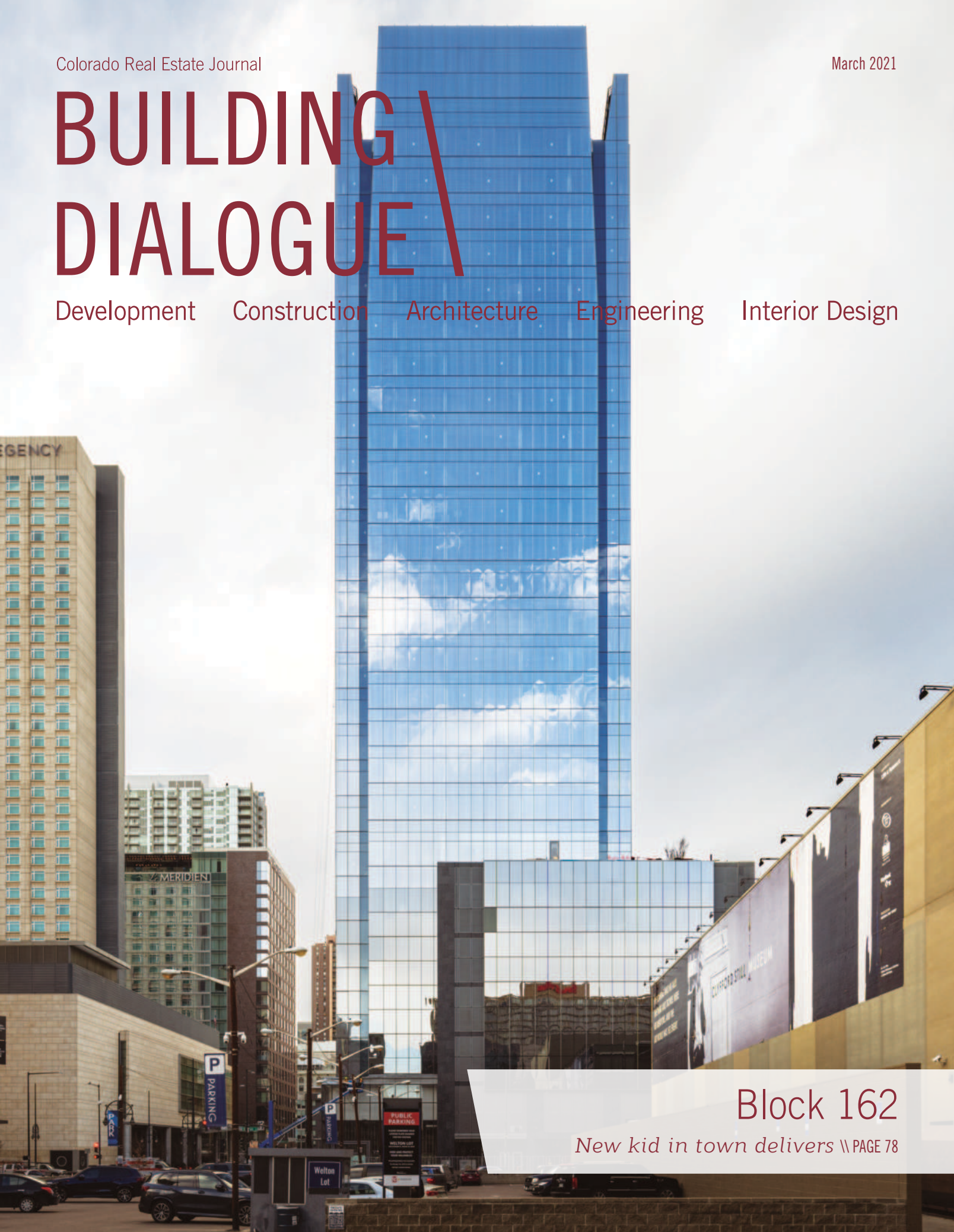


BUILDING DIALOGUE

Development Construction Architecture Engineering Interior Design



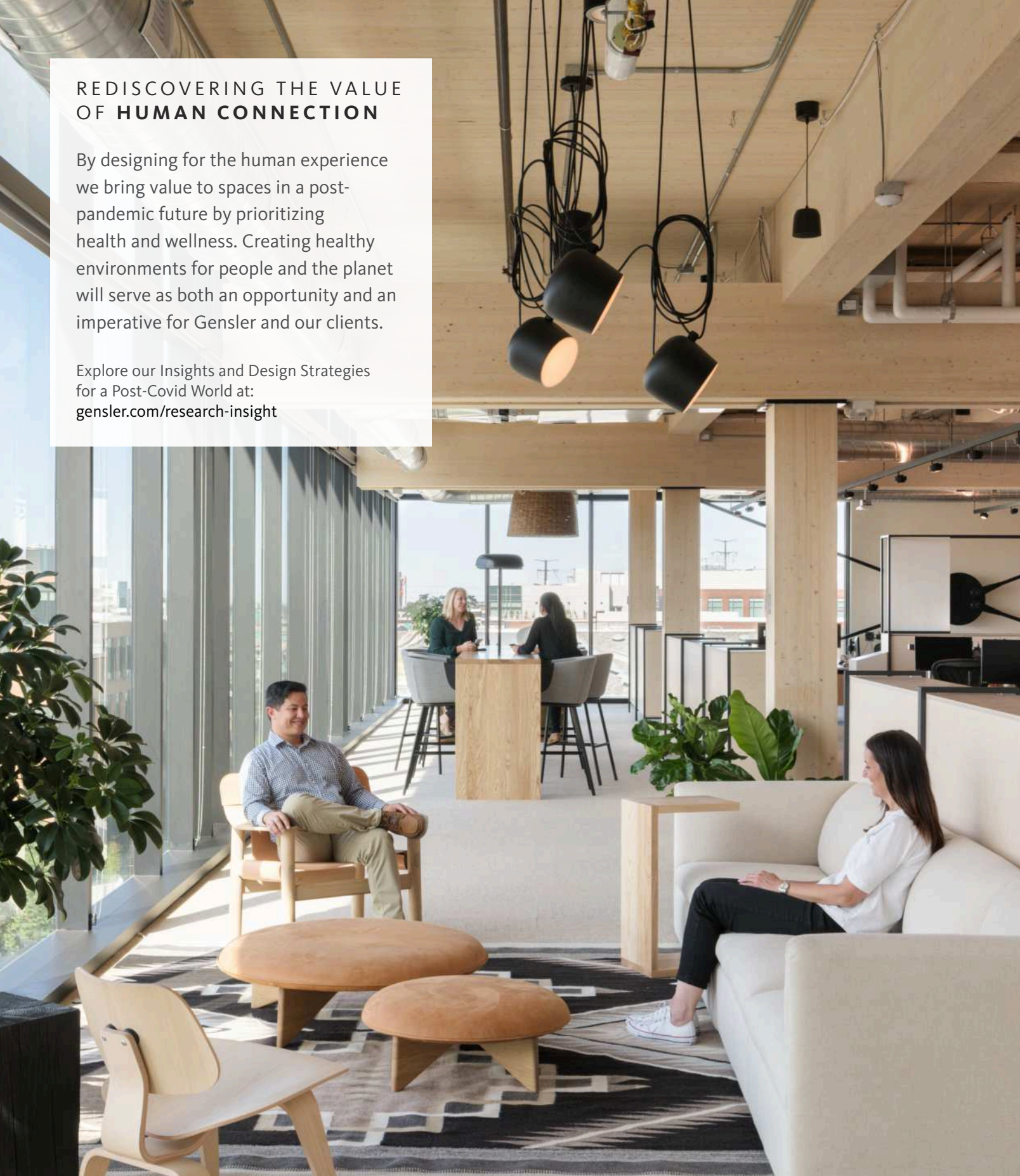
Block 162

New kid in town delivers \ PAGE 78

REDISCOVERING THE VALUE OF **HUMAN CONNECTION**

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REDEFINING OUR BUILT ENVIRONMENT



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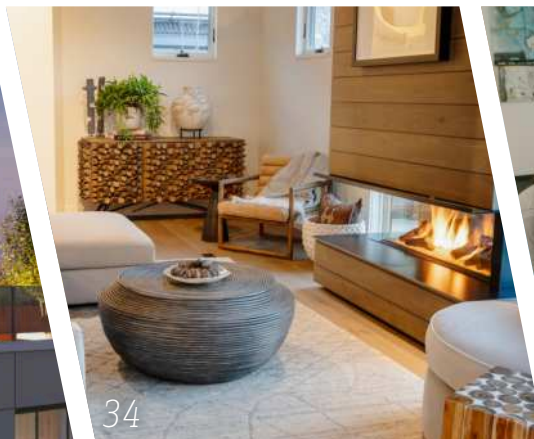


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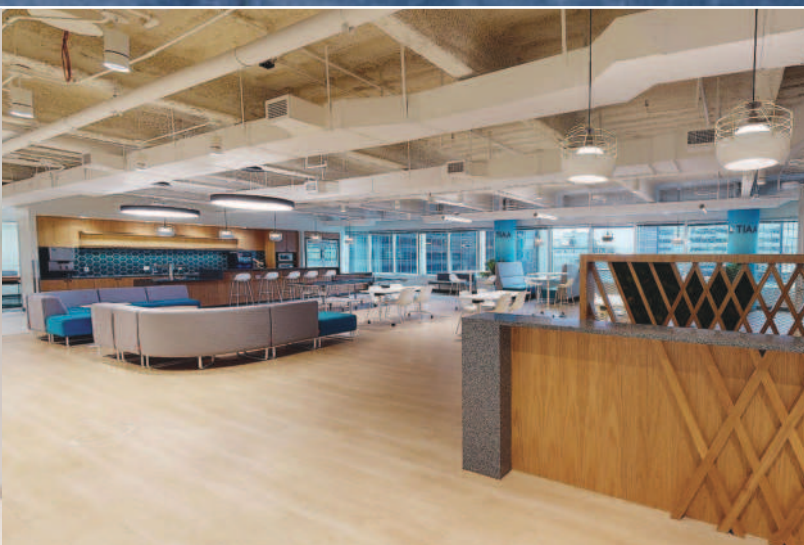
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Ben Blanchard, AIA, is one of Anderson Mason Dale Architects' six newest principals. Awarded AIA Colorado "Young Architect of the Year" in 2016, Ben is a talented architect who contributes to many civic and educational projects in the Mountain West. His thoughtful approach to design is evident in each of his projects, including the Hotel and Transit Center at Denver International Airport, the MSU Denver AES Building and the new CSU Spur Terra at the National Western Center.

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Cover photo courtesy
Brad Nicol | Architectural Photography

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I don't know about you, but this year, I will celebrate the vernal equinox with heightened appreciation for all that comes with spring's arrival: long nights that begin to soften into longer days; nature that again is renewed as hints of buds on trees that soon enough will be green with life; birds that return for another season, and whose calls awaken us many mornings; inhaling a fresh breath of air that portends better days ahead; and, this year, a vaccine that will bring us one step closer to being together.

As a metaphor for spring's arrival, take a look at the feature story about Boulder's Prism Plane, a nondescript 1980s brick building that Tres Birds transformed with the installation of custom-fabricated glass panels that reflect and radiate spectrums of color. And read about EUA's leadership transition, as the firm emerges from winter with a new team ready to take on new challenges.

This quarter's issue is filled with stories that look past the pandemic and toward brighter days: Civic Center Park will welcome a new neighbor in the form of Populous, a connective hub being developed by Urban Village and designed by Chicago's Studio Gang that will rise at the triangular intersection of Colfax Avenue, 14th Street and Court Place. Also consider the impending delivery of downtown Denver's Block 162 – Patrinely Group's soaring, sleek, sophisticated high-rise with “jaw-dropping” Front Range views, a development that blurs the lines of office and hospitality.

And, perhaps in response to our newly rediscovered love for all things outdoors in the last year, an emphasis on public spaces comes into focus: Sasaki's Space Between column makes the case for crafting spaces rooted in context that express the public's culture while Design Workshop offers options to enhance community engagement and DTJ takes a look at what's next in outdoor design.

This issue also features a little nostalgia for those of us who fondly remember driving past the Jolly Rancher factory off Ward Road – if you grew up here, you know what I mean – where The Ridge at Ward Station is taking its place.

