Vision 2022: A Future BMoCA
Vision 2022: A Future BMoCA
Feasibility Study
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Board Chair Letter

Dear BMoCA Community,

In 2022, Boulder Museum of Contemporary Art will celebrate 50 years of creative experiences, artistic innovation, and community enrichment. The museum is at an exciting time in its history as we seek to embark on our most ambitious project to date, an expansion of our facilities and programming in Boulder’s Civic Area. BMoCA currently has an unprecedented opportunity to realize its vision of becoming a leading voice in global and local conversations about contemporary art, culture, and education, and this document, Vision 2022: A Future BMoCA, is a critical step on this path.

Over the past few years, BMoCA has reached new heights thanks to record-breaking attendance, exciting collaborations, and the critical support of its community, Board members, Trustees, staff, and volunteers. Boulder has long been home to a vibrant artistic community, and our creative economy grows each year. Through diverse and inclusive programming and exhibitions, BMoCA nurtures Boulder’s creative identity and projects this identity to the region and the world.

BMoCA engages more and more individuals of all ages and backgrounds in artistic exploration each year through programming at the museum and in six neighboring counties. In its exhibition programs, which grow in scale and number each year, the museum maintains a strong commitment to both exhibiting the work of local artists and to bringing international artists to Boulder. The museum annually collaborates with over 70 organizations similarly focused on community enrichment and seeks to continue enhancing existing partnerships and building new ones. However, this growth will soon reach a crossroads due to the physical limitations of the museum’s current facility.

Through an extensive strategic planning process over the past few years, BMoCA has been conceptualizing its future and how the museum’s programming and facility can best serve its community. The City of Boulder’s redevelopment of the Civic Area, the museum’s home since 1976, and the recent adoption of the Community Cultural Plan have provided a unique opportunity for this visioning.

BMoCA’s Civic Area Committee, consisting of Board members, community leaders, and staff, has guided the visioning process. In early 2016, the museum contracted architect Steve Chucovich of ArcS to create Vision 2022, a document that outlines the museum’s vision, goals for expansion, and site options in the Civic Area. The museum also hosted public meetings inviting feedback from the community about the future BMoCA, and the enclosed pages reflect their ideas.

Based on the conclusions of Vision 2022, BMoCA’s leadership is committed to expanding the museum’s facilities and programming. Our vision is to expand BMoCA’s facilities on its current site, with the addition of the land to the south and east. This site presents the best opportunities for BMoCA to enhance its dynamic programming and partnerships, project Boulder’s cultural identity, and activate the Civic Area with creative experiences while preserving and celebrating the historical and architectural significance of its current facility. We further seek to work with the City of Boulder’s leadership to explore a public-private partnership for funding this historic project.

Imagine visiting the Civic Area on a Saturday in the summer of 2022 and experiencing outdoor installations by Boulder artists, the energy and community of the Boulder Farmers’ Market, culinary arts programs presented by BMoCA and the Farmers’ Market, free access youth art classes, interactive exhibition tours for families, and local artists working in the museum’s education spaces. This is just a snapshot of how an expanded BMoCA will enhance the vitality of the Civic Area and Boulder by serving its community through enriching programs, collaborations, and accessible facilities.

We have the opportunity now to shape the future of BMoCA and of arts and culture in Boulder and our region. Vision 2022 is an exciting step toward this future. Thank you for your support of BMoCA, and we look forward to celebrating the museum’s successes with you.

Sincerely,

Jaye Zola
President, BMoCA Board of Directors
As Boulder Museum of Contemporary Art (BMoCA) approaches its 50th anniversary in the Civic Area, it’s rapidly becoming one of the most exciting and progressive contemporary art museums in the United States. With the ambitious Civic Area developments under way, growing critical community support, and its vital, continuing collaboration with the City of Boulder, BMoCA is poised to capitalize on this momentum and embark on a truly transformational next chapter.

Boulder’s cultural community continues to grow and contribute to the region’s burgeoning reputation as an arts, culture, and educational outreach leader. BMoCA has been an integral catalyst to this growth since 1972, enacting hundreds of collaborations annually, bridging the arts and technology and business communities, and attracting tens of thousands of visitors to the area every year. In recognizing BMoCA’s critical role in defining and projecting Boulder’s cultural identity, the City of Boulder has established the museum as an anchor and vision leader in the redevelopment of the heart of the city, the downtown Civic Area.

As the City makes the Civic Area a world-class destination, BMoCA is envisioning how best to contribute to its vibrancy and ensure that art remains an integral part of downtown Boulder. The ongoing developments of the Civic Area and Community Cultural Plans have provided the museum with a rare opportunity to re-imagine what a twenty-first century museum can be for its community and to realize its vision of becoming a leading voice in the global conversation about art and culture.

Today, BMoCA’s reach, budget, and programming have all grown significantly, and now the museum is bursting at the seams. The organization is committed to continuing to partner with the City to preserve its current facility, a Historic Landmark Building originally built in 1906, and has carefully completed several renovations, working with the City and the Landmarks Board. However, the building has not expanded to meet the community, programming, curatorial, and educational needs of a contemporary art museum that reflects a city poised to become a world leader in cultural matters.

Looking forward, BMoCA envisions a space that:
- reflects the museum’s values and dynamic programming;
- pays tribute to Boulder’s striking natural setting and the city’s inclusive, adventurous spirit;
- enhances visitors’ art experiences through intentional, museum-specific design;
- serves as an agile soundstage for contemporary art;
- provides dedicated facilities for community education and multicultural programs;
- provides space for collaborations with local organizations;
- vitalizes the economic activity of downtown;
- honors the history of the building and the institution while realizing a spectacular future.

After extensive site study and research, consultant Steve Chucovich of ArcS has determined that BMoCA’s current location can become such a space, and in fact, is the location most conducive to supporting the vision, mission and programs of the museum. This study, Vision 2022: A Future BMoCA, developed programmatic goals for the next 25 years, which informed the layout of the expansion/addition and further confirmed the physical limitations of BMoCA’s current space. Additionally, the study examined five possible sites for relocation or expansion within the Civic Area, and two were studied in detail. At this time, BMoCA’s Board, staff, and stakeholders have identified the current location as the preferred site for expansion in the East End of the Civic Area.

The timeframe for BMoCA’s expansion and renovation project is immediate given the current demand and role the museum is playing in Boulder. Realistically, it will take several years to complete fundraising and construction of the new facility so that it is in place in 2022. A private/public partnership to develop such a facility will be essential to the success and vibrancy of the institution and to the institutional health of the arts in Boulder. BMoCA seeks an upgrade of its current facility and a strong foothold in the Civic Area in order to help the City of Boulder achieve the goals of the Community Cultural Plan.

BMoCA’s mission is to launch the next 25 years with a state-of-the-art facility that brings renowned exhibitions to Boulder and doubles BMoCA’s current attendance (over 46,000 people in 2016) by engaging individuals of all ages and backgrounds as well as community partners in creative experiences. At this critical juncture in the museum’s development, Vision 2022: A Future BMoCA serves as a roadmap to the institution’s long-term service and success in the Civic Area.
Section 1: Introduction

- Purpose of this study
- BMoCA history, mission & vision
  + The opportunity to become a leading voice in contemporary arts and culture
  + Goals of expansion
- Method and scope
  + Community and civic outreach
Purpose of this study

Vision 2022: A Future BMoCA presents an understanding of the state of the museum in 2016 and assesses the opportunities and challenges that the future will bring. BMoCA has a proven track record for exciting programs that serve its community, but the institution needs space for growth in order to continue advancing. Over the past few years, BMoCA has consistently faced challenges based on physical limitations to the types of artistic media and exhibitions that its galleries can present. Additionally, the scope of BMoCA’s growing educational programs serving all ages is limited by the lack of a dedicated education space in its current facility.

While BMoCA has already embarked on a promising path to becoming a leading institution in its region and a leading voice in the contemporary art discourse, this goal can only be fully realized with a complete upgrade and expansion of the existing facility in the Civic Area. An assessment of the existing facility in terms of its ability to allow the museum to meet its future goals over the next 25 years is included in this study, as well as a determination of the necessary physical growth.

In early 2016, BMoCA engaged Steve Chucovich of ArcS to develop the present document and site analysis for an expanded museum. This work required BMoCA to engage in conversations with the City regarding the current and future partnership between the museum and the City, as well as the museum’s relationship to the Civic Area and the ongoing planning efforts.

When the City of Boulder initiated a new Civic Area Plan in 2013, it was made clear to BMoCA that certain assumptions were made about the museum and the adequacy of its location and facility. These assumptions were due in large part to outdated information and the lack of a document that outlined the museum’s aspirations. This document will rectify that lack of information.
History

History of BMoCA

Founded in 1972 by a group of local artists, Boulder Museum of Contemporary Art (BMoCA) has become one of Colorado’s premier contemporary art venues, attracting over 40,000 visitors each year.

Originally called the Boulder Arts Center, the museum was first housed in a small Victorian house in downtown Boulder. In 1976 the organization moved to its current location in downtown Boulder’s Civic Area, a historic landmark building that once served as a warehouse. In 1995, the organization was renamed Boulder Museum of Contemporary Art.

As a non-collecting institution, BMoCA presents rotating exhibitions and programs that stimulate active participation in the global and local dialog about contemporary art. The museum has garnered critical praise for its thought-provoking exhibitions and programs serving audiences of all ages and backgrounds. In 2017, BMoCA celebrates its 45th year as a cultural cornerstone of the Boulder community, and today, the museum is poised to burst beyond local and even national boundaries in ways its founders scarcely imagined.

BMoCA’s home, the City Storage & Transfer Building

The City of Boulder designated BMoCA’s current building as a Local Historic Landmark in 1992. The City Storage and Transfer Company erected the building in 1906 and utilized it as a warehouse and offices until 1961. In the late 1970s, the company sold the building to the City of Boulder.

The building is one of the few remaining examples in the Civic Area of the architecture of the many factory and warehouse buildings that filled this area in the early 20th century, partly because of the proximity to the railroad and creek. The building is significant as an early 20th-century representation of the Factory/Warehouse architecture, as seen in its brick construction, flat roof, corbelled cornice, minimal ornamentation, and urban location. Since it moved to the City Storage and Transfer Building in 1976, BMoCA has partnered with local and national artists on site-responsive installations and works of art that honor the building’s architecture and site.

Over the years, the City Storage and Transfer Building has served not only as BMoCA’s home but also as an anchor for the Civic Area. BMoCA looks forward to continuing to partner with community members, the City, Historic Boulder, and the Landmarks Board to preserve and celebrate the history of this building.

Photograph of BMoCA building, formerly named Boulder Center for the Visual Arts, 1981.
Boulder Museum of Contemporary Art is a catalyst for creative experiences through the exploration of significant art of our time.
Vision

BMoCA’s vision is to become a leader in the global conversation about contemporary art and culture and a defining voice for creativity and innovation in its region and beyond, galvanizing Boulder’s creative identity and projecting this identity internationally. By welcoming diverse aesthetics and perspectives, BMoCA seeks to provide an inclusive forum for an investigation of contemporary art through the creative expression of ideas, and ultimately, for reimagining what a twenty-first museum can be for its community.

