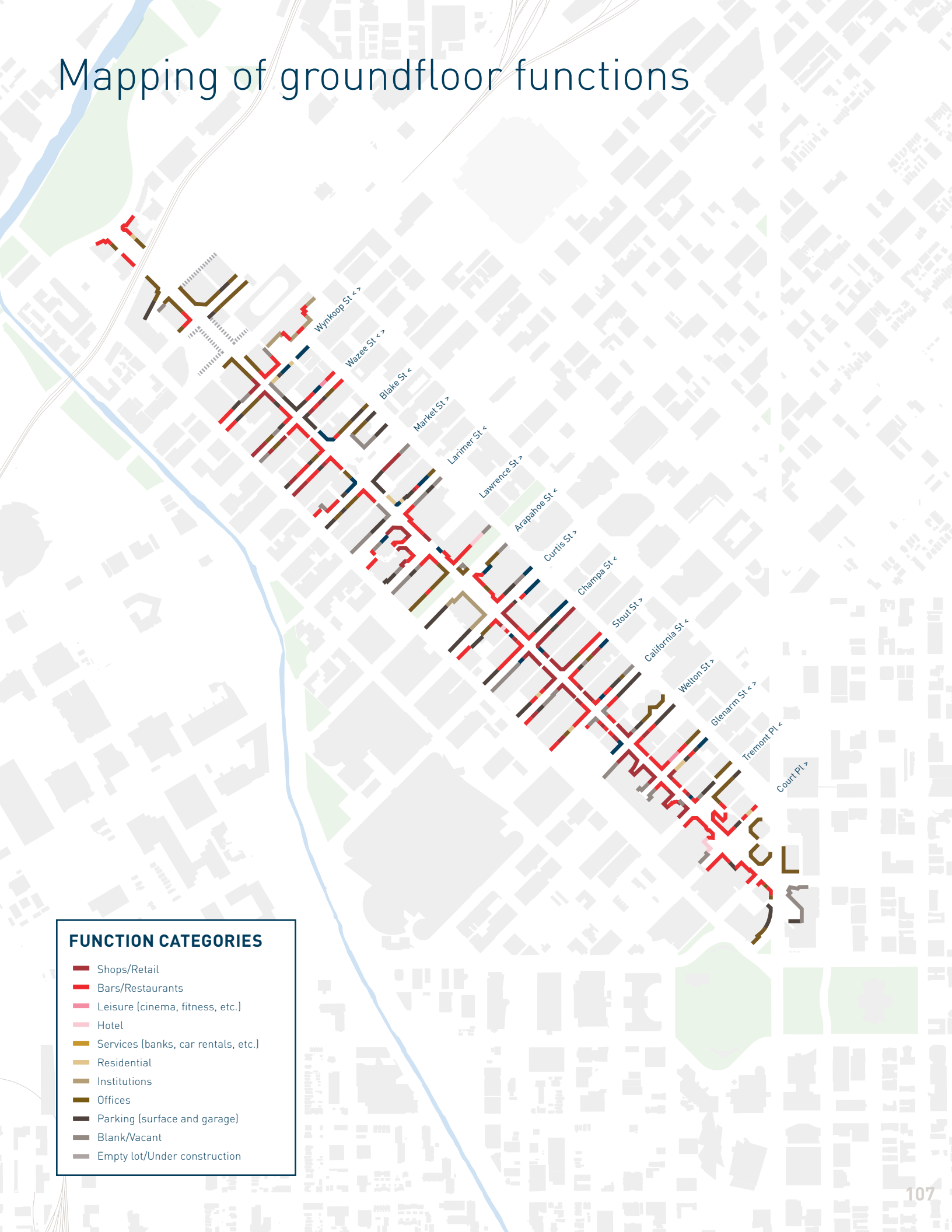
- The largest part of the predominantly active functions, such as shops and restaurants, are present between Tremont St and Curtis St
- 30% of the frontages are taken up by parking, empty lots or facades with no functions
- Less than 50% of the frontage types surrounding 16th Street fall into the more active categories of shops/retail and bar/restaurant
- There are almost 2 restaurants/bars per 1 shop/retail function

NOTE: In the western part of 16th Street, towards Commons Park, there is currently a lot of new development, which is difficult to properly categorize yet.

Mapping of groundfloor functions

FUNCTION CATEGORIES

- Shops/Retail
- Bars/Restaurants
- Leisure (cinema, fitness, etc.)
- Hotel
- Services (banks, car rentals, etc.)
- Residential
- Institutions
- Offices
- Parking (surface and garage)
- Blank/Vacant
- Empty lot/Under construction





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