It's clear that our community continues to design, build and deliver beautiful form along with practical (post-pandemic) function.

Better days lie ahead. I say, bring them on!

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Amenities + Soul, Rev360 Renews the Workplace



Ben Blanchard, AIA
Design
Principal,
Anderson
Mason Dale
Architects

Our professional lives have been forever transformed by the pandemic. As we contemplate the gradual return to our workplaces, organizations will face competing pressures of de-densification and financial prudence when evaluating office space. Hybrid working paradigms will emerge helping to soften the initial impacts of this tension, but business leaders inevitably will look for buildings in which they're able to extend their footprint, flag and professional efficacy beyond the hard walls of their leased space. Flexible and wellness-focused amenity spaces, both indoor and outdoor, will be critical to easing the transition back to the workplace post-pandemic, and after over a year of oft-muted experiential monotony, the workforce craves that which they've so badly missed: connection to authentic place, culture and comrade.

Designed in an initial wave of development along Brighton Boulevard in 2016, Rev360 drew inspiration from River North's vibrant and self-sufficient neighborhood history and culture. During the earliest design deliberations, the development team, led by Bill Parkhill of Tributary Real Estate and Ed Haselden of Haselden Development, looked to honor the rich history of the site in the expression of the new building. Parkhill's keen design sense and deep roots in the community, paired with Haselden's commitment to integrated design and artisan craft as a design-builder, forged a distinct mixed-use development project uniquely suited to its neighborhood and responsive to a patiently waiting and soon re-impassioned workforce.

A network of amenities within Rev360 plays an im-



In the lobby, a rugged weathered steel rebar screen wall stands in counter poise with local artist Romelle's kinetic triptych.

portant role in establishing first impressions and driving community culture, but, more importantly, these spaces are carefully designed and appointed to fully embrace their role as productive extensions of the workplace. The cantilevered building massing translates to generous expanded amenity space at street level, affording retail and restaurant tenants strong indoor-outdoor connectivity and footprint expandability without impacting the right-of-way or vehicular curbside functionality.

The primary lobby space is carefully scaled and furnished to serve as a common flexible work environment for all building tenants, creating a ground-floor nexus space that sparks community within the building and graciously welcomes community from the surrounding neighborhood. A network of surrounding and interconnected amenities, from food to fitness, establish the lobby as a 24/7 living room for the building, perfect for an early coffee meeting, a working lunch or an evening cocktail hour. Terraces on every level provide office tenants direct, seamless access to fresh air and a change of scenery during their fluid and expanded workday, while a rooftop community terrace creates a convening place for cross-pollination and social interaction. Striking art installations, curated by Nine dot Arts and inspired by the thriving River North art scene, deliver distinct neighborhood identity inside and out. This differentiated suite of amenity spaces creates a rich and fluid workplace landscape, well suited for the emerging hybrid work paradigm.

With choice at the heart of this new work paradigm, and with recently upgraded home workspaces remaining integral to the workplace ecosystem, it is also critical for the post-pandemic workplace to offer something intangible beyond predictable space and reliable resources, a place top talent want to be, regardless of the task at hand, a place that feels truly tailored to compa-



Terraces on every level of Rev360 provide office tenants direct, seamless access to fresh air and a change of scenery during their fluid and expanded workday.

ny culture with latent personality. The lobby at Rev360 creates an unmistakable first impression for the building, celebrating the cohesive integration of industrial legacy, impactful local art and raw natural materiality. The lobby is at once rugged and refined, understated and bold, elegant and approachable, creating a distinct architectural brand for the building – effortless design always – mediating naturally between casual home office and composed corporate culture.

Upon arrival, visitors are greeted by an elegant wood grille ceiling cloud, gently guiding all from the entry doors to the elevator lobby. Along the way, a rugged weathered steel rebar screen wall stands in counter poise with local artist Romelle's kinetic triptych. On the left, the textural richness and smooth glide of a cold-rolled steel barn door connect the lobby to adjacent retail and café space, while curated furnishings to the right offer a variety of ways to engage and create community. The space merges the elegance of an art gallery with the energy of one's favorite coworking space and the comfort and bespoke character of a boutique hotel lounge, pairing flexible use with undeniable character.

As Denver's mixed-use development market remains strong, and organizations make plans to strategically emerge from Denver's safer-at-home framework positioned for success, office space will play a critical role in expressing organizational health and aspiration, as well as gratitude to a dedicated and resilient team. Beyond the often-familiar menu of workplace



Striking art installations, curated by Nine dot Arts and inspired by the thriving River North art scene, deliver distinct neighborhood identity inside and out.

amenities, authentic workplace design can play a critical role in reestablishing office culture and workplace camaraderie, post pandemic, reinforcing a sense of belonging and commitment to organizational purpose. Rev360's integration of industrial legacy, immersive art and tailored design imbues a vibrant sense of place, culture and community, uniquely suited for a long-awaited workplace homecoming. \\\



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Harnessing the Power of Place: The Experience Matters



Traci Lounsbury
Owner,
elements

Why do people love to travel? Why do we take pictures on the side of a mountain or in front of the ocean?

When my latest ski day went awry and we decided to grab a cup of coffee instead, why did I choose the local coffee shop that sits on a river rather than the chairs in front of a Starbucks parking lot? Place is powerful.

Why have the number of bowling alleys declined severely in recent years while Top Golf has thrived? The experience is viewed differently despite the similarity of the foundation. The same could be said for movie theaters. People are either trading the traditional experience for the comfort of viewing from home, or they're upgrading to a premium experience that includes drinks and dinner served at their seat. Experience matters. And place shapes experience.

• **The failure of the workplace.** A similar analogy can be used for conventional workplaces. American businesses consistently have undervalued the power of place in workplace design.



The Print Collector, Getty Images
The evolution of the workplace.

Given the choice, we all gravitate toward beautiful places. An inspiring workplace design means a happier workforce that feels valued, and in turn, performs its best work. The length of the present pandemic coupled with the distributed workforce has made clear the importance of place in our daily lives. Place builds community.

While some will argue that individual productivity can thrive remotely, innovation, culture, collaboration and morale ultimately will suffer. Even when teams are operating at their best, serendipitous encounters and strategic planning sessions that lead to new ideas are challenged in a remote-only environment. In fact, patent filings in the United States are



Undervaluing the power of place.

Aly Song



Space matters. The malignant cubicle farm.



M Moser

Place shapes experience: Citi Chennai Workplace Interior.

declining as collaboration has decreased. One could argue that the minimal workplace occupancy has played a significant role.

Equally important are broader corporate goals that support employee development and culture. Culture is essential to creating an engaged workforce, and remote work does not cultivate the behaviors and norms that combine to produce thriving cultures. Zoom is a tool. It is not a place.

• **The future of the WORK-PLACE.** Eating takeout never will replace the feeling of going out to dinner at a beautiful restaurant with friends and family. Seeing pictures of exciting places will never replace experiencing those places and cultures for ourselves. The power of place in all aspects of our lives has been made clear by this pandemic. As workplace design experts, we must recognize that while some things certainly will change as a result of all we've learned over the past year, place remains important. We must shift to viewing the workplace as a **PLACE** – a destination with a purpose beyond just housing desks. Knowing they can get their assignments done remotely, workers will choose to



Rockwell Unscripted by Knoll

Blurring the boundary between work and play.

come to a workplace if they are inspired and feel a sense of community. And where there is community and a strong culture, there is loyalty.

The battle for top talent will soon resurface. Knowledge workers will have more choice than ever before about where they want to work. Unless they see that a company is offering them a superior place to help them drive results and achieve their personal career goals, they will choose remote work with their current employer, or a different one.

Think of the future workplace as an amenity to attract and retain the best of the best. Following a human-centered design approach, organizations will invest in the right methodology to understand what humans need to perform at heightened levels. With increased choice around where to work, flexible workplaces where users can determine the best setting for their preferences and performance will become the new standard. Moments full of rich cultural content will be designed into the spaces and will spark innovation and creativity like never before. Energy levels fostered by inspired teamwork will rise to new heights.

Just as important as design will be the opportunity to find and build a diverse community in the workplace. Organizations will incorporate workplace design into their diversity, equity and inclusion initiatives. Placemaking starts with the needs of people – all people. Inclusive placemaking involves fostering a sense of belonging and celebrates a sense of self. The built environment will be enhanced to support diverse communities.

The workplace will additionally be viewed as an extension of wellness initiatives. Organizations that focus on a people-centric workplace and the wellbeing of their employees will thrive. Outside of human needs like nutrition, financial health and love, there is nothing more powerful than place. We will all be inspired workers as special places provide the foundation to support creativity, unity and diversity. Businesses in the United States will finally understand how powerful the workplace is to their success.

2022 will be the year of the destination-worthy workplace.\\



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Context: Finding a City's Expression in Public Spaces



Joshua Brooks,
ASLA, PLA
Director,
Sasaki



Anna Cawrse,
ASLA, PLA
Director,
Sasaki

In the tumult of this past year, we've seen how challenge spurs innovation and illuminates where we as a society can improve. One thing that became abundantly clear in 2020 is that the public realm is a foundation to our social, civic and professional lives. Parks stood in for vacation destinations; streets served as platforms for democracy; stoops became living rooms; and plazas and courtyards became classrooms, meeting rooms and everything in between. Playing such an important role of hosting our shared humanity, it is paramount that public space be designed with purpose and relevance. Whether it is city owned, privately owned, large or small, a well-articulated public realm adds value to our city and for its people, and at the same time also expresses the character of our cities. To design a lasting public realm well requires embracing its context and culture and delivering its expression with craft.

- **Context.** Regardless of size or location, all sites have a rich context that serves as both a design constraint and design inspiration. Broadening the frame at the beginning of the design process can uncover great opportunities to ground a site in place and ensure we put human needs first. For us, each project starts with a deep dive into the context – we explore climatic conditions, historic palimpsests, and geographic positioning to pull out relevant influences that often become design drivers.

In Ogden, Utah, our work at the quarter-acre Dumke Arts Plaza started with an elemental look at the larger geography and geology of the Salt Lake Basin. We



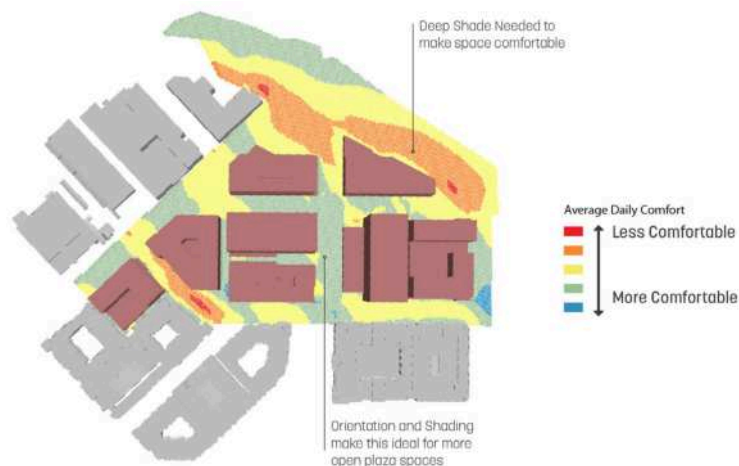
In Baton Rouge, Louisiana, our master plan for the 660-acre Greenwood Park analyzed the existing ecological, hydrological and cultural systems to establish baseline conditions. Examining nearly a century of historic site patterns revealed hidden ecological forces within the site, which explained why the site was performing in a certain way and what the proper intervention should be to return natural hydrologic functions.

built a custom quantitative viewshed analysis tool to understand precisely at what heights the Wasatch Mountain Range was visible across the whole plaza. This analysis informed the function of the plaza while a deep dive into the geologic formations common to the region inspired the three-dimensional forms of the space.

At Denargo Market near downtown Denver, our team built a composite human comfort model that overlaid how seasonal wind patterns interacted with the new site massing and sun and shade exposure across seasons. These examples of contextual analysis embed a site's design deeply within its precise location, making the design more relevant.

- **Culture.** Creating a cultural connection between a community and a public space ultimately will create a sense of ownership. We always should start with listening to the community to understand what the individuals in the community both want and need in their public realm. This cultivates an understanding of how subtle cultural differences influence people's comfort and familiarity with designed elements.