The opportunity to become a leading voice in contemporary arts and culture

As a non-collecting institution, BMoCA is a living museum at the forefront of the creative experience. Through its programming, BMoCA inspires and empowers a diverse audience to discover and explore cross-disciplinary, multi-sensory, collaborative expressions and experiences of the contemporary arts of our time.

With an expanded facility in the East Bookend of the Civic Area, BMoCA can maximize its impact as it becomes a major cultural institution, both regionally and nationally.

BMoCA’s Growth Metrics

BMoCA’s growth and institutional health are evidenced by the following metrics.

Since 2010, BMoCA has:
- Increased annual attendance by an average of 7% each year with an attendance of over 47,000 in 2016
- Increased number of programs by an average of 20% per year and now offers 500 programs annually for all ages across seven Metro-Denver counties.
- Increased number of community collaborations by an average of 15% per year, with 72 such collaborations in 2016.
- Tripled its budget to $1,161,750 in 2016.
- Grown its staff from 2 full-time and 3 part-time employees to 8 full-time, 7 part-time, and 20+ contract employees in 2016.

With an expanded/additional space, BMoCA will be best positioned to continue its momentum and become a major cultural institution, both regionally and nationally, and realize its vision to become a leading voice in the global conversation about the arts.
Goals of Expansion

The following goals were developed in order to connect BMoCA’s past and current successes, growing momentum, and vision of becoming an iconic, transformational future museum that best serves its community.

In an expanded space, BMoCA seeks to:

- **Increase education space** to better serve the growing audiences for youth, adults and senior programs

- **Increase gallery square footage and enhanced gallery facilities** to accommodate exhibitions of greater scale and to meet the requirements of international, traveling shows

- **Add use-specific spaces for education programs**

- **Design flexible spaces** for the exhibition of diverse artistic media and programming

- **Design building configuration that allows for year-round programming** without the needing to close the museum for new exhibition installations

- **Provide accessible and affordable community gathering spaces**

- **Design an expanded facility that celebrates and honors the history and architectural significance** of the City Storage and Transfer Building, BMoCA’s home since 1976

With a facility that meets these goals, BMoCA will be positioned to achieve its strategic goals of:

- **Enhancing visitors’ art experiences**

- **Serving as an agile soundstage** for contemporary art

- **Reflecting Boulder’s inclusive, adventurous spirit** and projecting its creative identity

- **Vitalizing the economic activity** of downtown

- **Honoring the museum’s past while creating a vibrant future in the Civic Area**

(middle) SPARK! Tour & Workshop for visitors with memory loss, 2015.
Method and Scope of this Study

This study’s methods included observation, interviews, and hard information gathering. All of the information was tested against the realities of physical sites and existing programming and the museum’s ability to fund the project. Throughout the entire process, the team of ARCS consultants and BMoCA staff, actively engaged the community both in public meetings and individual presentations. This outreach included:

Community and Civic Outreach

- Two public meetings, each attended by approximately 50 people, including community leaders, artists, arts enthusiasts, museum members, and Boulder residents.

- Individual meetings with City Council members and City staff, including City Manager, Public Works, Office of Arts & Culture, Library & Arts Department, Boulder Arts Commission, Planning, Housing and Sustainability, Facilities & Asset Management, and Parks & Recreation

- Meetings with other interested parties and community stakeholders, including, Boulder Chamber, Boulder Convention and Visitors Bureau, Boulder County Arts Alliance, Boulder County Farmers Market, Boulder Dushanbe Teahouse, Colorado Business Committee for the Arts, Dairy Arts Center, Downtown Boulder Inc., and Performing Arts Complex Group

Museum Community Outreach, Internal Meetings with Staff and Board

- Meetings with the Civic Area Committee, BMoCA’s internal committee created in 2013 in response to the Civic Area visioning process. Comprised of Board members, community leaders, and museum staff, this committee has focused on defining BMoCA’s role in the Civic Area redevelopment process and has lead the museum’s visioning and expansion feasibility study. Since 2013, this committee has met regularly, and it increased the frequency of its meetings to twice per month in 2016.

- Meetings with the museum Board of Directors. Two-thirds of the 2016 Board meetings were completely dedicated to visioning the future of BMoCA.

- Interviews and focus meetings with BMoCA staff to develop an understanding of museum aspirations, culture, and staff responsibilities.

- In 2016, BMoCA, Boulder Dushanbe Teahouse, and the Boulder County Farmers Market pledged to start an East Bookend Visioning Task Force to address future programming in the Civic Area.

Berndnaut Smilde, testing rainbow projection at Booth-Brown farm, 2015, part of BMoCA + Swoon International Artists Residency. Photo by Adam Stielstra.
Section 2: Context

- BMoCA’s opportunity to best serve its community
- BMoCA as a catalyst for Civic Area Plan and Community Cultural Plan
- Demographics – Boulder and the Region
BMoCA’s opportunity to best serve its community

Since 1976, BMoCA has been an anchor and vision leader for cultural and artistic vibrancy in the Civic Area, annually attracting over 40,000 regional, national, and international visitors to downtown Boulder. BMoCA’s thought-provoking exhibitions and more than 500 annual programs have fostered the city’s reputation as an art and design hub. By maintaining its dedication to inclusive and accessible programming, BMoCA continues to expand its audience and engage visitors of all ages and backgrounds in creative experiences.

As BMoCA has grown, it has continually sought ways to activate and nurture an inclusive cultural experience for Boulder’s residents and visitors. The museum maintains a strong commitment to exhibiting the work of local artists, both emerging and established, and to fostering their careers. BMoCA’s exhibition programs also bring artists from all over the world to Boulder, creating a rich exchange between our local community and international artists at the forefront of global conversations about art and culture.

Throughout its four-decade presence in the Civic Area’s East End, BMoCA has provided visitors with dynamic experiences exploring the role that contemporary art plays within and throughout our community. BMoCA annually serves over 13,000 youth ages 2-18 from all backgrounds through hundreds of free access programs. The museum is committed to continuing to grow its programming for all ages and the scope of the opportunities it offers for the local community, and an expanded facility is critical to these efforts.

As this study shows, the Civic Area is the best location for the institution to maximize its impact. Here, in the heart of downtown Boulder, BMoCA can:

- activate public spaces with accessible, creative experiences
- attract and serve diverse audiences
- provide programming that reflects Boulder’s creative identity
- vitalize the economic activity of downtown, and
- partner with the city in achieving its vision for a vibrant and inclusive Civic Area.

In 2015, BMoCA’s Board of Directors adopted a new strategic plan for the institution, and the statement of strategic direction states that the organization seeks to “Actively participate in and support the implementation of the Civic Area Plan and the development of the Community Cultural Plan.” BMoCA’s leadership has actively contributed to the development of the Civic Area Plan, consistently advocating for the importance of arts and culture in downtown Boulder. With an expanded facility, BMoCA can be the cultural hub that brings new light to the Civic Area and shapes the future of the arts in our city.

BMoCA as a catalyst for the Civic Area & Community Cultural Plans

In 2015, the City of Boulder adopted the Boulder Civic Area Master Plan to guide the development of the largest publicly owned place in the center of the city, where BMoCA has been thriving since 1976. The Plan identifies facility needs, creates more space for art, food, and culture, and positions the area to be a model for future innovation.

Also in 2015, the City adopted the Community Cultural Plan in order to provide a vision and strategy for crafting Boulder’s environment to include creativity as an essential ingredient for the wellbeing of everyone in the community.

BMoCA was an active participant in the extensive, community-oriented process of developing the 2015 Civic Area Master Plan, and the museum believes it can do even more. The transformations happening in downtown Boulder coincide with BMoCA’s transformational thinking about its own future as a twenty-first century museum. While the organization continues to reach more and more people every year through its extensive outreach programs and commitment to providing art experiences to diverse populations, it’s also envisioning how its future facility can build on these advancements and embark on new ones.

BMoCA’s advancement is intricately tied to the successful implementation of the Civic Area Plan, which identified seven key principles to guide the City’s vision of the heart of Boulder:

- The Civic Heart of Boulder
- Life and Property Safety
- Celebration of History and Assets
- Enhanced Access and Connections
- Place for Community Activity and Arts
- Sustainable and Viable Future

From establishing “a unique place that reflects the community’s shared values and its diversity” to making the heart of Boulder a “model for future innovation,” BMoCA shares the City of Boulder’s vision of a vibrant, institutionally healthy Civic Area.

BMoCA’s advancement is also tied to the successful implementation of the Community Cultural Plan, which states: “Together, we will craft Boulder’s social, physical, and cultural environment to include creativity as an essential ingredient for the well-being, prosperity, and joy of everyone in the community.” This plan is the result of an inquiry into the thoughts and desires of the city’s residents, students, visitors, and workforce about our collective aspirations for Boulder’s cultural environment, and BMoCA is dedicated to a similarly collective process in envisioning the museum’s future.

Going forward, BMoCA seeks to directly contribute to the vision laid out in the Civic Area and Community Cultural Plans by:

- Vitalizing the Civic Area’s outdoor space and expanding the Civic Area Concept across 13th Street to 14th Street
- Activating participants’ creativity 7 days a week, 365 days a year with mission-based programming
- Continuing to expand BMoCA audiences and Civic Area visitors by reducing barriers to contemporary art and the Civic Area
- Fostering Boulder’s creativity and continuing to expand Boulder’s role in the national and international conversation about art and design
- Serving as a physical and cultural anchor of the East Bookend for decades to come
Colorado is experiencing tremendous growth in the next 25 years. Present projections are that the state will see an additional 2.8 million residents by 2040. Almost half of this growth will be in the seven-county Denver Metro Area.

In Boulder, the existing demographic landscape will continue to change. According to the Community Foundation Serving Boulder County’s 2015 TRENDS report: “The biggest demographic shift in the county’s recent history will occur within the next two decades.” (TRENDS report, p. 21). The report identifies the following significant demographic shifts that will continue over the coming years:

- Aging population: “In 2013 in Boulder County, 13 percent of the residents were 65 or older. That will grow to more than 20 percent by 2030.” (21)
- Increasing racial diversity: In 1990, 90 percent of the county identified as Anglo. Today, that number is 79 percent.” (21)
- Increasing Latino population: “Latinos are our fastest-growing population, growing from 7 percent in 1990 to 13 percent today.” (21)
- Increasing economic inequality between the incomes of Anglo and Latino households
- Increasing educational inequality: Latino youth and economically disadvantaged youth are falling behind their peers in school achievement

BMoCA’s programming uniquely positions the organization to address these demographic shifts. With an expanded facility, the museum will continue growing its accessible and inclusive community initiatives, including the following free access initiatives:

- SPARK! Tours & Workshops, programs for seniors with memory loss
- ARTlab, arts education classes for underserved youth at Boulder Preparatory School and Justice High School
- Art Stop on the Go, arts education classes for ages 6-12 offered at the Family Learning Center in Boulder and at local libraries in five neighboring counties
- Día del Niño, an annual, family-friendly day of traditional Latino festivities

In addition to accessible art education, BMoCA has the opportunity to continually enhance the vibrancy of the downtown Civic Area in a time when the growing population will be shifting to East Boulder and away from the downtown area. BMoCA is committed to providing programming that will continue to attract Boulder residents and visitors of all ages to the Civic Area.

Please consult Appendix F for more information about BMoCA’s programming.
Colorado ranks among the highest states in the nation in terms of arts engagement and No. 1 in the nation in the percentage of residents who perform or create artworks, according to studies released by the National Endowment for the Arts (NEA) in 2016. The NEA’s two arts data profiles titled Results from the Annual Arts Basic Survey (2013-2015) and State-Level Estimates of Arts Participation Patterns offer complete state-by-state perspectives on how Americans participate in the arts. The study reveals that western states tend to have arts participation rates above the national average. The eight states with the highest percentage of adults who attended a visual or performing arts event in 2015 were all located in the West, with Colorado, Utah, and Montana leading the nation.

Notably, Colorado ranked:

- No. 1 in the percentage of residents who personally perform or create artworks, with 64.6% of adults, followed by Vermont at 64%
- No. 2 in the US for residents who attend films at 68.5% of adults (behind Idaho’s 73.4%)
- No. 2 in the nation for visits to historic buildings, neighborhoods and parks at 41.2%, just behind Washington D.C
- No. 3 in the nation in reading literature with 59%
- No. 3 in attendance for live music, theater or dance shows at 44.4%

Through its art-making programs, exhibitions of work by local, national, and international artists, and youth art programs, BMoCA directly serves Colorado’s creative communities and provides extensive opportunities for arts engagement for all ages.

The artistic communities and creative economy of the city of Boulder are also thriving and primed for continued growth. In 2015, the City of Boulder adopted the Community Cultural Plan, which identifies the following statistics about arts engagement.

In Boulder:

- 8.85% of the total population is comprised of creative professionals (as compared to an average of 5.33% in like cities)
- Creative industries represented $2.3 billion in sales in 2013
- 80% of the population takes advantage of Boulder’s theaters and concert halls
- 74% of residents are artists as a hobby
- 65% of the population attends art galleries, exhibitions, or craft shows
- 61% of residents visit museums
- 30% of residents take classes or workshops

BMoCA has a long-standing commitment to showing the work of local artists and seeks to advance the careers of both emerging and established artists in its community. Annually, at least 60% of BMoCA’s exhibition programs feature local artists. Additionally, the museum partners with over 70 local organizations each year to present interdisciplinary programming for all ages.

BMoCA seeks to continue advancing Boulder and its region’s rich cultural and creative landscape through inclusive programming for all audiences. With an expanded facility, BMoCA will have more space and resources to dedicate to education and exhibition programs that serve residents of Boulder and Colorado as well as visitors to our community.
Economic vitality of the arts

The arts are an important policy asset and prosperity generator for the City of Boulder. In addition to the arts’ inherent value to society, BMoCA and other cultural organizations enhance the economic vitality of the city of Boulder in the following ways:

- Economic drivers: BMoCA creates jobs and produces tax revenue.
- Educational assets: Through its free access programs for 2-18 year olds, BMoCA fosters young imaginations and critical thinking, communications and innovation skills that facilitate children’s success in school.
- Civic catalysts: BMoCA creates a welcoming sense of place and a desirable quality of life supporting democracy, engaging citizens in civic discourse and encouraging collective problem solving. The arts contribute to community vitality.
Section 3: Visioning BMoCA’s Future Programming

- Current Programming & Outreach
  + Core Values
  + Engagement of the Boulder community and beyond
  + Collaboration & Partnerships

- Programming limitations within the existing facility

- Programming a museum for the future
  + Program response
  + Future staffing requirements
BMoCA’s exhibitions and education programs foster artistic enrichment while stimulating active participation and community involvement in the global discussion about contemporary art and culture.

BMoCA further activates its exhibitions through interpretive strategies that position the museum and the arts as an interconnected and unifying force within our community. From artist-led experiences in the gallery and hands-on education opportunities to workshops and outreach initiatives aimed at underserved populations, BMoCA’s audience is growing - both in the museum and beyond its walls.

BMoCA has significantly expanded the breadth, impact, and audience for its programming. In recent years, the museum has annually served over 47,000 visitors and the staff has presented approximately 500 programs in the seven-county Denver metro area. Each year, over 13,700 youth participate in BMoCA’s free access youth programs. The museum is on track to continue growing these numbers in the coming years.

**Programming & Outreach**

**Core Values**

BMoCA seeks to continue expanding its programming to engage broader audiences in creative experiences, further permeating economic, geographic, and educational barriers to participation in contemporary art. As the museum continues to grow its program and outreach offerings, it focuses on these five core values:

- **Self-Critique** - reacting to community needs and adapting as an institution to the evolution of contemporary art
- **Accessibility** - fostering meaningful engagement with contemporary art for people of all ages and abilities through on and off-site programming
- **Collaboration** - developing meaningful partnerships that advance the communities they serve
- **Relevance** - evolving as the contemporary evolves and embracing our experimental role among regional museums
- **Sustainability** - maximizing our limited resources to elevate our visitors’ creative experience while remaining fiscally sound
BMoCA's community engagement and outreach initiatives seek to provide inclusive arts enrichment for all ages, amplify the voice of the museum and the arts in civic dialogues, and respond to the needs of the community. BMoCA's educational and curatorial programs reduce barriers to contemporary art experiences and reach diverse populations throughout the region. The museum presents six youth educational programs that annually impact over 13,700 youth ages 2-18 in seven Denver metro-area counties, including Adams, Arapahoe, Boulder, Broomfield, Douglas, Denver, and Jefferson Counties. BMoCA also continues to diversify its community collaborations, which numbered over 70 in 2016, to sustain and expand these vital enrichment programs.

When BMoCA's staff develops programming, they focus on providing as many access points for as many demographics as possible in an effort to foster engagement with contemporary art for people of all ages and abilities.

The museum’s commitment to accessibility and community engagement is seen in the following initiatives:

- Admission price of $1 for adults
- Free admission for children 12 and younger
- Free admission for all visitors every Saturday and on Wednesdays during the Boulder County Farmers Market season
- Free access programs for all ages, including: Art Stop and Art Stop on the Go (ages 3-12); Contemporary Classroom (kindergarten-12th grade); ARTlab (high school); Studio Project (high school); Artist Hour (adults)
- Multi-cultural programming, including Día del Niño (families)
- SPARK! Tours & Workshops, free access initiatives for visitors with memory loss
- Bilingual exhibition information in English and Spanish
- Exhibition tours in Spanish and English
- MediaLive, free access festival of arts, technology, and digital culture

Through its exhibition programs, BMoCA strives to maintain a balance between exhibitions of work by local, national, and international artists. The museum is also committed to playing a leading role in citywide events that advance cultural tourism and celebrate the city’s artistic history.

The impact of BMoCA’s numerous off-site programs can also be seen in the number of attendees from throughout the region. In 2015, the museum’s line break / disrupting rhythms pop-up space in downtown Denver attracted 2,625 visitors. In 2016, the MediaLive festival of arts, digital culture, and technology attracted 2,260 visitors with 51% residents of Boulder, 25% from the Denver metro-area, and 25% from outside the Denver metro area. Also in 2016, the museum presented TREExOFFICE, an outdoor co-working and community gathering space located across the street from the museum in Civic Area Park. Over the course of four months, over 4,000 people of all ages used the TREExOFFICE.

Please consult the Appendix for highlights from BMoCA’s programming, which is comprised of exhibitions and educational programs.
Collaboration is at the heart of BMoCA’s core values. By collaborating with other organizations, BMoCA is able to enrich its programming and support the creative and cultural landscape of its community. The museum annually partners with over 70 organizations to present dynamic programming that engages audiences of all ages and backgrounds. These partnerships range from the development of new programming to the sharing of space and resources.

Over the years, BMoCA has partnered with diverse organizations in the community, including: Attention Homes, Alzheimer’s Association: Colorado Chapter, Boulder County Farmers Market, Boulder Preparatory School, Boulder Public Library, Boulder Startup Week, City of Boulder Office of Arts & Culture, City of Boulder Parks & Recreation Department, Denver Botanic Gardens, Family Learning Center, Growing Gardens, Justice High School, Mexican Cultural Center, and University of Colorado Boulder ATLAS Institute and Macky Auditorium, among many others.

Collaboration & Partnerships

With an expanded facility, BMoCA will have valuable opportunities to continue enhancing existing partnerships and to build new partnerships with community organizations. The museum envisions the following partnership possibilities, among many others:

- Programs and events presented with the Boulder Farmers’ Market in the museum café that celebrate culinary and visual arts
- Expanded educational space for local artists to teach art-making classes
- Flexible spaces that can be used by the community for performances, film screenings, interdisciplinary talks, and meetings
- Free access exterior courtyard space used for community gatherings
- Partnerships with City of Boulder Parks & Recreation Department on exterior spaces that extend Civic Area Park through the museum’s footprint
- Flexible spaces for additional youth and family programming presented with community partners
- Affordable and flexible community space for meetings, events and gatherings
- Dedicated space to partner with local technology companies on initiatives that bridge arts and technology
- Dedicated studio space for artist-in-residence program
In 1976, BMoCA moved to its current home at 1750 13th Street in a local historic landmark building constructed in 1906. The building was originally used as a storage warehouse near the train depot, known as the City Storage and Transfer Building, and is now a City of Boulder Historic Landmark.

Over the past 40 years, BMoCA’s staff has maximized the use of the space. This time period has included several interior renovation efforts. The present floor layouts reflect years of modifications made to the interior spaces to grapple with existing offset floor elevations, the addition of ADA and life safety features including accessible toilets, ramps, and elevator access. Because of the small 4500 net sf footprint, these upgrades have had a great impact on the functional floor area of the building. However, with the growth in the museum’s curatorial and education programs, these changes have taxed the ability of the building to accommodate the current and future needs of the museum. BMoCA’s current facilities continuously impose limitations on its presentation of exhibitions and educational programs, requiring ad-hoc adjustments that are disruptive to both staff and visitors and provide an incomplete museum experience for visitors.

In recent years, BMoCA has reached new heights thanks to record-breaking attendance numbers, programmatic growth, critical community support, and exciting collaborations. The museum’s growing attendance is a testament to the increased visibility of its 500+ annual programs within and beyond our community. However, the museum’s physical space and its functionality place hard limits on how it can further expand its reach and best serve the community.

BMoCA seeks to vitalize Boulder’s Civic Area and activate participants’ creativity 7 days a week, 365 days a year, but BMoCA’s current facility presents a significant challenge to achieving this vision. Currently, due to the museum’s physical configuration, the exhibition programs and on-site education programs must be dark for an aggregate period of at least 8 weeks each year to allow for installation and de-installation of exhibitions. During these 8 weeks, the museum is closed to the public, negatively impacting earned revenue, attendance, and visibility.

Program Limitations within the Existing Facility

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Physical building issues that need to be addressed include:

- The existing building structure will not allow for the installation of large and heavy pieces of art.
- HVAC requirement for a museum environment cannot be met with the existing system. The current HVAC cannot ensure climate control in the gallery space, which is a requirement for many international, traveling exhibitions.
- There is no space for a lobby or transition zone, and the galleries either warm up or cool down depending on the time of the year because of air changes at the building entry. This condition will not allow the gallery spaces to stabilize.
- The largest entryway for the museum is the front entrance, which is 4.5 feet wide, meaning that many elements of the exhibitions have to be built inside of the building.
- The building’s only space for the storage of art is 9 feet x 7 feet.