For example, in Baton Rouge, Louisiana, we learned from the community that the notion of renaturalizing large areas of land was not welcome. While in Colorado or Utah we often celebrate a connection to nature through a rugged approach to our urban public spaces, that is not the case in Louisiana. We heard from locals that a wild environment means hidden snakes and alligators, and it is quickly seen as a place to avoid. With the goals of reestablishing some of the ecosystem functionality we had to balance that initiative with clearly differentiated places for people and places for nature. By clearly delineating both types of spaces, we responded to specific community needs



This detailed microclimate analysis conducted for our work on the Denargo Market Master Plan greatly influenced the location of program and space articulation via the placement of trees and structures and surface material choices.



The plinth envisioned for Dunke Arts Plaza in Ogden, Utah, visually connects people to the incredible views of the Wasatch mountains while providing structural support for large sculptures and electrical support for performances.

while restoring an ecosystem.

An area's cultural identity also should be an important driver in design. In our Ogden and Denver's River North Art District work, the maker mentality actively drove design throughout. In Ogden, this meant finding opportunities for people to be able to affect change within the space. It led to an art infrastructure system that could host performances and static art in a variety of capacities. We also layered in myriad spatial conditions into a relatively small space, allowing individuals and groups to select their own experience. In RiNo, where individual expression is so important, our team built a framework for several streetscape corridors that ensured

basic amenities and spaces proliferated, while allowing for individual properties to express unique needs and attitudes. In both examples the public realm becomes a canvas that allows for community culture to inform both its permanence and temporal experiences.

- **Craft.** Creating flexible spaces does not mean a blank-slate flat plaza, nor nondesign. On the contrary, flexibility is embedded in design through details. Making an armature for public expression in many forms requires thought and rigor that often goes unappreciated. If context and culture are the foundation and walls of the public realm, then the craft is the roof. You need all three to construct the house.

At the Dumke Arts Plaza in Ogden, Utah Sasaki was tasked with creating “something no one has ever seen, yet” while also designing a plaza that someone would feel comfortable using for a lunch break. This duality of need led to the form of the plaza. A series of folded planes moves visitors through the plaza and terminates at a 10-foot-high plinth.

A flexible space means that during both large and small events, for daily activities and for sporadic occasions, the space functions and feels inviting. This can often be seen as an “either-or” situation but should be thought of as a “both, and” opportunity. The end goal of all public space should be to provide a platform for the rhythms of life to unfold. As such, intentionally crafting a space to be rooted in its context and express the very nature of the public's culture is, in our opinion, the only way to design. \\

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We Joined the AIA 2030 Commitment. Now What?



Benjamin Kasdan
AIA, LEED AP
Principal, KTG
Architecture +
Planning

For most architects, architecture is not merely a job, it is a calling. In fact, we all have dedicated years of our lives to literally make the world a better place through design. As a result, architects naturally strive to make the best possible choices for our clients, our designs, and our communities. So, the fact that the building and construction industry accounts for 49% of the total energy consumption and 47% of the total greenhouse gas emissions presents an internal conflict for architects' inherent altruism. Launched by the American Institute of Architects, the AIA 2030 Commitment – the nationwide goal for architects to design increasingly energy-efficient buildings culminating in zero net energy for all new construction and major renovations by 2030 – provides a way for architects to significantly curb embodied carbon.

Many American architecture firms have signed the AIA 2030 Commitment, but few look like KTG – a 30-year-old national design firm focusing on all scales of residential architecture in markets across the country. Typical sustainable-champion firms design offices, schools, museums, laboratories, and civic projects that have large, centralized systems and decision-makers who can dictate sustainable policies. Our firm instead designs mixed-use residential buildings and for-sale housing subject to a number of stakeholders, including future buyers and renters. The process of convincing relevant participants to support the idea of ZNE is more complicated; however, we remain committed to creating more energy-efficient and environmentally sensitive residential design for all.



John Cole
Gables Pointe 14 is a new sustainable mixed-income residential community situated on a 2.17-acre triangular-shaped site near transit in the Fort Myer Heights neighborhood of Arlington, Virginia..

Implementing the 2030 Commitment goals holds us accountable to design more thoughtfully, which will both elevate our work and result in better communities. Plus, a 2019 survey by the National Association of Realtors shows that 85% of potential homebuyers want energy-efficient HVAC systems to reduce heating and cooling costs. KTG Principal Jonathan Boriack, AIA, said, "Our ability to bring our clients along with us in this pursuit will ultimately benefit not just the quality of the built environment, but will also contribute to the long-term business success of our clients for future generations."

Being a signatory of the AIA 2030 Commitment gives us access to AIA's Design Data Exchange tool, helping us track our progress towards meeting the 2030 Commitment goals in real time. We already have a robust

quality assurance/quality control process and reporting project data to the DDx becomes part of that process. Integrating sustainability goals into the culture of our daily practice energizes our current staff and hopefully will inspire future team members. It also gives us a reason, and a reminder, to reconsider typical design choices for specifications and systems. Sometimes merely asking our structural en-



The new apartment community at 4055 Elati is thoughtfully integrated into its environment in both design and function. The roof will feature solar and live plants, complying with the Denver Green Roof Initiative, adding visual interest to the development and lowering the building's carbon footprint.

gineer partners to use more fly ash in their proposed concrete mix or to consider glulam beams instead of structural steel for longer spans results in reduced embodied carbon at no cost impact to our clients.

Local requirements or initiatives also provide a catalyst for leaning toward sustainable strategies. One such example is the new Denver Green Roof Ordinance, where the 41st & Elati project utilized a green roof not only as a means of compliance, but as a pivotal design element for the proposed community. The building's key amenity space takes advantage of the rooftop, maximizing access to the best views of the mountains and the Denver skyline for all residents, not just the few in premium units. Corsair Flats in Alameda, California, provides affordable housing in a brownfield redevelopment of a former naval air station in the East Bay. Soil remediation required extensive environmental mitigation and the raising of ground-level residential spaces, creating a more pleasant buffer for ground-level units. At Gables Pointe 14 in Arlington, Virginia, a challenging site with about 60 feet of vertical change in topography resulted in a public midblock park space that improved the walkability of the existing community while preserving existing heritage trees. Great design embraces constraints and reimagines them as opportunities for joyful experiences.

We have many sustainable success stories but becoming a signatory firm of the AIA 2030 Commitment focuses our efforts and our accountability. To meet the current threshold of the



Toolbox Video

Corsair Flats serves as a transitional area between three-story and six-story massing and features two separate residential buildings, a 70-unit apartment community targeting low-income families and a 60-unit apartment community for low-income seniors.





commitment, buildings must be designed 80% more energy efficient than a typical building of the same use in the same location. Meeting this challenge means exceeding most local energy code standards and will require strong support from our clients and engineering partners. But the result of accomplishing this goal will create higher-quality housing for all, while providing increased value for our clients.\

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Post-pandemic Trends to Expect in Community Engagement



Becky Zimmermann
President,
Design
Workshop

COVID-19 changed how we live and work, dine and recreate, collaborate and communicate. When we get past the danger of this pandemic, what will return to “normal” or the way it was before COVID-19, and what are we doing today that will never “go back?” Will the streets that have been closed to automobiles and turned into beautiful blocks of outdoor dining, urban parks and dedicated to pedestrians stay that way? Will consumers go back into stores after discovering the convenience of online shopping and home delivery? Will people who have been able to work remotely from home go back into the corporate office? What we do know is that community engagement is changed forever and that is mostly a good thing.

• **Snapshot of the past.** Community engagement was centered largely around trying to let people know that there are a couple of public meetings or open houses they are invited to attend to provide their input. Progressive community engagement involved going to where people were – like festivals, association meetings and neighborhood events. A project-specific community or open house may have been attended by less than 100 people. Attendance of 200 was considered a big success. In-person engagement tools such as voting with dots, sharing thoughts on sticky notes and keypad polling all helped give a voice to everyone who attended. This type of community

engagement worked in our prepandemic environment.

• **The pivot.** By the end of March, across the country in-person community engagement mostly ceased. Immediately, social media became a critical channel to reach and inform constituents of upcoming engagement opportunities. Virtual open houses, town hall meetings via Zoom, online surveys and interactive websites were launched. In most cases, robust virtual replacements garnered significantly higher participation than traditional in-person gatherings. COVID-19 made us reinvent how we communicate with communities with social distancing in mind and that has brought this process some lessons learned and some future benefit.

• **A view of the future.** What we learned around engaging communities in 2020 has been critical to inform 2021 trends and beyond. We want to ensure that community members’ understanding and perspective on issues, topics or “the project” are informed, heard and equitably represented:

• **Equity and inclusion.** To hear every voice, we must reach the often marginalized and disenfranchised populations. Whether virtual or in-person, community engagement must be more responsibility for the people who already reach these people. A way to achieve this is through engagement ambassadors, providing training and materials for city staff, volunteers, and university students to be involved in conducting public engagement to



Improvements to the pedestrian mall in downtown Aspen is a project that hundreds of businesses owners, residents and visitors care about. The project website hosts narrative presentations to ensure that anyone can get information about the project at any time.



Aspen's fountains delight children and adults alike.

diverse and often underrepresented populations.

- *Full translation.* Using Zoom's feature to have live translation of online events enables more people to participate. Also, Zoom breakout rooms organized by language provide small groups a nonintimidating venue for discussion.
- *Community engagement window.* Windows of time, spanning two to three weeks, replace date-specific input opportunity. While the window is open, constituents can participate in online surveys, attend virtual open houses, watch recorded presentations or videos, interact with websites, stop by a popup kiosk and fill out a mailed survey for a statistically valid survey.
- *StoryMaps.* An easy way to create narrative, illustrate spatial relationships, and add photos and videos to a user-friendly website is StoryMaps by the Environmental Systems Research Institute. Combined with embedded survey questions, this is very effective in educating the communities about what the project, issue or topic entails.
- *Live Q&A.* Incorporating this into live sessions streamed to Instagram or Facebook to submit a question about the project.
- *Mimic the real thing.* Providing virtual experiences that are user-friendly by replicating experiences that used to be in person whether it be through Mural (a digital workspace for virtual collaboration), Bang the Table (a digital engagement platform often favored by cities and counties) or the easily accessible Google Drive.
- *Crowdsourcing.* Getting people engaged by asking them to help collect data for the planning process through crowdsourcing. This provides people a nice break from being isolated during the pandemic, particularly retirees, and a chance to enjoy being a part of the process rather than being "talked to." In Loudoun County, Virgin-

ia, we implemented volunteer trail mapping, and "Share your Story" oral history recordings were collected for another project – Bailey Drive Gateway in Southeast Raleigh, North Carolina, the first African-American neighborhood – with the community group Partners for Environmental Justice. The oral histories are now being used to create public art in the neighborhood while the park design is in process by artist Tiffany Baker.

- *Hot spots.* These can be set up across the town in places such as at libraries, community centers, arts centers with computers and printed materials so people can have access to the materials and polling. Leveraging relationships with community organizations to advertise materials and paper input opportunities where underrepresented groups are still gathering (i.e., food banks, churches, parks, etc.)
- *Narrated presentations.* Videos that remain on the project website, along with ongoing promotion, also has been a benefit to let people review when their schedule allows. Narrated presentations, prerecorded videos and StoryMaps allow people to access information on their own time, often catering to a different audience than a hosted virtual public meeting.
- *QR codes.* Thanks to paperless menus at many restaurants, people are becoming accustomed to using QR codes. Take a picture on your smartphone and you are directed to the menu. Or in this case, the project website or community engagement. A walking tour for the 56 Acres Park Master Plan in Mariposa, California, was set up with QR codes for people to take the survey online with hard copy options as well. It was combined with a StoryMap/Qualtrics survey combo for those who didn't want to go out in person. \\\

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Full translation: For the Denver Parks and Recreation Strategic Acquisition Plan project, the virtual public meeting offered live Vietnamese, Spanish and English translation. The online survey was also offered in these three languages. In order to get a more diverse and representative response to the survey, the survey was promoted by working with city staff, youth, partner organizations, and others to share the link in their networks. Due to this targeted engagement approach, they received over 1,600 survey responses were received, mirroring the demographics of the city and county of Denver while also building relationships with *these* ambassadors for future opportunities.