Space/program issues that require resolution include:

- The current building has no dedicated education space, meaning that education programs must take place either off-site or in multi-use spaces, requiring more time for set-up and more wear and tear on the facility.
- With only one multi-use space, the current facility limits the scheduling options for programs. This limitation often makes it difficult to offer certain programs, like youth art-making workshops, in the building.
- There is no expansion space for staff offices, conference, or storage. This impacts staff performance and the ability to store materials on site that benefit both staff and programs.
- The public lecture/gathering and rental space, a source for museum revenue and an important service to the community, is embedded within the top floor and farthest from the building entry. Hosting events after-hours requires the entire museum to be open and accessible.
- Gallery space is at a premium. The tradeoff between storage and loading and staging areas is critical and creates a condition where the gallery itself becomes a loading and staging space. This adds to the time that the museum is closed throughout the year to change shows.
- The current design of BMoCA’s esplanade and front patio does not enhance the museum’s street presence, promote visibility, or invite guests to access the building.

Several studies have been done over the years to identify ways to reconfigure the building to enhance performance and efficiencies. Each of these studies has recommended adding substantial additions to the structure and completely redoing the HVAC. None of these solutions are cost effective within the existing facility, and they cannot provide long-term solutions without the support of additional square footage and functional spaces that would be part of a major building addition.
The museum of the future will likely be less of a place to view and consume art and more of a place to participate in art. While the painting on the wall or the sculpture on the floor will not disappear from the curatorial agenda, new forms of art and new ways to engage with this art will develop. With the rapid pace of change in our society, from technology and demographics to artistic mediums and scientific discoveries, the new art museum will need to respond in ways that we cannot yet envision.

The design challenge will be to design and construct an institution that provides a place to view and participate in art in as many ways as possible while anticipating how to accommodate new ways of displaying and engaging with an art that does not yet exist. Success in this goal will make BMoCA competitive with peer institutions in attracting the types of artists and shows needed to fulfill the curatorial mission and meet the community’s interest in art.

A flexible facility that allows BMoCA to respond to the ever-evolving demands and opportunities of contemporary art with agility will be key. So too will a space that can house the growing number and variety of education programs and community needs, enabling BMoCA to best serve its community as it transforms visitors into active participants in the creative experience and enhances the cultural vibrancy of the Civic Area.
Program Response

A general preliminary program has been developed for this report. This is first and foremost based on the curatorial and educational mission and the community engagement of this institution. It has been informed by the input of community, Board, and staff and balanced against the realities of cost and fundraising.

To support this preliminary program, a budget forecast for museum growth has been developed and is included in the Appendix E.

Physical sizes and program relationships described here are based on input from staff and the proposed growth/changes in present and future programs and community-requested spaces. Final use and square footage will be developed in the preliminary design phase.
### Estimated square footage & costs for preliminary program

These two tables describe the “ideal” program response and a more economical “minimum response.” The goal is to look at the program closely and determine what could be built that would allow the museum to function in an optimal way if some of the functions might be shifted to space in the addition to be built adjacent to the museum on the East Bookend of the Civic Area. The ideal program would require total building square footage of approximately 25,000 sf. BMoCA’s current building has less than 10,000 sf, meaning that the ideal program could be met through an addition to the current building of approximately 15,000sf. The ideal and minimum program responses also include square footage and cost estimates for exterior public spaces.

#### Ideal Preliminary Program

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<th>Cost/SF</th>
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<td>Circulation</td>
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<td>New</td>
<td>250</td>
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Total: $6,277,500.00

Cost of Museum Construction average 2017: $251.1/sf
Cost of Public Spaces (Garden): $352.00/sf
Cost of Public Spaces (Garden): $53.50/sf

Total Hard Costs: $91.1 m
Cost of Construction Contingency: $1.4 m
Total Soft costs @ 20%: $1.8 m
Total Project Costs: $12.3 m

#### Minimum Preliminary Program

<table>
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<th>SF</th>
<th>Type</th>
<th>Cost/SF</th>
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<td>250</td>
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Total: $4,632,500.00

Cost of Museum Construction average 2017: $276.00/sf
Cost of Public Spaces (Garden): $387.00/sf
Cost of Public Spaces (Garden): $53.50/sf

Total Hard Costs: $6.8 m
Cost of Construction Contingency: $1.0 m
Total Soft costs @ 20%: $1.4 m
Total Project Costs: $9.2 m
Section 4: A Site for the Future BMoCA

- Site options within Civic Area - analysis
  + Criteria for the Process of Review
  + Challenges of building within the Civic Area
  + Present impact of the Boulder County Farmer’s Market
  + A note on urban design and 13th Street

- Site analysis
Site Options within Civic Area- Analysis

BMoCA has reached a point in its history where it is critical to establish a long-term plan to allow expansion of the existing facility to meet the community, program, and curatorial needs of a leading non-collecting museum. To create an environment that supports the goals set out by the City of Boulder for the Civic Area’s East Bookend, it is important to understand the criteria used in the analysis of different sites, how expansion can be achieved, and how expansion can support the goals of the City and Civic Area stakeholders. This section addresses the analysis and our conclusions regarding the development of a long-term home for BMoCA within the East Bookend.

Criteria for the Process of Review

In the context of internal board discussions and the development of the Civic Area and Community Cultural Plans, BMoCA’s leadership made the decision to remain in the Civic Area if at all possible.

After the visioning of a 25-year functional program outline, an investigation of sites in and around the Civic Area was made. Criteria were defined with which to measure the appropriateness of the sites from the standpoint of meeting BMoCA’s stated goals and objectives. These criteria responded to both institutional goals as well as civic goals of BMoCA as an important and valued institution in the Civic Area.

Beyond the program outline, the site selection process was measured against the following general criteria and benchmarks:

Provide the space and resources required for advancing BMoCA’s education and exhibition programs

BMoCA has exceeded the capacity of its current facility to support its exhibitions and education programs. As the museum continues to grow its audience of all ages, more dedicated exhibition and education spaces will be required.

Activate the Civic Area

BMoCA has been a critical component of the Civic Area Park for four decades. The Board and staff feel that by remaining engaged in the Civic Area, BMoCA will help the City of Boulder achieve its goals outlined in the Civic Area and Community Cultural Plans.

Support the Civic Area and Community Cultural Plans

BMoCA is proud to serve as a steward of Boulder’s cultural investment and will continue to focus museum resources on fostering participants’ creative experiences. Additionally, BMoCA will continue developing cross-disciplinary collaborations and community relationships, making the Civic Area a premier cultural destination. The success of both the Civic Area and Community Cultural Plans depends on a strong institutional presence integrated into the Civic Area and dynamic, consistent programming that activates visitors’ creativity.

Celebrate the past, present and future of the arts in the Civic Area

The Civic Area, BMoCA’s home since 1976, has long been a focal point of creativity and community in Boulder. In an expanded, iconic building in the Civic Area, BMoCA will be able to maximize its impact as it celebrates and nurtures Boulder’s creative community and projects its creative identity to the world.

Present inclusive art experiences for the community

BMoCA has a long-standing commitment to providing accessible programming that engages visitors of all ages and backgrounds in creative experiences. The museum has significantly increased its programmatic offerings and now presents over 500 programs annually, including free access programs for underserved youth, thought-provoking exhibitions, art-making opportunities for youth and adults, teen programs, and tours for seniors with memory loss.
Criteria for the Process of Review continued

Support and Reinforce Existing Program/Urban Relationships and Uses within the Civic Area

BMoCA’s location has provided an opportunity for the museum to develop a strong yearly program for community engagement in the visual arts and the present Civic Area planning efforts and developments offer further opportunities for BMoCA to reinforce the Civic Area’s role as the cultural and civic heart of the City. The presence of BMoCA in the Civic Area allows for the creation of stronger civic and cultural relationships, both physically and programmatically.

Develop a Stronger Connection with CU and Downtown Boulder

BMoCA seeks to become the connector between downtown Boulder and the University of Colorado Boulder (CU) campus. The museum will continue strengthening its partnerships with Downtown Boulder Inc. and CU Boulder. In collaboration with Downtown Boulder Inc., BMoCA promotes and works with many local businesses. Additionally, the museum will continue partnering with CU on diverse programs, including BMoCA at Macky, an exhibition series launched in 2011. In this series, BMoCA curates rotating exhibitions presented in the foyer of the Macky Auditorium and Concert Hall on the CU Boulder campus. Over 45,000 people view BMoCA at Macky exhibitions each year.

Support Sustainable Urban Design and Planning

The opportunity to enhance many other urban design goals that impact the area far beyond the location of the institution is a very important consideration. With those goals in mind, BMoCA seeks an iconic building with community-wide impact in the Civic Area. Such a space will likely be 3 times the space presently occupied within the existing building with additional exterior spaces required.

Other Selection Criteria

BMoCA also seeks a central location to attract and serve all Boulder residents and visitors, a facility that increases the number of exhibitions and exhibited artists as well as provides programming space for a greater variety of audiences and demographics.

The Civic Area Plan’s success in part depends on solutions and improvements that are resilient and allow for use by the Boulder community for many years. The BMoCA site should follow the same criteria. It is important that BMoCA’s facility provide room to expand and change as the needs of the institution require.

The site should also have the quality of long-term certainty. This means that the site is immune from future development pressures that might impact access, visibility, and expansion.

The site should be able to be owned or be part of a long-term lease with the City or other entity that helps to assure this certainty.
Site Rankings

Six sites were studied within the Civic Area. These sites are as follows (in ranked order, most desirable to least desirable):

1. Existing/Expanded Site- 13th to 14th, the ditch to the alley behind the City shops.
2. Existing/Expanded Site – current site, extended to the south to the alley behind the City Shops and to the center of the block that stretches from 13th to 14th
3. Park Central- the corner of Broadway and Arapahoe (see appendix)
4. Arapahoe- 13th to 14th, Arapahoe to the alley on the north.
5. Municipal Building- Canyon and Broadway
6. Senior Center- Corner of 9th and Arapahoe

This report explores Site #1.
Site Selection and Analysis

Municipal Building
25,000sf
The landforms and landscape around this landmarked building shifted the structure from High Hazard to 100 year flood plane designation. The structure is not organized to accommodate open gallery spaces and much work would have to be done to the building to make it usable for museum use. Parking and access are also considerations with no adjacent parking allowed.

Senior Center
30,000sf
This site has similar relationships to the library as Park Central and would help reinforce the civic uses. The site is the most remote of all of the places considered, placing the museum outside the center of the Civic Center Park environment. The site is also being considered for a parking structure within the new Civic Center parking plan.

Site Option- Existing/ Expanded
25,000sf
The BMoCA existing site would be expanded to the adjacent lot of roughly 12,000sf south of the current location, up to the alley and to the center of the block that stretches from 13th to 14th Streets. 5,000sf of the 12,000sf lot would be reserved as publicly accessible exterior space for community programs, educational activities and outdoor sculptures.

Site Option- Park Central
+/-20,000sf
The physical relationship with the library helps to organize and strengthen the civic nature of the park. Access to the park directly adjacent to the site provides great opportunities for museum programming. The site is presently in a High Hazard Zone and without mitigation along the creek, cannot be built upon at this time.

Site Option- Arapahoe
+/-31,000sf
The site has great access and visibility on three sides; 13th, Arapahoe and 14th. This site would require assemblage of 7 parcels from at least 5 owners. The cost and the amount of time to make this assemblage would be significant.

Current Farmers Market Site
Timeframe and scope for expansion and site improvements is not known at this time.

Market Hall
Current thinking is to reuse the structure of the Atrium Building for a market hall with the possible addition of 10-20,000sf based on City feasibility analysis.

Site Option- Existing
40,500sf
The BMoCA existing site would be expanded to accommodate the 25 year program requirements. The property would include areas to the alley behind the City shops to the south and the land to the east to 14th Street. The redevelopment would include the reuse of the existing museum building.
Plan: Civic Center Park

The sites studied specifically lie within the Civic Center Park Planning area. This study did not explore sites outside of the Civic Center Park.
**BMoCA site requirements**

The expanded museum will act as one of the anchors in the East Bookend of the Civic Area on the edge of the park and as a transition from civic to community/commercial uses.

The new facility will need to balance both good civic and urban design principles as well as respond to and anticipate changing program needs over time. This design response will also include assured access and flexible site usage for the institution.

Because of the shape and size of the site and the need to reserve exterior space for outdoor activities, a 2-story solution will likely be required. A logical split in program uses places approximately 12-14,000 sq ft of new space on the ground level that extends the programming of the current building.

Exterior spaces for programmed events, educational activities and exhibitions are part of the overall vision and will need to be accommodated on-site. These exterior functions will include:

- Exterior Open Forecourt. This publicly accessible space will act as an external gallery with changing exhibits related to the curatorial mission of the museum. This space will also act as a transition between the Boulder County Farmers Market activities and the entry to the museum.

- Exterior Courtyard. This space will be used for more controlled activities including rental, educational programming and museum events. This space could be directly accessible from the museum café.

Future uses and expanded/existing activities evolving on the block will pressure the facility from all sides. The site should allow access through the block connecting 13th Street and 14th Street, allowing museum access during days when the Boulder County Farmers Market uses the length of 13th Street.

*Site Diagram showing land use for the proposed BMoCA site. The midblock location and narrow site width will likely dictate a 2 story solution.*
Detailed Site Analysis

Concepts A, B & C on Existing/Expanded Site: Pre-Assumptions

The East Bookend block of the Civic Area is one of the most complex blocks in the City of Boulder. To create a successful museum facility that has long-term value with the expected growth in the institution’s mission and community engagement, a larger parcel that includes the existing BMoCA building is required. This parcel is bounded by the ditch to the north, the alley south of the existing shop buildings, 13th and 14th streets. This thru-block parcel is roughly 30,000sf.

Concept A

13th Street, regardless of how it is programmed, provides an edge to the park separating the uses to the east. The block’s present lack of building density, anchored by the 3 primary structures (BMoCA, The Atrium, and Boulder Dushanbe Teahouse), along with the single-story commercial structures on the south end of the block, provide little in mass and scale to form a strong “street edge” in the traditional urban design sense.

BMoCA’s thru-block solution presented here helps to establish a formal hierarchy using its mid-block location. The concept is to break the street grid both at grade and on the upper levels to directly engage and activate this edge of the park. A direct benefit of this move is the opportunity to pull the park through the site to 14th, thereby activating this street and the adjacent structures. This move not only expands the park into the east end neighborhoods but adds value to any future development on 14th.

It is also important to note that the potential development pressures that the 13th Street block is experiencing could, with this scheme, be transferred to the 14th Street block. This expands the “urban anchor” area on the east end to a scale that is appropriate for the Civic Area with all of the new uses currently being discussed.

This concept explores the possibility of an alternative paving solution on 13th Street that would effectively extend the park.

BMoCA is eager to work collaboratively with the Boulder County Farmers Market to reach a solution that supports both organizations’ institutional goals and objectives.

Option A- Midblock (Stand-alone) Proposal

This option explores access to the museum from both 13th and 14th. This option dictates that all of the museum program be included within the existing and new structures on the site. The museum entry on 13th is pulled back into a midblock location to not conflict with the Farmers Market.
Detailed Site Analysis continued

**Concept B**

The existing BMoCA building remains, but the entry is pulled back to a mid-block location creating a forecourt on both the east and west controlled exclusively by museum programming. The main vehicular access to the building will be moved to 14th Street and there will be alternate access on 13th Street. Much like Concept A, a pathway across the site will be open, allowing a visitor to walk mid-block from 14th to Civic Area Park.

The upgrading of the alley to a street is also proposed for this scheme. This will allow better access to the interior of the block; essentially turning the block inside out.

This concept of upgrading the alley to a street is also proposed for this scheme. This will allow more flexibility at grade for public/community functions and site circulation.

Development to the south could be sympathetic to museum uses. Retail at the ground level, possible incubator spaces in one building with residential, subsidized artist studios and possibly other sympathetic museum functions in the other building.

This solution, beyond the approximately 30,000sf museum site proposed in Concept A will require more cooperation from adjacent landowners and developers. A high level of sustainable value can be derived from this potential partnership, as can be seen in precedents in cities like Miami, Denver, Los Angeles and Cleveland where the proximity of museums has activated the surrounding area.
Detailed Site Analysis

Over the last year, BMoCA has started conversations with City of Boulder officials and City Council to present Vision 2022: A Future BMoCA. Through these informal conversations, BMoCA received positive feedback about its vision. BMoCA is currently working with the City of Boulder Planning Department, Parks & Recreation Department, City Manager’s Office, and City Council to secure the land needed for the addition. This additional site of roughly 12,000 square feet extends to the south of the current building and is delineated by the alley along the City shops to 13th Street, to the middle of the block that stretches between 13th and 14th Streets.

The site includes an exterior public garden courtyard, which will allow for programming to extend from the museum into Civic Area Park.

BMoCA’s current vision for the design is that the ground level will be accessible for public functions, and the second-floor will be dedicated to gallery space.

Public spaces would abut possible new parking structure. This would allow for easy access to the museum as well as allow the museum to utilize retail spaces along the base of the structure.

New 3 level gallery structure south of existing building. Building would enclose a sculpture court. Museum entry would be from the sculpture court.

Retain existing alley for service access to the museum.

Option C- Midblock- 13th Street Side
This scheme condenses the museum program into a multi level addition to the south and east of the existing museum building. This proposal would back up onto a possible parking structure to the east of the development.
Detailed planning of the 13th Street block between Arapahoe and Canyon is critical and needs to begin immediately. This report has developed a series of urban design studies to explore the feasibility of BMoCA redeveloping this site. These were not done in a vacuum. Meetings with adjacent stakeholders were held on an informal basis.

Our assumptions need to be tested within the larger decision-making context that surrounds the Boulder County Farmers Market and Market Hall discussions as well as the conversations regarding moving the City shops from the south edge of the site. It will be important that design performance of all of the proposed elements be clearly spelled out so that all of the stakeholders who want to construct on this street and site will have a clear understanding of the responsibilities of the development.
Historically, Boulder Creek has fostered catastrophic flooding conditions for Boulder, with the latest episode occurring in 2013. Just prior to the 2013 event, the City of Boulder adopted a new Flood Plan for Boulder Creek that refined the 100-year flood conditions throughout the downtown area. Much of this new mapping has great impact on the Civic Area Park and possible sites for BMoCA.

Boulder has applied its own overlay designation for extreme flood conditions designated as “High Hazard.” According to the Boulder Zoning Code, no new construction is allowed and additions to existing buildings are severely limited under this ordinance.

While specific sites vary, the overall risk in the Civic Area zone is consistently high risk and every site within the Civic Area has the same risks and challenges. As the development of a specific design proposal progresses, ongoing communication with the City will be a part of the process to ensure that the design will not add to any specific hazard.

To build in this area first responsibilities are:

- Life Safety
- Minimize Property Damage
- Mitigate Contextual Damage

The programming and design criteria will make these principles a top priority in the design process.
As BMoCA continues to expand its role as a leading contemporary art institution, decisions regarding expansion and the nature and image of that expansion will need to be carefully made. The current expansion project is an unprecedented opportunity for BMoCA and will likely be one of (if not the) most ambitious projects in its history. To that end, this expansion must be as resilient as possible and anticipate future growth and shifts in the Civic Area.

The East Bookend of the Civic Area (from 13th to 14th Streets and between Canyon to Arapahoe) is one of the most complex and important blocks in the city of Boulder. The Civic Area Plan has established general goals for this block, and the complexity of the proposed uses that have been identified to date have demonstrated the commercial importance of this area. As such, the East Bookend must be carefully planned in order to balance the expectations and success of the urban design solution with the economic success of the businesses that will be a part of this area.

Design and development criteria for the East Bookend will need to be established that can be used to measure this success. Presently, uses occur in an “ad-hoc” manner with the organic growth of one use creating potential conflict with another. On a city block such as 13th, there will need to be a clear hierarchy of urban form and clarity in the urban design context. As a street, 13th will be key to the success of any planning effort.

Urban Design Context at 13th Street
Present Impact of the Boulder County Farmers Market

The Boulder County Farmers Market has been BMoCA's neighbor on 13th Street since 1987, and the museum looks forward to a prosperous, shared future in the Civic Area. Both organizations embody and celebrate Boulder's community spirit of creativity and innovation. Current developments happening on University Hill, such as the new convention center and hotel, will more firmly establish 13th Street as the gateway to downtown Boulder. Partnerships between stakeholders on this street, such as Boulder County Farmers Market, BMoCA, and Boulder Dushanbe Teahouse, will grow even stronger as they become more recognized as the community anchors connecting the downtown Pearl Street district and University Hill.

Since 2008, BMoCA has partnered with the Boulder County Farmers Market to provide Art Stop, free access art programs for youth and families attending the Boulder Farmers Market. Additionally, in order to serve the Boulder Farmers Market audience, BMoCA is free to the public every Saturday and on Wednesday evenings during the market season. Throughout the years, BMoCA has partnered with Boulder County Farmers Market on many other initiatives as well, such as Summer Games, BMoCA Café, and Día del Niño, among others. (Please see Appendix F for more information about these programs.)

Presently, the Boulder Farmers Market uses the site on Wednesdays and Saturdays, erecting stalls the length of 13th Street between Arapahoe and Canyon and operating a food court north of the Boulder Dushanbe Teahouse. The ideal plan for the 13th Street block is one that supports both BMoCA and the Boulder County Farmers Market's needs while also advancing the needs of the community and other Civic Area stakeholders.

If BMoCA moves forward with an expansion plan in its current location, it will be important for BMoCA, the Boulder County Farmers Market, and the City of Boulder to work closely together in supporting each others' needs and goals.
Art Stop on the Go participants at The Family Learning Center, 2012. Contemporary Classroom
Section 5: Conclusion

- Recommendations
- Looking into the future
- Acknowledgments
Recommendations

The opportunities for BMoCA and for Boulder’s creative community are unlimited. With an expanded facility in the Civic Area, the museum can continue fostering the growth of the arts in Boulder and propel the local community into global conversations about art, culture, and education. BMoCA’s audience has increased dramatically in recent years, and the museum’s leadership is ready to take the next steps to continue increasing the impact and reach of its thought-provoking and inclusive programs.

Through a public-private partnership with the City of Boulder, BMoCA can solidify Boulder’s reputation as a cultural destination and provide the community with creative experiences at the forefront of contemporary art. An expanded BMoCA will enhance the quality, diversity, and accessibility of arts education in Boulder and the exhibition opportunities for our artistic community.