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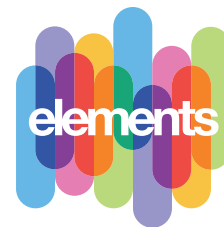
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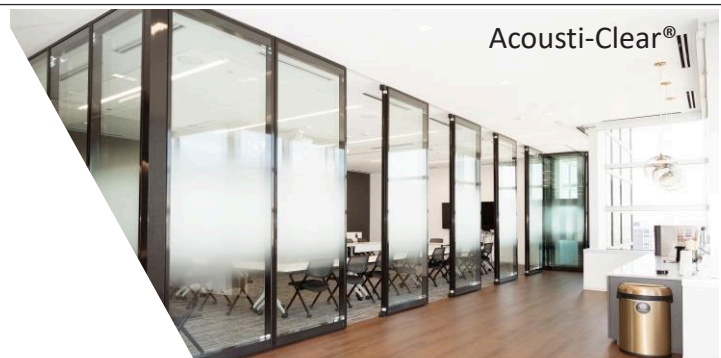
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Get Back to Basics to Manage Project Complexity



Kyle Welker
Project Executive,
Kiewit Building
Group Inc.

It's never been more important for construction industry professionals to manage project timelines and budgets to contend with the complexities and uncertainties that characterize the current market. As we navigate these conditions, it's an ideal time to focus on the basic building blocks of project management and planning.

Market conditions continue to be influenced by variables beyond our control, exacerbating the complexities behind every construction project. Success will find those who have gone back to basics: communication, risk mitigation, sound due diligence and an approach that embraces a willingness to go above and beyond for our clients.

• **Best practices in 2021.** Site maintenance and project coordination require precise systems to orchestrate a cohesive workflow. This depends largely on the capabilities of both people and technology as well as the successful integration of the systems driven by each.

The larger the project, the greater the need to manage complexity with proactive communication. Establish your project culture and decide how you will determine success. Create a "success board," with representation from all stakeholders to get early buy-in and consensus around actions, practices and project success measurements by which all team members are to be held accountable.

Once you've set standards for communication, it's time to focus on risks and reaction protocols to navigate and mitigate those inevitable setbacks and disruptions inherent in the construction industry.

To minimize risk, contractors must be looking ahead. For example, having expert knowledge of the subcontractor market and material pricing can help determine optimal times to buy, even when it might seem premature; locking in key subcontractor pricing before contracts are in place can help save significant time and money when market conditions fluctuate.

Finally, don't overlook soft skills required of project managers. When the stakes are high, leadership and attitude make a tangible difference. You need strong leadership to coordinate the complexities that come along with projects at scale. Without a captain to steer the ship, you run the risk of costly and unnecessary delays, and even more critical, safety concerns.

Regardless of the project, you need a single entity to keep everyone on the same page, to run daily meetings, to manage permits and stakeholder relations, to ensure proper access points for all contractors and to fulfill the litany of requirements and mandates that arise depending on project type and location (e.g., land use



Falcon Aerial Imaging
Redevelopment of 9+CO Block 2 included 99,000 square feet of new construction on a two-story core and shell building for the movie theater, street-level restaurants and retail.

requirements, historic designations, etc.). This can be a momentous task, so this person or group must have a can-do, roll-up-your-sleeves attitude to keep things moving forward.

• **Work in action: 9+CO Redevelopment:** Continuum Partners and its associates are in the midst of a major transformation and revitalization project on the 12-block, 26-acre site at Ninth Avenue and Colorado Boulevard after a decade of vacancy. Kiewit served as the construction manager/general contractor to coordinate construction activities, horizontal infrastructure and two of the development's neighborhood "blocks" south of Ninth Avenue, which involved just over 460,000 square feet of new construction for office and retail space.

The project's location in a densely populated neighborhood along one of Denver's busiest thoroughfares presents a unique set of challenges, along with other variables that would threaten project certainty, including the skeleton of the site's former building, a slow-moving permitting process, and the volume of project stakeholders between various owners and general contractors.

The construction site for blocks 2 and 4 was a moving mosaic of activity from the start. Multiple independent contractors, hundreds of subcontractors, suppliers averaging 10 deliveries of materials per day, vendors providing services for workers, and waste management systems all had to be managed within a constricted construction zone. At times, as many as 10 separate general contractors worked around each other, sharing the project site and access roads. To add complexity, each general contractor was working on behalf of different owner representatives. Communication, with daily meetings and agreed-upon standards, helped keep everyone marching in the same direction.

While the volume of construction activity was un-



Falcon Aerial Imaging

A view of 9+CO looking southwest at block 4, which includes 359,120 square feet of new construction, featuring office space, street-level retail and a seven-story parking garage.

usual for this project, the matter of unforeseen conditions that presented themselves was not. Planning for every eventuality improved response to unknown conditions. For example, when the foundations of the previously demolished building were discovered to be in direct conflict with the largest new support piers, the team reacted with a bridging beam system plan – something developed early on because we had identi-

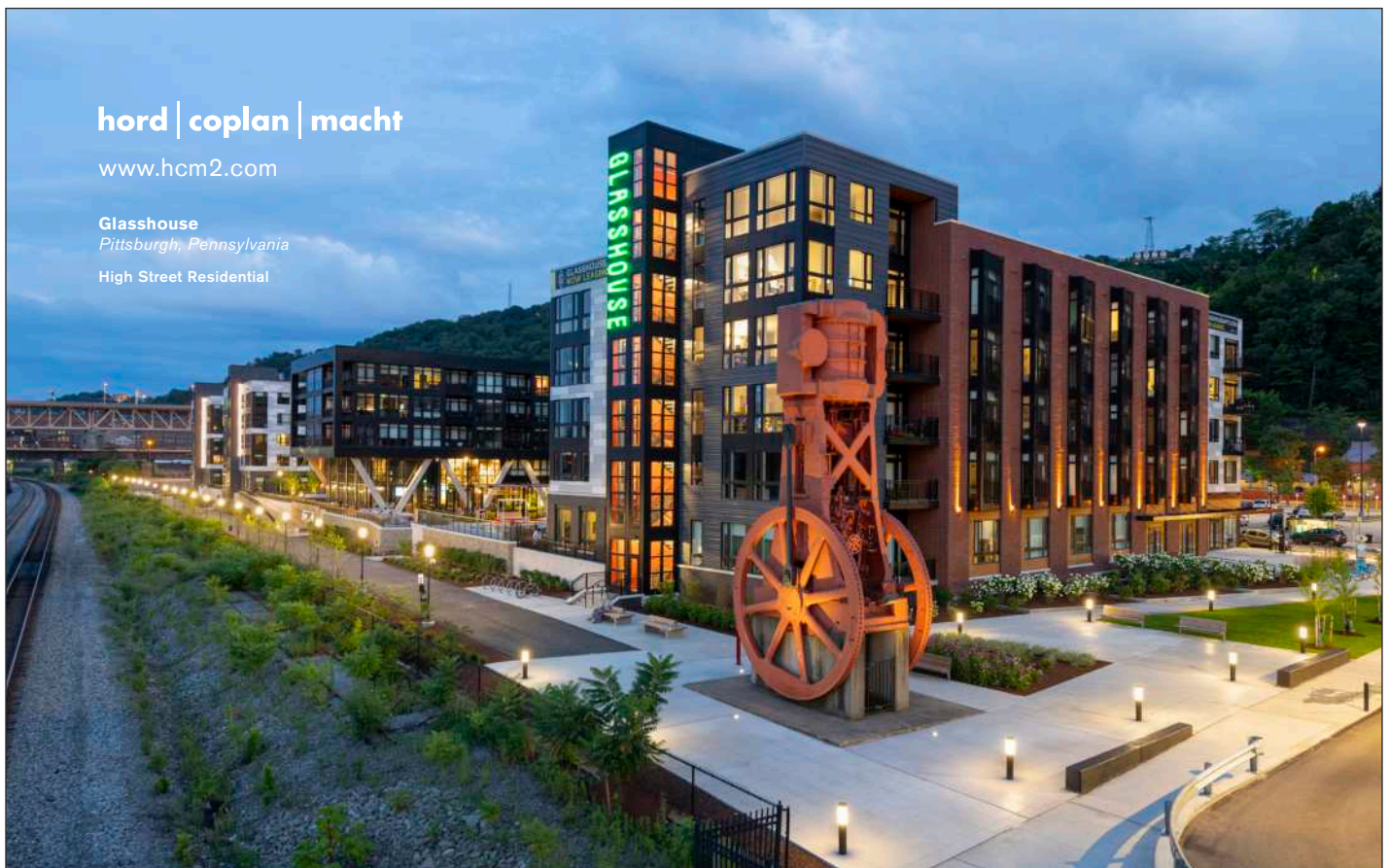
fied this scenario as an early project risk.

Denver's booming commercial real estate market created a slow-moving permitting process, which threatened to delay the start of construction. The team progressed the schedule by moving ahead with site preparation and mass excavation while the permit was advancing. Another threat came in the form of tariffs, which were managed with early and open communication, and effective stakeholder decision-making. Schedule and budget impacts were avoided by locking in critical commodities before the enactment of tariffs, and storing material in lieu of on-time deliveries.

As Colorado recovers from the COVID-19 pandemic, consumer demand for places like 9+CO that offer dynamic spaces with increased connectivity to live, work and play in close proximity will come back stronger. Construction industry professionals need to be ready to take on these complex projects with confidence.

Today, advanced planning and new technologies, including predictive software, can aid decision-making, support project safety and help guarantee project certainty. As project complexities scale, we must work to engage time-tested best practices for planning and project management, without which we lose our ability to effectively manage risk and prepare for inevitable challenges. \\\

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Construction Companies Take on Social Stewardship



Greg Schmidt
Chairman &
CEO, Saunders
Construction

Colorado has become a focal point for corporate relocations and business growth, with many organizations choosing our region for lifestyle benefits and the ability to recruit and retain skilled employees. One important criterion for achieving this reputation is local organizations that embrace corporate responsibility measures that percolate into every facet of their values and conduct.

At Saunders, we don't just build projects, we build leaders and communities with a commitment to sustainable and ethical business practices. To this end, we have recorded and reported our measures in our Corporate Social Responsibility Report every year since 2010. This report discloses our commitment to provide best-in-class employee training, support to more than 80 nonprofit organizations, and engagement with small, minority- and women-owned businesses. In addition, we hold ourselves to higher standards of environmental stewardship. Over the years, we have learned a lot about how this program can energize our employees and hold us accountable to being a responsible member of the communities we build.

The Saunders CSR initiative was started in 2009 by an enthusiastic group of employees who wanted to expand the scope of our existing Green Committee. This committee was charged with researching and implementing a comprehensive CSR program – a program that still stands up today through continued efforts to align economic, environmental, governance and social goals. The program also informs and directs our long-term strategic planning and objectives. This year marks a decade of continuous improvement and commitment to a cause that has truly become ingrained in our company culture.

We have had the opportunity to prioritize the aspects of CSR that resonate with our company while making the most meaningful impact on the local community, environment and economy. In 2019, our employees clocked over 7,148 training hours and worked more than 1 million hours while maintaining an industry-leading positive safety performance record. The



In the past decade, Saunders diverted 186,166 tons of its construction waste streams.

Saunders well-being program continues to support employees' overall health through a broad assortment of wellness offerings. In the past decade, the company diverted 186,166 tons of our construction waste streams and built 57 LEED certified buildings while employees have contributed more than 4,500 volunteer hours to our community.