The purpose of this study has been to identify and assess BMoCA’s opportunities and challenges over the next 25 years as it seeks to best serve its community and continue exploring what it means to be a museum in the 21st century.

Looking forward, BMoCA envisions a space that:
- reflects the museum’s values and dynamic programming;
- provides the necessary space for youth education programs;
- pays tribute to Boulder’s striking natural setting and the city’s inclusive, adventurous spirit;
- enhances visitors’ art experiences through intentional, museum-specific design;
- serves as an agile soundstage for contemporary art;
- provides dedicated facilities for community education and multicultural outreach;
- vitalizes the economic activity of downtown;
- honors the institution’s storied past while preparing it for a spectacular future.

The Civic Area Plan identified BMoCA as a critical player in the development of the East Bookend, creating an opportunity for the museum to assume a leadership role in the process. Although the planning efforts for the East Bookend have not yet begun in detail, BMoCA needs to take a strong position by engaging the City and community to help define the goals for this essential part of the Civic Area.

BMoCA’s future success requires the physical autonomy that comes from the long-term control of the museum’s physical environment. To achieve this, we propose the following approach:

1. Determine the location and size of the required parcel. Enter negotiations with the City for gaining long-term control or ownership of the site (both the preferred and the second preferred sites are owned by the City). This negotiation should include defining the long-term performance of adjacent property and development to assure that flexibility for BMoCA is retained well into the future.

2. Partner with the City to determine what City-based funding opportunities exist. This funding will complement the overall fundraising initiatives that the institution will soon undergo.

BMoCA has been a cultural anchor of the Civic Area since 1976 and looks forward to serving all Boulder residents and visitors, from artists to youth, seniors, and technology and business communities, for many years to come. By expanding its facilities on its current site, the museum can become an even more vital partner in achieving the city’s vision for a vibrant, inclusive Civic Area.
Looking into the future

With its 50th anniversary on the near horizon, BMoCA is at an exciting time in its history. As it continues to reach new heights thanks to record-breaking attendance numbers, exciting collaborations, and critical support from its Board, staff, volunteers, and community members, the museum is envisioning the next 25 years.

The last 25 years have witnessed explosive changes in art, artistic expression and technology. We have learned to see in new ways with new technologies. What we can say about the future is that more and more people will engage in art and artistic endeavors as the walls between the viewer and the artist are blurred, if not broken down. Technologies that we cannot yet conceive of will be used to produce art. New ways of teaching art will cause us to think about how we present and consume visual and spatial information.

This is an exciting time to conceptualize and construct a museum. So, what do we build? That architectural expression will grow out of the goals and aspirations of BMoCA’s staff, community, and unique sense of place. It has to be flexible, changeable and responsive to the elements outside, the art within, and the visitors’ experiences. In short, it needs to be functional, flexible and compelling!

BMoCA’s vision is to continue growing as an essential community space, an inclusive forum for community dialogue and a key component to the holistic civic life of Boulder and beyond. The museum sees significant opportunities for expanding its reach, lowering barriers to experiencing contemporary art, activating Boulder’s creative identity, and projecting this identity to the world. With an expanded presence in the Civic Area, BMoCA will serve as an iconic, year-round destination for artistic exploration and enrichment.

Steve Chucovich
ArcS

Acknowledgments

BMoCA and ArcS would like to thank the people and organizations below who contributed their time and ideas throughout BMoCA’s expansion and site feasibility study process.

We would especially like to thank the Bebe & Crosby Kemper Foundation, UMB Bank, n.a., Trustee for their support of Vision 2022: A Future BMoCA.

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Nicole Dial-Kay, Director of Education
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Brock Masterson, Marketing Manager
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Section 6: Appendices

A. Park Central Analysis
B. The Board: its Organization & Role
C. Staff Makeup & Growth over the next 5 years
D. Timeline: BMoCA Capital Project
E. Financial Analysis
F. BMoCA Programming Summary
G. Benchmarking institutions of similar size & mission
H. Citations
A. Park Central Site Analysis

Building the new museum structure on the Park Central site in the Civic Area would balance public/civic and private institution use.

This site, located at the corner of Arapahoe and Broadway meets all the criteria set forth by the Museum for finding an appropriate urban, Civic Center site. Programmatically the museum would efficiently function within an approximately 9000sf footprint, (26,000 square feet on 3 levels) along the corner of Arapahoe and Broadway. This location and footprint leaves more park land than is found around the site today.

The Civic Center Master Plan envisions ongoing programming within the park. This programming is necessary to activate the park as a destination. The museum located on this site with direct access to virtually all the park assures ongoing arts programming that will activate the entire Civic Center area.

This visibility, desire for more programming and engagement with the park was a strong community desire identified in the museum public meeting process. This location directly facilitates this public desire.

Connections, Impacts and Relationships

The relationships established with other civic institutions such as the library and the Municipal Building strongly reinforce the concept of the Civic Center. These relationships would allow a strong partnership develop between BMoCA and the library to mature. This is consistent with the goals of the Cultural Master Plan. From an urban design perspective, the new facility would become a gateway to downtown Boulder. Engagement at the corner of the intersection will also help define the impact and quality of future development at this very important location.

In this location pedestrian access to the museum will filter from downtown to the north further reinforcing the desired connections with Civic Center Park. New design elements such as the bridge become even stronger access points from Canyon over Boulder Creek. Access from CU to the south would also be enhanced adding to the value at the Broadway/Arapahoe intersection.

Technical and Political Challenges of this Site

Presently, the site is part of the High Hazard Flood Zone designated by FEMA and the City. Under the Boulder Zoning Code, this site is unbuildable. The impact of the Broadway bridge causes the high hazard zone to carry across Arapahoe and become part of the sites to the south. Our proposal would be to work with the City using sound engineering and design methods, to develop a mitigation strategy that pulls the “high hazard” zone back to the creek channel. This strategy would allow the corner of the site where the building is placed, and by extension, the sites across the street, to become 100-year flood sites and therefore buildable. This would help to add greater value at this intersection while not sacrificing safety.

Viability of this Site

At the time, this site will not be available for study. An existing City office building occupies this site. Presently, the City is initiating a plan to redevelop the Boulder Community Health - Broadway campus site (Alpine-Balsam) site north of Downtown. The decision track for allocating space, constructing new facilities and determining what departments and functions may move from the park Central site is several years off. As stated in the document, BMoCA needs to consider sites that could be acquired and developed in the next 4-5 years. While meeting all museum program goals, this site will not be available in that window of time. This site will not be studied in further detail.
Plan- Civic Center Park

The sites studied specifically lie within the Civic Center Park Planning area. This study did not explore sites outside of the Civic Center Park
B. The Board: Its Organization & Role

Since BMoCA’s founding as a 501(c)3 organization in 1972, a Board of Directors has provided the governance and strategic vision for the institution. BMoCA’s Board is comprised of community leaders with diverse backgrounds, including accountants, architects, artists, entrepreneurs, teachers, lawyers, and professionals in the business, marketing, finance, and technology industries, among many others. In addition to the Board of Directors, BMoCA has developed a Board of Trustees. The Trustees provide long-term support and serve as stewards of the museum. The Trustees are in an advisory and fundraising role, and the Board of Directors are involved in governance, day-to-day advice, budgeting, and fundraising. The structure of BMoCA’s Board has remained consistent since its founding, and this structure has served the institution well.

BMoCA’s current bylaws allow for up to 21 members on the Board of Directors. This number includes one representative from the Boulder Arts Commission and one member of Boulder’s City Council. Today the Board of Directors has 16-18 members, and the Board of Trustees, is made up of 10-12 members at any one time.

BMoCA’s Board of Directors functions with a committee structure, and the majority of Board work is carried out through committees. As of 2017, the Board has eight active committees, including: Executive, Civic Area, Development, Events, Governance & Nominations, Facilities, Finance, and Marketing. All committees except Executive and Governance & Nominations can include community members who do not currently serve on BMoCA’s Board.

As the expanded museum takes shape, the Board will need to look closely at its structure and determine the best and most efficient ways for it to advance the institution’s goals. The role of the Board during a capital campaign for museum expansion will be focused on fundraising and helping the organization expand its network of supporters, in addition to providing governance for the organization. The staff and current Board will need to continue increasing the number of Board members in support of these Board functions and in order to continue advancing the organization’s trajectory of growth. As BMoCA embarks on the project of expanding its facilities and programming, the staff will depend on the Board’s leadership in securing the funding during a capital campaign.

Early in the process of creating Vision 2022, a questionnaire was sent to the Board to determine the role and interests of each member. While the passion for art was universal, members expressed interests in many different aspects of the institution, such as fundraising, event organizing and hosting, finances, education, and outreach. It was clear that the depth and breadth of interest and experience should be tapped for this new chapter of BMoCA’s growth. As the museum’s expansion project begins to move forward, the recommendation is that the Board works together to strategize and define its structure and priorities to best manage the multiple layers of the planning, fundraising, and expansion processes.
C. Staff Makeup & Growth over the next 5 years

The table also illustrates how BMoCA’s staff and Board of Directors plan to increase the support of the organization to bring it to a level that the added facility with additional gallery space will be fully staffed.

The present makeup of the staff, including responsibilities and interrelationships, has functioned well for the museum to date. The organizational structure and job descriptions, as of December 2016, are described below.

Presently, there are seven full-time employees, seven part-time staff, 20 contract staff, and approximately 150 active volunteers. The contract staff includes the on-demand educators that teach the regional educational programs in schools and centers across the Front Range, the housekeeping workers, and HR. The core museum staff includes:

**Executive Director + Chief Curator**
Role  The Executive Director reports to the Board of Directors and is responsible for implementing the policies and achieving the goals defined by the Board. The Executive Director oversees exhibition curation, programming and education, development, administration, and community and governmental relations.

**Curator**
Role  The Curator plans and originates temporary and traveling exhibitions and is responsible for the design, installation, and scheduling of exhibitions.

**Director of Audience Engagement & MediaLive Director**
Role  The Manager of Audience Engagement and MediaLive Director creates, implements, and evaluates all programming and interpretation of the exhibitions including public, youth, outreach, and access. He/she oversees contract museum educators and collaborates with local and regional organizations and schools to develop tours and workshops.

**Director of Advancement**
Role  The Director of Advancement plans and executes fundraising and development initiatives and oversees all marketing and promotional materials. The Director of Advancement serves as the immediate supervisor of the Marketing Manager and Development Associate.

**Marketing Manager**
Role  The Marketing Manager is responsible for communications, marketing, media relations, and design. He/she creates and implements a comprehensive marketing and communications effort to enhance visibility of BMoCA’s programs and strengthen its position as a leading institution in the region.
C. Staff Makeup & Growth over the next 5 years continued

Development & Grants Associate
Role The Development & Grants Associate is responsible for BMoCA’s grant applications and reporting and assists in donor cultivation. He/she represents the museum at community events and conducts ongoing research regarding funding opportunities. He/She also manages BMoCA’s young member affiliate group, Friends With Benefits.

Operations & Events Manager
Role The Operations & Events Manager oversees BMoCA’s annual auction and benefit, ARTMIX, all aspects of the museum’s expanding rental program, and facility operations. He/she is also responsible for the management of BMoCA’s liquor license and the coordination of the volunteer program.

Visitor Services & Membership Manager
Role The Visitor Services & Membership Manager oversees BMoCA’s membership program and the part-time Visitor Services Representatives. He/she also manages the museum store and communication with individual and corporate members.