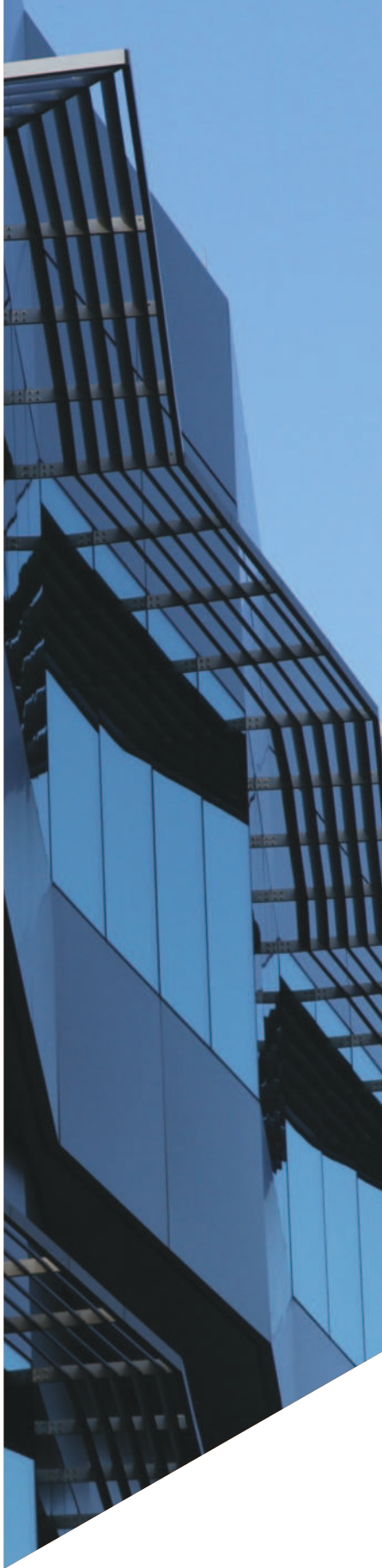
Of course, there have been challenges along the way. Saunders partnered with environmental consulting experts to accurately calculate our impact and develop internal databases to gather the data needed. However, we desired to measure and drive change beyond just environmental impact. Because CSR was such a new concept in the construction industry, establishing independent benchmarking standards was difficult. Ultimately, we utilized the Global Reporting Initiative standards before eventually moving to the B Impact Assessment standards. This benchmarking platform aligned with our business model and culture, and has proved to be important for both adoption and peer company comparisons. Cultural alignment, accurate data tracking, practical benchmarking, and resource allocation were all areas where we have seen significant improvement. Efforts included consistent communication from executive leadership on the initiative's importance to the organization, as well as our customers, while establishing transparent feedback channels across every department and construction project site.

We remain steadfast in our work to be a business for good. This work will require advancing the organization's CSR function and developing additional accountability measures, as well as researching and deploying new technologies and approaches. For us, embarking on CSR was much more an extension of our core values than an initiative to start from the ground up. The impetus already was in place, with employees leading the charge. We are thrilled that we've been able to take a virtual unknown in our industry 10 years ago and driven accountability and stewardship into the very fabric of our organization.\



Saunders employees have contributed more than 4,500 volunteer hours to our community, including at Food Bank of the Rockies.

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Designs on Profit: Furnish Properties to Sell Units Faster



Margaret Selzer
Founder and
Principal
Designer,
River+Lime

When Garrett Simon and the team at Meriwether Cos. completed the development of Transfer Telluride, a 15-unit residential development in historic downtown Telluride, they never would have guessed that spending \$150,000 on an interior furnishings installation would open the door to an overnight sale at \$250,000 over the initial asking price, but that's exactly what happened.

When Meriwether contacted us last fall about the interior design of LoftHouse Two, a 2,441-square-foot residential property featuring four bedrooms, five baths and a loft, it had been on the market for a full year, while all 14 of the other Transfer Telluride units in the development sold.

"Margaret and her team at River+Lime completed the installation at noon on Friday," said Simon, a partner at Meriwether Cos. "We raised the price, showed it at 4 Friday afternoon, and were under contract Saturday morning for full asking price. After sitting for a year, we sold it at a higher price point within 24 hours of completing the furniture installation. I've always known the importance of completing a project with furnishings, but now I am completely sold on the value of offering a turnkey property as an additional marketing tool that can earn significant returns if executed well."

- **Making buying easy.** Furnishing properties can help developers sell them faster and at higher price points because it makes the decision-making process substantially easier for prospective buyers, particularly those looking to purchase real estate in resort communities, by solving four key problems for the buyer:

- **Showing them a lifestyle.** In most cases, developers are doing a disservice to their space and to their buyers by showing them drywall rooms. Showing a



Whitney Kamman Photography
Fully furnished properties like this one in Moonlight Basin, Montana, often sell faster and at higher price point, in part because buyers can get straight to the business of enjoying their new home instead of managing the logistics of furnishing it. Developer: Lone Mountain Land. Architect: CCY Architects.

space that has been beautifully designed completes the story, showing the property's full potential. Keep in mind, in most cases you're selling more than just a home – you're selling a lifestyle. This is especially true in unique settings and properties, where there are key functions to address – like coming off the mountain and into the home after a long day of activity. There's a process to consider, and details in the furnishings help prospective buyers see themselves, their family and friends enjoying this carefully crafted space.

- **Removing design hurdles.** It can be difficult for prospective buyers to envision how to use architecturally interesting or unique areas, which can trip people up in the purchasing process.

"It was hard for people to envision how they would furnish the loft space in the LoftHouse, and even harder for them to envision how to get furniture up the ship's ladder, a unique architectural feature but also logistically, a challenge," said Simon. "By furnishing it for them, we removed all of those questions from the equation and instead made it easy for them to see themselves relaxing in this cozy and unique space."

- **Offering a turnkey residence.** Selling a turnkey residence is a huge benefit, especially to second- or third-home owners who want to spend their time using their new property, not working on it. By completing the furnishings ahead of time, you're letting them get to the business of enjoying their new home faster, which is almost always a benefit they will value in a sales price that reflects the convenience you are offering to them.

- **Solving logistical challenges.** The logistics of furnishing a new property can be difficult, especially for buyers who live out of town or in another state. It's hard to know where to shop for various pieces and even harder to coordinate delivery times, installation details, and to troubleshoot any problems that arise. Hiring a design-



Interior design details like the artwork and accessories in this Telluride Transfer property help developers sell a "lifestyle" rather than just a unit and make it easier for prospective buyers to envision themselves in the space. Developer: Meriwether Cos. Architect: CCY Architects.



Brett Schreckengost

Warm, natural tones and materials like stone, glass and wood complement the local environment for the design of LoftHouse Two in downtown Telluride. Developer: Meriwether Cos. Architect: CCY Architects.

er with the experience to execute the installation with a vetted team makes the process seamless for potential buyers. Our motto is, "If you're not local, we will be." We have all the details covered, down to counting how many lightbulbs are needed. We know what can go wrong and who to call when it does.

• **Making the design decision.** Like most things, all interior design is not created equal. Developers should consider a few key factors when making interior design decisions. Namely:

• **Furnish the units to the level of the property.** Just as you can elevate a property through interior finishes, so, too, can you cheapen it with furnishings. Budget-conscious developers can make the mistake of scrimping on furnishings, only partially completing the process or staging a property with items that aren't congruent with the asking price of the property. All of these mistakes can do more harm than good when it comes to selling the property. A good designer can add substantial value here because she will know how to get the right look without breaking the bank. It's important to know where to spend the dollars – on key items that can set the desired tone or aesthetic – and how to save on the other pieces.

• **Choosing a designer.** Choosing an interior designer is just as important as choosing the right architect or general contractor. A great designer brings to the table much more than just a good eye for style. Look for someone who understands your business, budgets and financial goals, and who also understands the buyer and the lifestyle they are seeking.

"There are a wide variety of market factors that go into the price of real estate or how long a residence is on the market," said Simon. "But in remote communities or those that attract second- or third-home buyers, we learned firsthand that offering it furnished can lead to bigger sales, faster." \

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Preparing for the Unexpected: Our Leadership Transition



Lynsey Grace,
AIA
Denver
Project
Manager,
EUA

As I headed into 2020, I had no idea how much change the year would bring. I had big vacation plans, new career goals and whispers of two principal-level retirements at our firm (Rick Burkett and Michele Ponicsan). The news of a virus was in the air, but I certainly didn't imagine the scale of impact it would have on our world. Well, thank you to that dumpster fire of a year for canceling my vacation, flipping my career goals on their head and magnifying the impacts of those retirements tenfold! But pandemic impact aside, the retirements still moved forward, so here are some of the lessons I learned planning for a leadership transition.

- **A transition opportunity not realized.** I remember grabbing coffee last February with Rick – just one of the things I'm going to miss now that he's retired. Anyone who knows Rick probably understands why. He can talk a lot while somehow imparting a massive amount of knowledge. At this specific meeting, Rick's pending retirement was brought up. He shared one of his goals for the transition: getting our team connected to those in the industry who know him best. Rick had always been great about putting staff in front of clients. It didn't matter if you had been with the firm for



EUA's Denver team reviews drawings.

a week or years, if you were 25 or 45; if there was a meeting with information you could get value in, you were going. However, there was a whole swath of his contacts that many of us had never spoken to. With Rick's name on the business for 25 years, numerous people knew Rick was "the guy" to call; and these were important people our team needed to get to know. Enter COVID-19 and exit all our best-laid in-person transition plans.

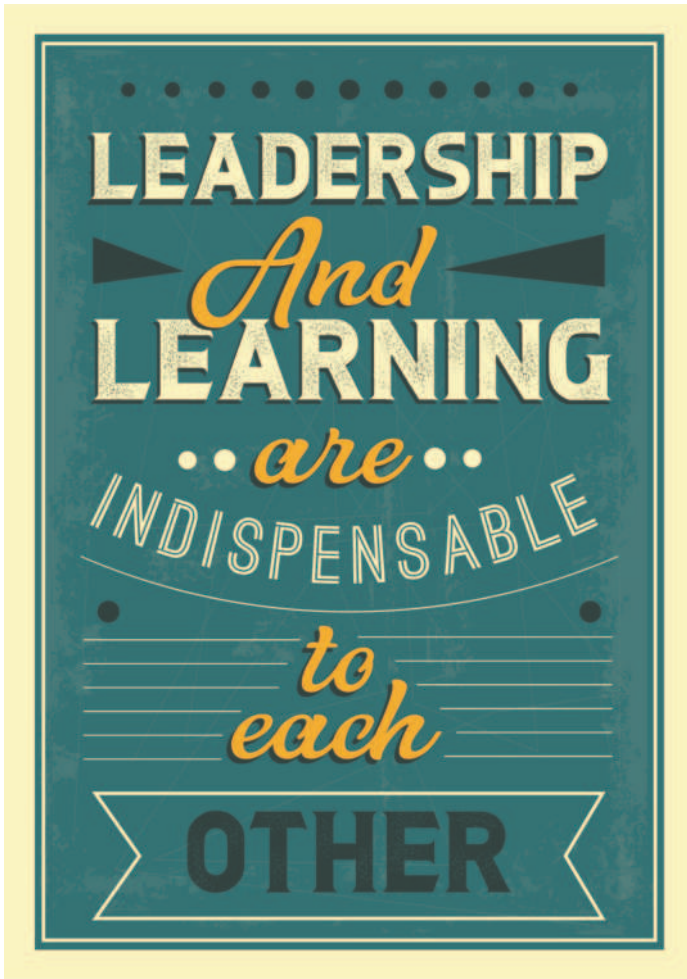
With "Plan A" out the window, we should have pivoted to "Plan B," pushing harder to virtually get in front of Rick's contacts. Instead, given what the economy was experiencing, we focused on keeping the studio moving forward, servicing clients in a now remote landscape, and letting Rick carry on, business as usual, leaving our team with more work in this coming year to rebuild those relationships.

- **A transition opportunity taken.** On the other hand, there were other, more successful efforts made to ease the transition. Rick and Michele made conscious efforts to step back from meetings and let us run things our way, casually imparting valuable suggestions. They sought opportunities to bring us into conversations to gain face time and knowledge, and brain dumps became a normal part of conversations too.

But for all their conscious ef-



EUA's Denver team meets in the firm's common area.



forts regarding the transition, I would say it was their subconscious efforts, or, more plainly, their leadership styles that will benefit us the most. As I touched on earlier, Rick was not the hand-holding type; he took a fearless leadership approach, having staff learn on the fly, while providing a steady presence to offer guidance or support when needed. The way he subtly pushed our team to learn and grow has positioned us far better for the future, rather than doing what so many principals do, strictly using employees for what they are deemed capable of.

For Michele, a seasoned leader in her field, every question was an opportunity to teach or coach. In this last year of her career, the focus of these teaching moments shifted from code or design-related information to more intangibles and soft skills – how to read the conversation, what’s being said and not said, what questions to ask when.

• **Harnessing transition opportunities.** Losing key members of any team makes an impact. Whether it is a lack of knowledge transfer, or a switch in the team roles, there are bound to be some storming and norming moments for the redefined team. However, an unforeseen benefit is that a switch in team members gives us the op-

portunity to step back and evaluate the current dynamic: “What are we doing well?” “What did we like about the departed team member’s contributions?” “What can we, as a team, do better?” If we fail to ask these questions, to understand what was working and what was not, there is a large chance for failure. As a potential new member to a team, ask “What do I need to know?” As scary as transition can be, open communication can put you at ease and set the team up for success.

While Rick’s and Michele’s efforts were the mainstay of our transition approach, they weren’t the only ones with this transition in mind. As far back as the acquisition, EUA knew this was coming. With an eye on the next wave of Denver leadership, there were strategic hires like our Studio Director Ryan Wallace and K12 Market Leader Jane Crisler. We also benefit from the larger support network, diversity and resources of EUA. Having a variety of market types and geographic locations enables us to share workloads. This past year when our learning environments team was busy, we were able to lend staff to support, and then when our workplace projects in Denver picked up again, we were able to grab from the pool of over 60 workplace experts from across the firm.

• **Some key lessons learned.** Looking back, I’ve learned two big lessons from all the changes 2020 has brought. One is focus on the relationships; seeing the relationships Rick and Michele have built over their 70 years of combined experience leaves me with a renewed excitement for the profession. Relationships with clients and partners is at the heart of what I do. Knowing that I will be able to look back at my own relationships, some that will have stuck with me for my entire career, thrills me.

The second lesson is office culture is an art, not an accident. I’m so thankful for the studio that Rick and Michele built; they attracted countless people who have made this a fun, energetic and passionate place to be. I’m confident we have what it takes to keep that culture alive and vibrant. Looking forward, I see opportunities for immense growth both personally and as a firm. I look forward to seeing our Denver office take the skills we’ve been taught, combined with our abilities and provide great service and solutions to our clients, bringing EUA to new heights.

The lessons I learned from this transition can be applied to any office, at any point. Give staff at every level the opportunity to lead, to grow by doing. The more you allow them to learn and take on, the easier your job will be. I always think of knowledge transfer in the “what if I get hit by a bus” scenario. Not only does it make your life easier in the day-to-day, but the more we can all share our knowledge, our contacts, our abilities, the less any one person has to carry with the added benefit of preparing you for the unexpected, even a leadership transition.\

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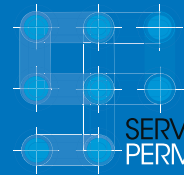
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The Future of Multifamily Residential Design: The Hybrid



Nick Seglie
Regional
Residential
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Designer,
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Our firm surveyed residents of major metropolitan cities to understand their unfolding experiences of COVID-19. The Gensler City Pulse Survey 2020 shows urban residents are navigating the “new normal,” such as working from home longer term. Initial findings point to a hybrid model for the future of work – where we spend part of our time working at home and part in the office. Because of this, we’re seeing a rise in new features that will change the way residential buildings, common spaces, and amenities are designed in response to tenants’ shifting needs.

Adjusting to new lifestyles: We have been working with multifamily clients to design creative floor plans of existing and new units with home office spaces to help increase tenants’ productivity. However, if we consider long-term happiness and productivity, the solution may be more entailed. The Gensler U.S. Workplace Survey for Summer/Fall 2020 shows many U.S. workers expressed evolving expectations for the future of work and the physical workplace. This data helps us explore how employers and workplaces can best support workers in a post-pandemic future. When we look at an individual’s work-from-home setup and how it can be optimized for a better experience, we consider four work modes: socialize, focus, learn and collaborate. We take a holistic view of the building, within the unit and amenity space, to satisfy these work modes. For example, finding a completely private space within a unit or integrating private office nooks in an amenity space within the

building can provide a longer-term solution.

• **Explore fundamental unit changes for new projects.** Another solution to the work-from-home scenario is to provide tenants with more quality space. However, property owners have a challenging economic market to navigate. In office buildings, we have seen amenities grow in size and scope to attract and retain top talent. Will we then start to see employers subsidize the top talent with quality in-home work environments along with their quality in-office environments? We’ve also been pushing unit sizes down with micros and co-living to achieve an attainable price point for renters, especially in urban areas. Another idea to explore is the lock-off within a rental unit – can we design an office space with a separate entrance and restroom that could be used as a short-term rental? This could generate the additional income to support larger spaces for renters.

• **Adapting to new property technologies in the multifamily sector.** “Prop tech” goes well beyond smart thermostats. Innovations in technology will keep driving building performance and user experience – from design through implementation. Fundamentally, the technology must support the values and goals of tenants. Multifamily property owners will need to keep up with the increasing demand for bandwidth as tenants continue to work from home. Building owners also can strategically reposition multifamily properties to appeal to tenants through technology. For instance, 75% of survey respondents in our Residential Experience Index found smart thermostats



Urban residential development located in Colorado Springs

When we look at an individual's work-from-home setup and how it can be optimized for a better experience, we consider four work modes: socialize, focus, learn and collaborate. We take a holistic view of the building, within the unit and amenity space, to satisfy these work modes.

and lighting as desirable. People also are more focused on sustainability and carbon reductions in their homes. Ideas that are now becoming mainstream are: designing to PassiveHaus standards, eliminating natural gas and going all electric, reduced cost of solar and battery storage and geothermal heat pumps.

- **Learning from the pandemic and looking ahead.** Multifamily has been doing well because the effects from the COVID-19 pandemic are more subtle compared with other project types, and the Mile High City continues to see an influx of newcomers day by day. Today's design focus aims to provide for tenant safety and health, as well as explore long-term holistic solutions for work-from-home. At the same time, the pandemic is letting us take a step back from the status quo and evaluate the ideas that will shape the future of residential design. Health and wellness will create the framework that will continue to drive design. Discussion on social and economic equity will change the relationship between basic economics of development and the public-private relationship. Autonomous vehicles will reshape our buildings, parking lots, streets, and change our urban environment. Adaptive reuse will take underutilized building stock and make it appropriate for the future.

Out of those with the ability to choose where to work, those we have surveyed who are opting to return to the office are doing so because it's where they are most productive – therefore offices won't be going away. Ultimately, our survey suggests that trends supporting the hybrid work model are quickly emerging, proposing the associated work-life benefits, as well as enhanced creativity and productivity. \\

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– Greg Schmidt, CEO

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Looking to the Future: What's Next in Outdoor Design



Chris Moore
Principal
and CEO,
DTJ Design

Recent events have given all of us a different perspective and prompted new ways of thinking. In response, DTJ challenged its entire team – from lead designers to support staff – to contemplate a different viewpoint that considers the future health and livability of their home, neighborhood and community. That request led to more than 250 different ideas about how we design for the future and what's next in design.

We believe our solutions always should adapt to both current and future conditions. So, we asked our team not only to express a new idea, but also to think critically about the immediate design solution. We are thinking differently not only about our homes, neighborhoods and community amenities, but also streetscapes, parks and open space, entertainment venues and technology. Here are our most popular ideas:

- **Community amenities.** Future amenity design should consider dispersed neighborhood amenities instead of large clubhouses and single-use playgrounds. A variety of outdoor spaces disperse uses that are flexible and invite unstructured resident participation. These amenities can be either fully private or commercially operated. Consider that amid COVID-19, a neighborhood hangout adapted from a full, sit-down restaurant to a catering company that offered grab-and-go cuisine, coffee and weekend food trucks. Its business model flourished!

We must program and design for greater flexibility of our common amenity facilities. Young professionals, parents and entrepreneurs have struggled to retrofit smaller homes to conduct business. There is an abundance of good solutions of malleable floor plans. Don't forget about spaces within community buildings that are convertible to divisible workspaces for web meetings and businesses/startups, or to serve as child care or learning spaces.



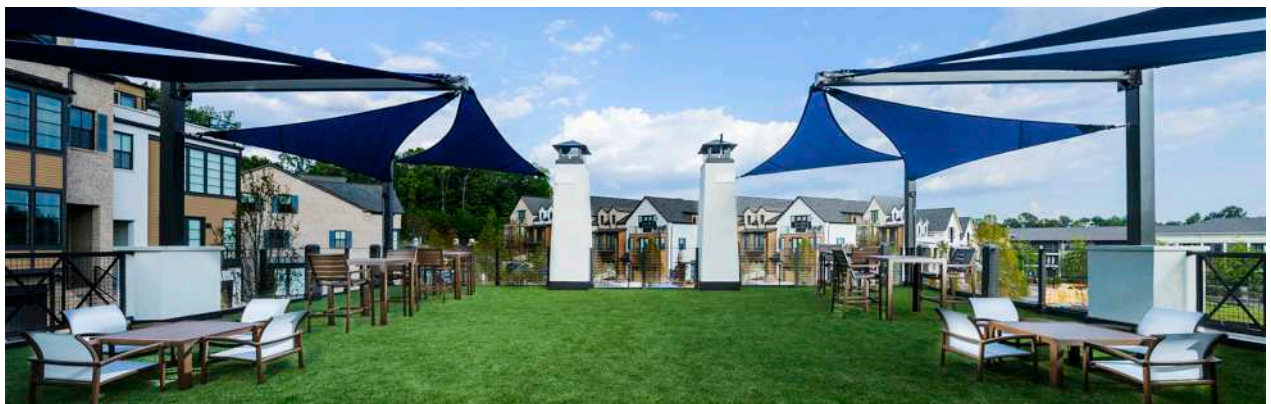
Parks, nature preserves and trail systems create valuable opportunities for exercise and interaction.

With an ever-increasing demand for local food, more farmers are growing crops on what traditionally has been considered unusable space: utility easements, flood plains, future development parcels and rooftops. Rooftop farms are an excellent local food source, especially for urban areas. They enhance the urban landscape, bring communities together and offer a sustainable amenity.

With reduced travel, there is a desire to vacation at home, often offering resort-style amenities. Resort-style design organizes the space in smaller, more intimate enclaves for privacy. Community amenities should consider expanded programming such as fire pits, small amphitheaters, cornhole/bocce game areas, indoor-outdoor dining and resort-style pools to meet this expectation.

- **Our streets.** Streets are integral to communities but are also significant portion of their land use. More emphasis on multimodal and complete streets provides convenient, safe, and comfortable travel and recreation for users of all ages and abilities.

What about the way we use local streets? More people are walking, playing ball and hanging out in the street, similar to European neighborhoods. Local streets should no longer be single-use areas occupying



Resort-style design organizes the space in smaller, more intimate enclaves for privacy.



More people are walking, playing ball and hanging out in the street, similar to European neighborhoods.

oversized portions of communities. The Dutch term “woonerf” refers to a shared space that cars, pedestrians and bicyclists can use in harmony. Pick a few streets in the neighborhood that can be more flexible. By leveraging local streets into multifunctional, community-oriented gathering and activity spaces that can accommodate low levels of vehicular traffic, more space is available to the community as an asset beyond its (former) primary use for circulation.

We have seen the temporary closure of street edges for outdoor dining. That may be adapted in the future for recreation, social gatherings and neighborhood reclamation with parklets, micro-markets and food trucks. With an increase in multimodal uses, we anticipate that these streets will be designed

for temporary/rolling closures.

• **Parks, trails, open space.** Neighborhoods with easy and direct access to meaningful open space is critical. Living within proximity to open space has documented benefits to physical and mental health, and it fosters a greater sense of well-being. Parks, nature preserves and trail systems create valuable opportunities for exercise and interaction.

Locating sanitation stations in parks, on trails and in open spaces will become more common practice. Handwashing stations can be retrofitted into parks and play areas. Hand sanitizer dispensers also can be incorporated into pet waste stations along trails. Places that allow kids to climb, stretch and run need to be interspersed throughout the community rather than be confined to traditional park playgrounds. These provide unique opportunities for unconventional engagement and activity. There will be a reinvention of play between standard playgrounds and exploring in nature. Nature play and “wild places” should be incorporated throughout a park system, along with more programmed community gardens for exploration and “digging in the dirt.”