Visitor Services Representatives (part-time positions)
Role The Visitor Services Representatives work part-time at the entrance desk during business hours. They welcome visitors, collect admissions, answer and direct phone calls, and provide additional museum information.

Bookkeeper (contract position)
Role BMoCA’s bookkeeper manages the museum’s accounting processes, including verifying, allocating, and posting transactions and managing accounts receivable and payable.

Museum Educator (contract positions)
Role BMoCA’s Museum Educators plan and teach the museum’s education programs in schools and centers across the Front Range in consultation with the Director of Audience Engagement. Museum Educators teach the following programs: Art Stop on the Go, Art Stop, Contemporary Classroom, Studio Project, ARTlab, and Young Artists at Work.

Museum Volunteers
Role BMoCA’s volunteers make critical contributions in support of programs, exhibitions, and outreach initiatives. The museum’s volunteers form a strong and dynamic group of art enthusiasts.
C. Staff Makeup & Growth over the next 5 years continued

Future Staffing Requirements
As BMoCA continues to grow its programs and services, the organization’s staffing needs will increase across all departments. Throughout this staff growth, the museum’s leadership will assess which positions should be full-time, part-time, and contracted. In conjunction with the staff growth, institutional processes will need to become more formalized, and new technologies, such as enhanced sales systems and constituent management databases, will be implemented in order to increase efficiency.

Working with the consultants from Arc S, BMoCA’s senior staff determined the ideal progression of staff growth over the next five years and designed a road map for achieving full staff capacity. This process will include onboarding additional staff in the education, curatorial, development, operations, and human relations departments.

The diagram shown here describes the evolution of the staff responsibilities and requirements over the next 5-year window, which will include the fundraising and construction of the new facility. Additional charts showing the growth of the staff over the next five years are included in the appendix.

Organization and Layout of the Staff Work Environment
The preliminary program anticipates a significant increase in space dedicated to staff and staff functions. This increase in physical space and intentionality will allow for enhanced efficiency through use-specific spaces, such as an education or lecture space, and flexible spaces, such as conference rooms that can be reconfigured to accommodate a wide variety of needs. This increase will further allow for the separation of public and gallery spaces from staff areas, leading to more open hours and greater museum accessibility for visitors.

In addition to office environments, the expanded physical space includes meeting and flex spaces for special projects, the development of exhibition design and educational programming. With the growth of educational and outreach programs and the staff to administer these programs, there will be an anticipated increase of meeting, seminar, lecture and community spaces to accommodate the needs of these programs. The design should anticipate systems and equipment that minimize set-up time and interface both with the museum as well as outside sources (remote teaching and lectures). Space will also be dedicated to temporary and flex storage.

The staff workspace should be dynamic and flexible to encourage teamwork and the growth of full, part-time, and contracted staff, Board members, volunteers, and others who will become part of the day-to-day operations of the museum. Creativity, innovation, and self-motivation will be encouraged through the design and configuration of the physical space.
D. Timeline BMoCA Capital Project

- 2013 to 2015 BMoCA provides feedback for Visioning of Civic Area Plan and Community Cultural Plan
- 1/2015 BMoCA adopts revised Strategic Plan
- 2/2016 BMoCA hires ArcS to conduct Site Feasibility Study for museum expansion
- 4/2016 to 7/2016 BMoCA hosts community engagement sessions to get feedback
- 8/2016 BMoCA hosts meeting with City of Boulder leadership to get feedback
- 3/2017 BMoCA’s Board adopts Vision 2022: A Future BMoCA, Site Feasibility Study
- 4/2017 BMoCA applies to be one of the Community-Sponsored Projects included in the City of Boulder’s Capital Improvement Tax
- 4/2017 to 11/2017 Research for and development of capital campaign strategy
- 5/2017: BMoCA makes presentation to the Capital Improvements Tax Renewal Committee about its application to be a Community-Sponsored Project
- 6/2017: BMoCA hires Capital Campaign Manager
- 11/2017 City of Boulder Capital Improvements Tax renewed by voters
11/2017 BMOCA starts negotiations with City of Boulder about land to expand

11/2017 BMoCA’s Expansion Committee formed

12/2017 BMoCA’s Board adopts capital campaign strategy and creates Capital Campaign Committee

12/2017 to 2020 Silent phase of capital campaign

7/2018 RFP’s submitted by architects

10/2018 Selection Committee reviews proposals from architects and selects finalists

12/2018 Architect selected through public process

1/2019 to 6/2019 Design and implementation of expansion developed

7/2019 Site review process and permitting

5/2020 Public phase of capital campaign starts

10/2020 BMoCA opens “Temporary BMoCA”

10/2020 Construction begins

2/2022 Construction concludes; ribbon cutting ceremony

10/2022 BMoCA opens summer exhibition in new facility in downtown Boulder

E. Financial Analysis

This table presents preliminary forecasts, estimating operating costs and revenues for the next 5 years. Revenues were estimated based on a growth of % and expenses have been estimated based on the confirmed exhibitions for 2018 and 2019 and projections for future exhibitions.

### Forecast revenues

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### Expenses

#### Program Services

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#### Support Services

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Earned Income growth is based on an increase of income of museum programs, annual fundraiser and rentals. There is a great opportunity for the museum to increase income from rentals while maintaining prices that are accessible to the community.

Expenses are based on continued growth in BMoCA’s programming and exhibition calendar. This growth means that new staff will need to be added to the team to keep up with the tasks that such endeavors demand. There is also a significant increase in fundraising expenses on the years prior to the start construction. From 2018 to 2021, BMoCA's board and staff will focus most of the energy on raising funds to build the new addition to the current facility.
F. BMoCA Programming Summary

Exhibitions:

BMoCA has three main exhibition areas in its landmark historic building: East, West, and Union Works Galleries. These exhibitions rotate seasonally.

BMoCA InsideOut is an exhibition platform launched in 2016. This series presents rotating commissions on the northwest corner outside BMoCA. These temporary projects foster artistic exploration and public discourse.

BMoCA at Macky is a collaboration between BMoCA and the Andrew J. Macky Gallery, located in the Macky Auditorium Concert Hall at the University of Colorado Boulder. BMoCA annually presents three BMoCA at Macky exhibitions.

Present Box is a series of site-specific projects that feature short-term, innovative installations, and performances. BMoCA presents three Present Box exhibitions each year.

Special Initiatives include unique, often interdisciplinary collaborations, one-time and recurring events, and site-specific installations.

Education:

Highlights of Youth Programming

ARTlab engages underserved high school students in Boulder County who have struggled to excel in conventional school systems. Through an immersive studio art program, ARTlab empowers youth to build positive futures by expressing themselves through art.

Art Stop provides weekly free art-making experiences for youth as young as 2 and their families during the Boulder County Farmers’ Market.

Art Stop on the Go is an off-site program that brings free access art-making experiences to children ages 6-12 in Boulder and four surrounding counties. BMoCA’s Museum Educators present these programs at community centers and libraries.

Contemporary Classroom brings the work of BMoCA’s exhibiting artists across the Denver Metro area, specifically to those children that might not be able to access or might not be aware of the museum. This program includes art education and art-making with visiting artists.

The Studio Project is BMoCA’s teen internship and leadership training program for junior high and high school-aged youth.

Young Artists at Work presents immersive art-making camps for youth ages 5-12. These programs are created and taught by local artists.
Highlights of Public Programming:

*ménage à trois* creates synaesthetic programming that provides different types of art experiences within the museum for different learners and audiences. Three programs are offered during each major exhibition. Programs include hands-on art-making experiences, interdisciplinary discussions, and intimate conversations with exhibiting artists.

*Dia del Niño* (Children’s Day) is BMoCA’s annual day celebrating youth, families, and Latino cultural traditions through free access programming and performances outside in Boulder’s Civic Area Park. The museum launched this event in 2011, and in 2016, over 600 people attended. For Dia del Niño, the museum has collaborated with the Mexican Cultural Center, the Consulate General of Mexico, and Longmont Museum and Cultural Center, among other partners.

*SPARK! Tours & Workshops* is a series of programs specifically designed to make BMoCA’s art exhibitions accessible for visitors with early-stage Alzheimer’s or dementia and their caregivers. These are free access programs include exhibition tours and hands-on, art-making workshops conducted by specially trained art educators. BMoCA’s programs are unique to Colorado and presented in collaboration with the Alzheimer’s Association.

*Summer Games* is a series of free outdoor events for all ages and abilities that features artists, games, food trucks, and local breweries.

*MediaLive* is an integration of the important technology community of Boulder with artists at the forefront of new media art.

*The Flood Project: Rising Above & Restoring Boulder Through Art* (October 1, 2013–September 30, 2014) was a series of temporary public art projects commissioned by BMoCA as a catalyst for community healing after the floods that devastated Colorado in 2013.

*TREExOFFICE* (June-October 2016) was an outdoor urban co-working and community gathering space created by BMoCA in partnership with EcoArts Connections and CU Boulder’s Program in Environmental Design. Constructed around an American Linden tree in Civic Area Park, TREExOFFICE helped the community reconsider relationships with natural systems while offering a shared, free access workspace.

*line break / disrupting rhythms: BMoCA’s Poetry & Performance Cafe* (July 15-August 30, 2015) was a seven-week pop-up space in downtown Denver dedicated to serving coffee, poetry, community, and conversation. Highlighting the poets of the Front Range, line break fostered interactive experiences and celebrated Boulder as a place of poetic innovation, cultural and environmental sustainability, and out-of-the-box thinking.

*BMoCA + Swoon International Artists Residency* exists to invite artists from around the world to explore their practice within the Boulder community. BMoCA presents this residency in partnership with Swoon Art House. Resident artists are encouraged to pursue interdisciplinary collaborations during their time in Boulder. For example, artist Berndnaut Smilde partnered with scientists from the National Center for Atmospheric Research in Boulder (NCAR) to build a prototype prism that created a large-scale rainbow on the landscape.
G. Benchmarking institutions of similar size & mission

The development and growth of similar arts institutions are, in many ways, as different as the communities in which the institutions exist. However, there are commonalities that set the stage for a successful public art museum. These include:

**Facility**- A high quality museum venue is critical to an institution’s success. Many small museums begin with ad hoc facilities and then work hard to create permanent environments that can serve the long-term curatorial goals of the institution as well as provide a place for community gathering and use.

**Management**- Strong management of financial and physical resources including ongoing fundraising and relationship building is essential. Staff and community engagement are measured against a clearly focused long-term vision and institutional goals of the institution.

**Financial**- Well-managed operational and endowment funds are a critical part of the success of the institution.

**Community Support**- This support derives from the value and relevance that the institution has for the community. This support is critical for the long-term health of the institution.

Following are short narratives that describe how four similar museums grew and evolved into leading contemporary art institutions. Many of the milestones experienced by these museums have been or soon will be experienced by BMoCA.
Museum of Contemporary Art Cleveland

Founded in 1968 as The New Gallery, the present name was adopted in 2002. Initial support came from a few donors including Agnes Gund, philanthropist and former Board president of The Museum of Modern Art in New York. In 1990 the museum moved into a 20,000sf venue primarily to expand exhibition space. In 2012 the current 34,000sf, $27 million building was opened.