It's an exciting time to be in the world of design. Recent events have given us all pause and time to reflect on what we want in home, neighborhood and community design. Adapt and thrive! \\

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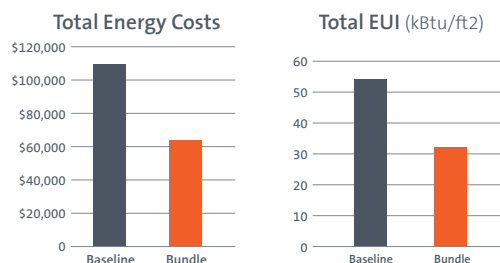
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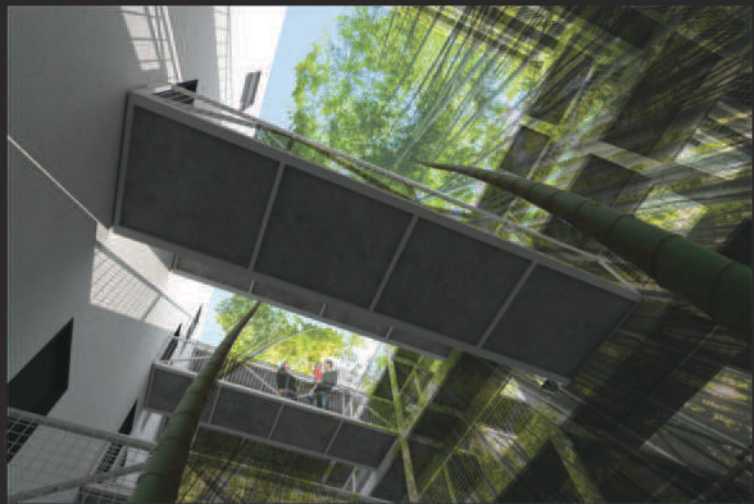


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Kim Hoff
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Post-pandemic Office Design: More than a Lounge Chair

Booth or table? Booth, always booth. We look forward to returning to restaurants, and we know that the return to the office is on the horizon. We also know that it will be different. Much like changes we saw after other national events, we will see lasting changes in the office

due to the pandemic. With current guidelines for social distancing, we look to how our furniture offerings may help facilitate quality meetings with team members, yet still provide needed separation. We also want to review what pieces may help ease staff back into the office.



Meredith Gershberg
Owner,
Design
Resource
Group

1. OFS – LeanTo

The LeanTo collection from OFS provides a great option to allow workers to get away from their desks. For those who have grown accustomed to working at home, this lounge piece offers office users a cozy escape from their desk. These boothlike pieces allow for independent work, or for a casual meeting setting with another person. Whiteboards can be added to the back for use in open plan areas for impromptu meetings. The height of this unit provides a nice division of space within an open plan office and provides a greater sense of privacy.

<https://ofs.com/products/seating/lounge/leanto>

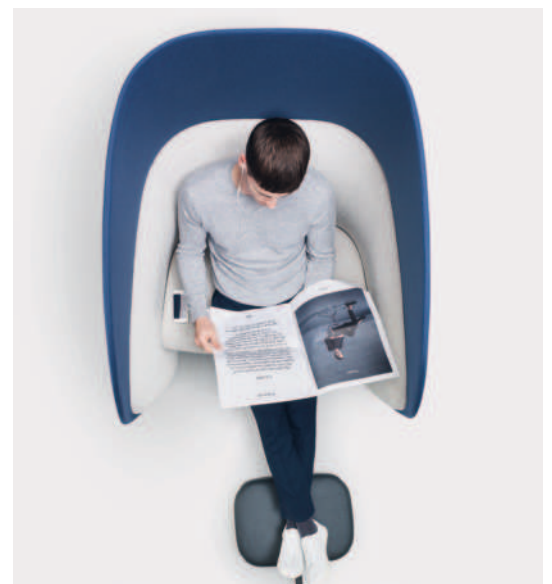


2. Boss Design – Mango

As we shift back to working more in the office, we will see requests for different areas for seating. Think about how you worked at home. Changing spaces from home office, to kitchen, to sofa has become the norm. The Mango pod provides a creative workspace away from your desk and away from distraction.

Equipped with multipositional writing tablet, and options for arm shelves and connectivity, these pods provide an alternate working area in your office environment.

<https://www.bosssdesign.com/us/product-list/mango/>



3. Arcadia – Iso Work Lounge

Zoom calls and Teams meetings will continue to be a part of our workspace as we move into 2021. Why mess with a good thing, right? Web calls allow more freedom in how people come back to the office. Continued flexibility of schedules will drive how we return to the office. Small meetings of two to four people can be accomplished with the high upholstered panels on this modular system from Arcadia. The Iso Work lounge pieces paired with high privacy surrounds can create an open, yet private meeting space within the office. Also available in single-user lounge chairs.

<https://arcadiacontract.com/product/iso-work-lounge/>



5. JSI – CAAV Lounge and Ottoman

With the return to the workplace, we want to remember to focus on ergonomics in the office. The high-panel walls of the CAAV lounge pieces from JSI provide a comfortable escape from your desk. Elevating feet on a footrest, like this ottoman, can help reduce back strain and provides a change of position during your day.

<https://www.jsifurniture.com/series/products/caav>



4. Tonik – GOBY

Since the start of COVID-19, CDC recommendations for health and well-being have included spending time outdoors. So why not take your phone call and your laptop to an outdoor space for much-needed fresh air. From Tonik, the GOBY lounge pieces are for outdoor and indoor use. All of the collections bridge the interior to the exterior, and many pieces feature illuminating options.

<https://tonikworld.com/product/goby-lounge-chairs/>





Populus: A New Hub for Social and Civic Life in Denver

At the intersection of Colfax Avenue, 14th Street and Court Place lies a triangular parcel that most pedestrians and motorists likely pass by without a glance. Though it may be inconspicuous today, the site's unique location – across the street from the Denver City and County Building and Civic Center Park and blocks away from the Colorado Convention Center and 16th Street Mall – gives it enormous potential to become a new connective hub for downtown.

Our team, made up of local Denver developer Urban Villages and Chicago-based architecture practice Studio Gang, has come together to unlock this opportunity, bringing an open and welcoming building to Civic Center Park that also makes a bold addition to Denver's skyline. Known as Populus, this 145,000-gross-square-foot, 13-story building will include 250 hotel rooms and 40 micro-apartments. Designed to serve the needs of locals and visitors alike, Populus will offer a public rooftop bar and view deck that overlooks Civic Center Park and the Rocky Mountains beyond, as well as multiple event spaces, including an expansive ballroom with views of the Colorado Capitol. Rivaling the best of Denver's thriving food and beverage scene, the lobby will feature multiple concepts to help activate the street.

Re-energizing Civic Center Park

The development of Populus marks a significant step in a long-term effort from the public and private sectors to reenergize Civic Center Park and reestablish it as a cultural hub in Denver. This effort has been led in large part by the Civic Center Conservancy, which has generated over \$7 million in private investment and advocated for over \$20 million in public investment over the past 15 years. While the park has become known for hosting large festivals and other public gatherings, it currently lacks robust daily activation. To further strengthen its role in the everyday life of the city, it's important to first understand the area's history.

Civic Center Park, which is flanked by the state Capitol to the east and the Denver City and County Building to the west, is the 12-acre anchor of Denver's Civic Center district, which encompasses multiple civic and cultural buildings between Grant and Cherokee streets, and between Colfax and 13th avenues.

The historic vision for Civic Center originated in the

late 1890s as the City Beautiful movement flourished across the United States and city planning became a vital municipal responsibility. Civic Center was designed to serve as the civic heart of Denver, concentrating multiple government functions into a specific geographic area. The plan was partly realized, with the Capitol Building constructed by the turn of the century, followed by the original Public Library (1910), Colorado State Museum (1915), Colorado State Office Building (1921), and the Denver City and County Building (1935). Subsequent development and beautification efforts strove to keep the original vision intact, with the majority focused on surrounding buildings and connections.

In 1974, the Civic Center Historic District became part of the National Register of Historic Places. In 2012, a smaller portion of the district was designated as Denver's first National Historic Landmark. Building on this rich legacy, Populus is intended to serve as a kind of contemporary living room for the district, embracing the idea that hotel lobbies can go beyond serving guests alone to also become active social gathering places for the community.

Expanding Denver's architectural diversity

A major consideration for any new development along Civic Center Park is the architectural history of the district, whose many Beaux-Arts buildings draw inspiration from ancient Greek and Roman architecture.

Complementing these neoclassical landmarks, newer buildings like the Denver Central Library and Denver Art Museum add a striking dimension to the park that feeds the narrative of Civic Center as the intersection of civic life, culture and the arts in Denver. As the signature private development on Civic Center Park, Populus is designed to serve as a true community asset that will contribute in a meaningful way to the living architectural legacy of the Mountain West.

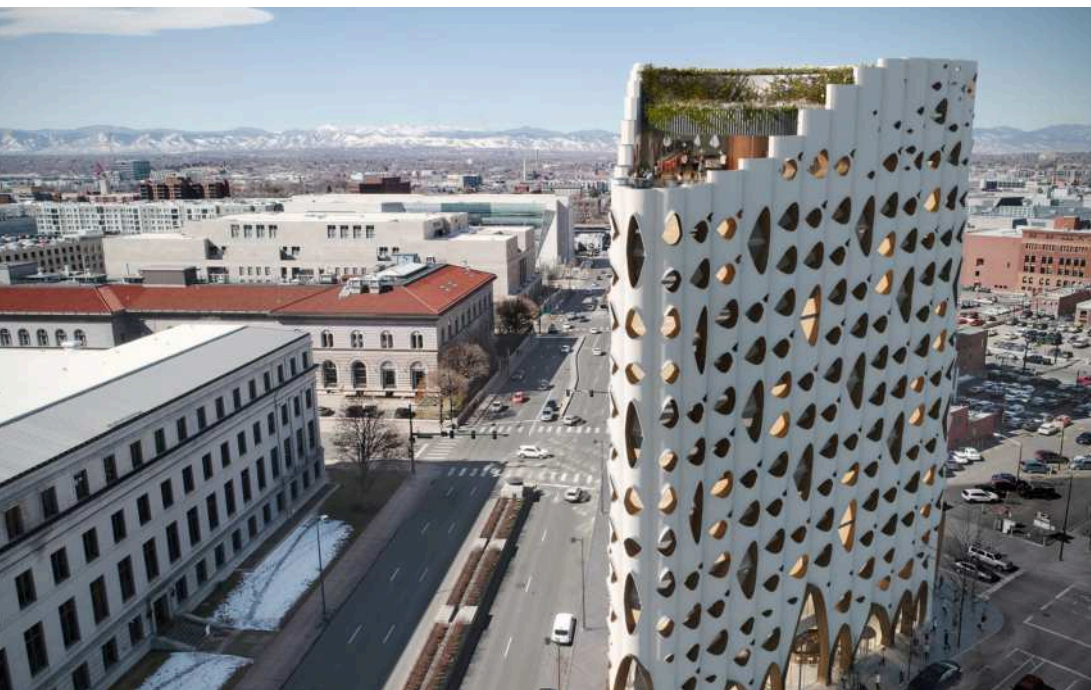
The building's distinctive design was informed by the ecology of the surrounding region, specifically the qual-



Jon Buerge
Chief
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Jeanne Gang
Founding
Principal and
Partner,
Studio Gang



OPENING ART:

Located at a triangular intersection, Populus, a 145,000-gross-square-foot, 13-story building, will include 250 hotel rooms and 40 micro-apartments.

TOP:

Populus' design greets the neighborhood equally on all three sides, with ground-floor windows that extend up to 30 feet in height that help frame entrances and views into the lobby, restaurant and amenity spaces.

BOTTOM:

Rivalling the best of Denver's thriving food and beverage scene, the lobby will feature multiple concepts to help activate the street.

ities of Colorado's signature aspen tree. In fact, the building's name is derived from the tree's scientific classification – *populus tremuloides*. Just as aspens grow in colonies that can last generations, so too is Populus designed to support Denver as it grows, creating an inviting and dynamic social experience.

Leveraging the unique parameters of the site, Populus' design greets the neighborhood equally on all three sides. Ground-floor windows that extend up to 30 feet in height help to frame entrances and views into the lobby, restaurant and amenity spaces, drawing people inside. As the viewer's eye moves upward, the façade takes on a sculptural

quality, with its “scalloped” texture expressing the building's function – each vertical scallop is the width of a single hotel room or micro-apartment. Responding to the public or private nature of the interior spaces, the windows change in size, their geometry informed by studying the growth pattern of aspens, which leave behind eye-shaped marks on their trunks as they shed their lower branches.