The urban four-story structure is organized with gallery spaces on every level and a large, open 6000sf gallery space on the top floor that can accommodate large-scale installations. The fundraising goal for the project was $34 million of which 20% was earmarked for endowment.

MOCA Cleveland has a curatorial focus balanced between national and international contemporary art and curated shows of local artists.
MCA Denver

MCA Denver was founded in 1996 by a small group of artist and collectors. The initial support came from Sue Cannon, a Denver philanthropist. The first venue was a 5,000sf fish market in Sakura Square in downtown Denver. In 2007 the museum moved into a new 27,000sf facility in the LoDo (lower downtown) neighborhood in Denver.

MCA is an urban, multi-level building with galleries on all levels. The building, until recently, did not have access to parking as it was built in a dense urban area with no outdoor space. Despite the lack of parking, attendance has steadily grown every year to a total of 59,700 in 2015-16. Admission is free and subsidized by donations that cover 100% of the loss of admission revenue.

MCA has a strong “teen” focused education program that involves teen engagement with art and event planning, lectures and special programs.
Aspen Art Museum

The Aspen Art Museum (AAM) was founded in 1979. The museum was housed in 7,500sf space with two galleries in a converted power plant. In 2014, the museum moved to a newly constructed 33,000sf in the center of Aspen. The four-level structure houses eight exhibition spaces and six gallery spaces. The sculpture garden is on the building roof as the site is impacted by the lack of available exterior space in the urban environment surrounding it.

Aspen is unique in that the financial support is national and international in scope. The donors and benefactors have provided a strong endowment and solid financial security for the institution. At the end of 2014, the endowment was estimated at $14.3 million.

There is an extensive arts education program including student curator program, family programs and art outreach to students. The Questrom Education fund, founded in 2012, provides substantial funding for these educational programs. Admission to the museum is free with ticket revenue being subsidized by specific donor funding.
SITE Santa Fe

SITE Santa Fe was founded in 1995. SITE’s original mission was to produce biennials, and through this effort, the institution attracted worldwide following. Year-round programming began within a few years of opening. The overall presentation format has changed. In 2012 a stronger relationship was developed between the biennial and year-round exhibition format with a focus on art of the Americas.

SITE Santa Fe presently occupies its original 18,000sf facility, which is a converted beer warehouse. In 2018, the size of the facility will double to 36,000sf with a $6 million renovation and addition to the existing building including classrooms to house the growing education outreach.

Like Aspen, SITE Santa Fe is unique in that many supporters are national and international art supporters and philanthropists. Funding for the addition was raised through donations. Approximately 30% of the campaign will be allocated to increasing the existing $7 million endowment of the institution.
Observations and Lessons Learned

Every one of the above museums began as a small endeavor founded by artists and collectors who shared a love of contemporary art. Each one also believed in using these new museums to engage and educate the communities where they were founded.

Additional commonalities include:

- Initial funding came from “seed money” put forth by collectors and philanthropists. Over the years this money was supplemented by membership, local business support and public sources.

  MOCA Cleveland, MCA Denver and Aspen all had their beginnings in this manner.

- Each institution developed a long-term view of how they needed to grow and were opportunistic in achieving their goals as money, property or partnering relationships were identified.

  SITE Santa Fe’s value proposition of building a reputation around the staging of biennials created a following and financial support that extends far beyond the city of Santa Fe.

- There is a consistency in size (square footage) to support the curatorial and community/educational programming goals of each of the institutions

  27-36,000sf depending on the building configuration and the arrangement of spaces. This supports gallery spaces, support (lobby, restrooms, lockers, circulation and HVAC), café, bookstore, educational, rental and other miscellaneous spaces.

- Each institution has worked hard to control its destiny. Each owns the institution’s property and buildings and has established an endowment to create financial security.

  A story of disruption: The Santa Monica Museum of Art/ICA LA was housed in rented space in Santa Monica’s Bergamot Station Arts complex from 1998 to 2015. Redevelopment plans of the Bergamot Station forced the lease to be cancelled, and the museum was closed. A disruptive search for new space and reestablishing the museum has been ongoing for 2 years. The museum has plans to reopen in 2017 in a renovated building in downtown Los Angeles. The museum has changed its name to the Institute of Contemporary Art LA.
H. Citations

Civic Area Plan

The Master Plan for Boulder’s Civic Area
City of Boulder, Revised Document June 2015
Boulder Market Hall Feasibility Analysis
EPS Consultants, David K. O’Neal, March 2016

Community Cultural Plan

Community Cultural Plan, City of Boulder
Office of Arts and Culture- Library and Arts Department, November 2015

Demographics

Boulder Valley Comprehensive Plan
2015-2040 Projections (Updated September 2015)
Boulder Valley Comprehensive Plan 2015-2040
Projections Methodology (Updated September 2015)
Selected Demographics: Boulder County Population Projections 2010-2030
DRCOG (Geography) and State Demographer (age and ethnicity)
Museum Attendance Reports: SCFD Multi County Grant Application, years
2015,2016 and 2017
A Growing Colorado Anticipates a 2040 Population of 7.4 Million People
By Bent E Birkeland and Burt Hubbard, Rocky Mountain PBS News
Demographic Profile, Boulder Colorado, December 2011
Boulder Economic Council

Physical Museum Program

Workplace 2016,
Gensler Research. This document articulates trends for workplace design
Museum Design, Planning and Building for Art
By Joan Darragh and James S Snyder
Oxford University Press, 1993
Miscellaneous Reference Documents
Master Planning for Museums
Museum Insights
West Vancouver Museum: Design Brief and Report
Urban Arts

Museum of the Future

Museum-ID, Future of the Museum Project
This is an ongoing series of short essays about ideas for the future of museums, their organization and relationship to their communities. These included the following articles with specific quotations for reference:

FUTURE OF MUSEUMS: SOCIAL IMPACT + UX + PHYGITAL
by Clare Brown, Program Head, Master of Arts in Exhibition Design, Corcoran School of the Arts and Design at the George Washington University, and Alin Tocmacov,

Experience Designer and Associate Partner at C&G Partners, New York
“Emotion-driven museum experiences will not merely present the facts but will provide opportunities and stimulate visitors to engage proactively in the world around them”

FUTURE OF MUSEUMS: AGILE, ACCESSIBLE AND DISTINCT
by Gina Koutsika, Head of National and International – Learning and Engagement, Imperial War Museums
“The future is yet to settle to a coherent consensus - forced change prevails as the norm and it makes for interesting times”

FUTURE OF MUSEUMS: CONVERSATIONAL, FLEXIBLE AND FLUID
by Mike Sarna, Director, Collections & Public Engagement, Royal Museums Greenwich
“What are we saving/sharing/promoting? The beauty is the answer changes year to year. There is something about museums ability to be conversational, flexible and fluid”

FUTURE OF MUSEUMS: TRANSPARENCY, AUTHENTICITY AND PARTICIPATION
by Lisa Leblanc Director, Creative Development, Canadian History Hall at Canadian Museum of History
“Leveraging – and sharing – authenticity, museums can transcend institutionalism or parochialism to demystify a shared humanity in a singular world”

FUTURE OF MUSEUMS: IMPORTANT SHARED EXPERIENCE
by Kaywin Feldman, Director and President, Minneapolis Institute of Arts
“Our understandings of the meaning of culture, collaboration, and participation will all become more expansive, broadening the ways in which institutions can connect with our diverse communities”

FUTURE OF MUSEUMS: ENGAGING AUDIENCES MORE DEEPLY
by Ellie Miles, Interpretation Officer, The British Museum and Sascha Priewe, Managing Director, Royal Ontario Museum
“The best museums will have gained a greater understanding of the range of skills amongst their staff, and glimpsed how they can be combined with external expertise and participatory projects”

FUTURE OF MUSEUMS: ART MUSEUMS, AN AMERICAN PERSPECTIVE
by Silvia Filippini-Fantoni - Director of Interpretation, Media and Evaluation at the Indianapolis Museum of Art
“Museums need to experiment with new ways of engaging their audiences, particularly the millennial generation, which is more interested in social interaction, participation and self-discovery than more traditional learning”

Center for the Future of Museums: Trends Watch 2016
American Alliance of Museums
The Art Museum Today, In Discussion

Propositions for the Future of the Art Museum, The Aspen Institute, March 2013
Synopsis written by Michael Govan, Los Angeles County Museum of Art

Costs of the Project

The development of the costs per square foot for a museum of this size came from interviews with the project team of the Vance Kirkland museum in Denver. This is a project of similar size, similar qualitative and environmental requirements as well as the same contractor and labor market.

The cost escalation factors incorporated into the narrative are based on aggregate maximum cost escalation that the Front Range Market has seen under extreme growth conditions. Final costs will be based on the final program, building design and the construction market at the time of implementation.

Benchmarking Other Institutions

Study, research and interviews were done to determine the ways that similar (non-collecting) institutions grew and evolved.

Aspen Art Museum
Annual Reports 2006-13
MOCA Cleveland
MOCA Cleveland Completes $35m Capital Campaign, Hits Milestones, Plans Global Future
By Steven Litt, Cleveland Plain Dealer
Update MOCA Cleveland (archdaily)
http://www.archdaily.com/283038/update-moca-farshid-moussavi
MCA Denver
Annual Report 2016
Site Santa Fe
sitesantafe.org
Fact Sheet for New Building
Museum of Contemporary Art Santa Barbara
Strategic Report 2013-2016 (context for other case studies)
Art Museums by the Numbers, 2014
Association of Art museum Directors
Imagine 2020, Denver’s Cultural Plan
Denver Commission of Cultural Affairs, Denver Arts and Venues

Museum Organization
The study of the existing cultural and attitudes of governance of the institution was undertaken in the beginning stages of the process. This included:

Board Member Questionnaire

A questionnaire was developed that asked board members to describe knowledge, perceptions and interests in the following categories:

General Questions- Define qualities of the institution that attracted each board member? What are the Board’s role in the future development of the institution?
Curatorial- Most memorable exhibition, future trends
Facility- Positives and negatives of the existing facility, the museum of the future, vision for new facility and what level of participation in the new facility
Education and Outreach- goals, priorities, your vision of the future of arts education

A series of graphic “word clouds” were developed to understand the commonalities and hierarchies of responses as a group.

Interviews with Staff

A Staff Questionnaire was developed and used as a framework for staff interviews and responses. Questions were developed and grouped into categories of operations and financial questions. The all-encompassing questionnaire covered all topics from financial management, curatorial vision to day to day facility management.

Study of financial and membership demographics

BMoCA 2016 Operations Plan
BMoCA Strategic Plan 2015-2020, October 2014

Metrics of Success in Art Museums
Maxwell L. Anderson, Center for Arts and Cultural Policy Studies, Woodrow Wilson School of Public and International Affairs, Princeton University, Getty Leadership Institute

Site Study Process

City of Boulder GIS Mapping
City of Boulder
Flood Hazard Zones (mapping)
FEMA, City of Boulder, 2016
Existing Plans of BMoCA
BMoCA
Boulder Municipal Code, Title 9 Land Use Code, 9-3-2 Flood Plains
City of Boulder
International Building Code (focus on life safety-flood)
International Code Council
ASCE 24 (Flood Resistant Standards)
American Society of Civil Engineers

Value of the Museum on Surrounding Development
A Speculative Storm: Contemporary Art and Real Estate Development
By Evan Moffitt, miamirail.org, June 2016