Supporting the project's ambitious environmental goals, the windows incorporate additional details designed to perform efficiently in Denver's semiarid, high-desert climate. Adding depth and dimension to the exterior façade, each window features a “lid” that stretches outward according to solar orientation in order to shade the interior, improving the building's energy performance. Helping ensure the longevity of the building's appearance, these lids also channel rainwater to keep the façade looking fresh over time. Offering guests or residents views of the Capitol Building, Civic Center Park and the Front Range, the windows often become functional on the interior, transforming into seating or desks that bring people closer to the outdoors.

Far from trying to mimic or compete with other buildings that surround Civic Center Park, Populus provides a distinctly 21st century response to Denver's natural and urban environment, creating design diversity in one of the city's most architecturally significant corridors while supporting a more vibrant neighborhood scene. As the Civic Center Conservancy, private developers and government entities continue to focus their revitalization efforts within this historic district, Civic Center Park undoubtedly will solidify its place as an essential component of Denver's urban fabric, inspiring a new generation of civic and cultural leaders. \\\

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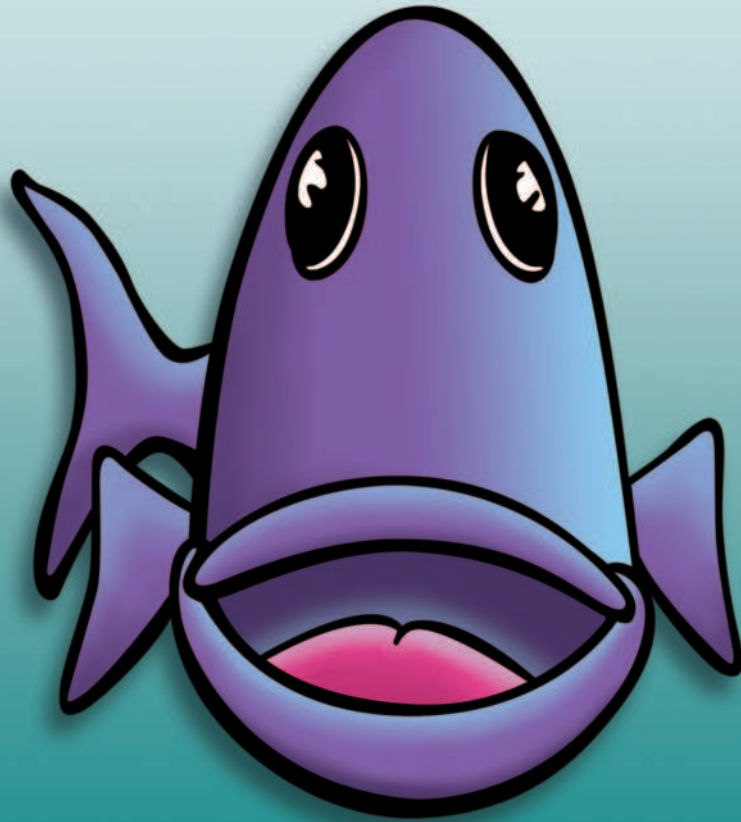


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Reclamation Project Prism Plane is a New Building for Today's Workforce



PHOTOS: James Florio Photography

ABOVE:

The folding glass curtain wall inserted into the existing brick façade, dubbed “Prism Plane,” is made from clear and dichroic colored glass.

RIGHT:

A nondescript brick 1980s office park building was reclaimed and transformed into an inspiring place to work.

Imagine a corporate headquarters designed to maximize both human and environmental health. This all-too-rare goal embodies Tres Birds’ recent project in Boulder. A nondescript brick 1980s office park building was reclaimed and transformed into an inspiring place to work. We provided full-service architecture, interior design and general contracting.

The highlight of the low-carbon footprint 60,000-square-foot building is the 52-foot “Prism Plane” wall, a uniquely designed configuration that merges art, science and the sun to create an architectural kaleidoscope. Custom-fabricated glass panels reflect and radiate spectrums of color onto the walls and ground. The reflections vary as the sun moves across the sky and the seasons change, providing an ongoing radiant color show.

The reclamation project took a dark, cloistered building with narrow and convoluted circulation, and turned it into a day-lit, energy-efficient, flexible and healthy office space. Our team selectively removed exterior and interior walls to create transparency, views and a clear sense of circulation through the building. Skylights, glass walls and a new atrium opening allow the sun to penetrate deeply through the building. In many locations the user receives sunlight from three or four directions simultaneously, creating a happier, healthier workspace for the building’s occupants. Large, clear windows



Michael M. Moore

Principal and
Founder,
Tres Birds





TOP LEFT:

Skylights, glass walls and a new atrium opening allow the sun to penetrate deeply through the building.

TOP RIGHT:

The panes reflect and refract color through and around the building and change with the time of day as well as the angle of the viewer.

BOTTOM:

The former parking lot and loading area was transformed into an outdoor space with seating and a garden.

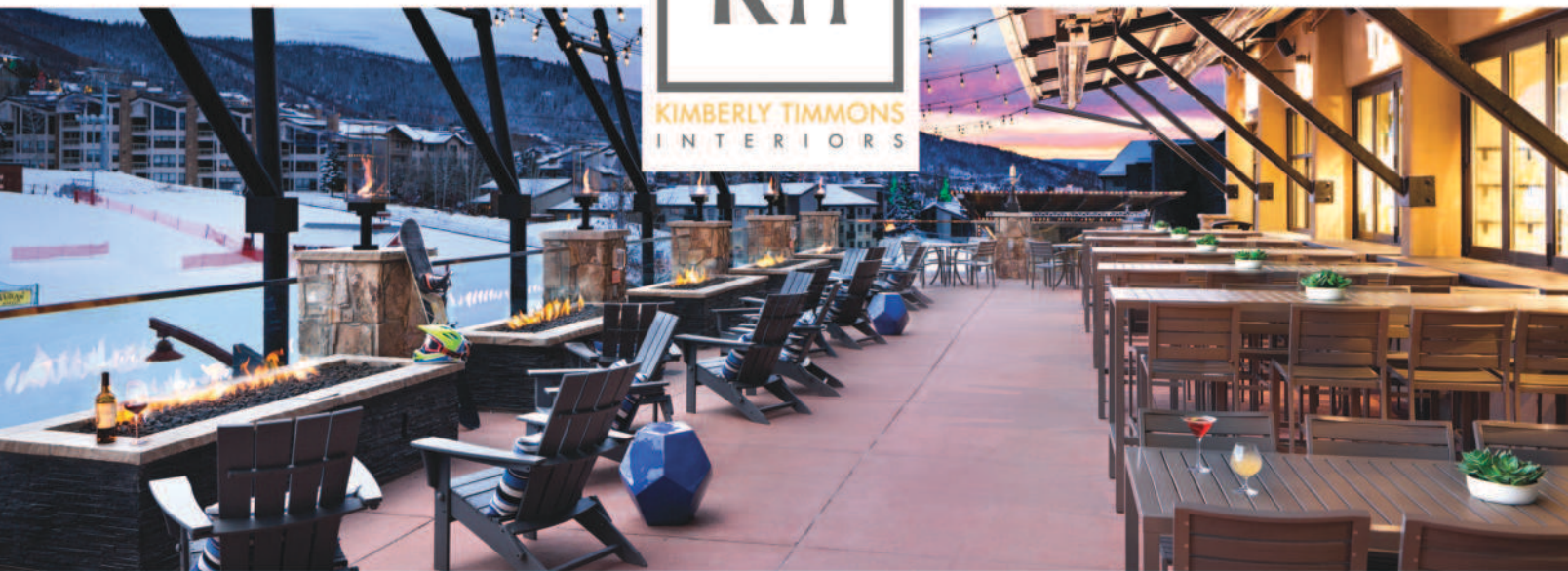
highlight the impressive mountain views in Boulder, all but hidden in the previous configuration of the building.

- **Prism Plane wall.** The folding glass curtain wall inserted into the existing brick façade, dubbed “Prism Plane,” is made from clear and dichroic colored glass. The panes reflect and refract color through and around the building and change with the time of day as well as the angle of the viewer. Each panel is placed at a unique angle to increase the kaleidoscopic effects of the glass. As a 38-foot steel hydraulic door pivots upward, allowing the outdoors in, more reflections and refractions interact with the ground and the curtain wall above. Every day of the year provides a new radiant color show inside and out.

- **Improved energy use.** The renovations included improvements in energy use as well. A 60-kilowatt photovoltaic array was installed on the roof, windows were upgraded to double-pane low-e insulated glass units, and low-flow Kohler plumbing fixtures were installed. The use of LED lighting with full dimming control zones allows the use of artificial lighting only where necessary at any point during the day.

- **Outdoor garden and workspace.** Whenever possible, Tres Birds converts fossil-fuel-heavy parking lots into green gardens for the dual benefits of oxygen production and reclaiming natural space. At Prism Plane, the former parking lot and loading area was transformed into an outdoor space with seating and a garden. The outdoor workspace allows employees to take advantage of Boulder’s gentle weather and work in an inspiring environment.

Unrecognizable from its stodgy past, the building now offers workers open, light-filled space both indoors and out to enhance health, comfort and productivity.



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Sweet Memories: Jolly Rancher Morphs into The Ridge at Ward Station

For people of a certain age, traveling on Ward Road just north of Interstate 70 brings back sweet memories. When the Jolly Rancher candy factory was in full production, the aroma that came from the site told anyone passing by the flavor of candy that was being made that day. For years, the Jolly Rancher plant was a fixture in the community.

While the Jolly Rancher plant has been closed for almost 20 years, the site now has new life with an exciting neighborhood being developed by Toll Brothers, the nation's leading builder of luxury homes.

The Ridge at Ward Station is a new townhome community located within steps of the Wheat Ridge/Ward Station commuter rail station and terminus of the G line, providing quick access to downtown Denver with a 20-minute commute and Denver International Airport within 40 minutes. Boutique shopping, dining and a variety of entertainment is available nearby in Olde Town Arvada. For adventure seekers, the community's location on the west side of the metro area and convenient to I-70 means the foothills and multiple regional recreation areas are just minutes away. In fact, during the development of the Ward Station Vision Plan, city of Wheat Ridge leaders took to referring to the area as "Base Camp" – in recognition of its unique location that allows residents to easily connect to regional amenities in all directions.

Toll Brothers and its consultant team – including architect, planner and landscape architect DTJ Design, and civil engineer CVL Consultants – worked carefully with the city to create a plan that helped fulfill the city's vision for the area. Key aspects of the Ward Station Vision Plan, such as a pocket park and linear green-

way, as well as reconnecting to the street grid are realized in the neighborhood plan.

The project establishes a pedestrian-friendly street fabric that previously had been disrupted by the presence of the candy factory. Vivian Street now will connect between Ridge Road and West 52nd Avenue. In a unique "twist," Vivian Street deflects west to intersect with a new alignment of West 51st Avenue. This planning strategy provides for a neighborhood park to be created at this location near the center of the community. In addition to providing a great neighborhood amenity, the resulting three-way intersection delivers a traffic-calming effect for a safer pedestrian and biking environment for residents. A linear green paseo connects the neighborhood park to the RTD parking lot to the east, offering a car-free environment for residents to walk or bike to the station. Smaller pocket greens and paseos are distributed throughout the neighborhood, providing access to the front doors of some of the residences and small nodes for interactive connection points within the community. A portion of the units that face Ridge Road have the option to include live/work commercial space on the ground floor, with large glass overhead doors that open to the street. These quasi-storefronts provide added animation to the street scene.

The architectural character is influenced by both the agrarian history of the west side of the metro area as well as the industrial heritage of the site. Elements of popular modern farmhouse vernacular and materials such as



David Williams, AIA, NCARB
Principal and Owner,
DTJ Design



OPENING ART TOP:

Paseos are distributed throughout the neighborhood, serving as an intimate gathering place for residents, as well as providing easy access to their front doors.

OPENING ART BOTTOM:

Along Ridge Road some units include an option to include live/work space on the ground floor. The large, glass overhead doors open to the street.

TOP:

The neighborhood park is near the center of the community, formed by the deflection of Vivian Street. The linear green connection beyond the park links the park with the RTD parking lot, offering a car-free access point to the rail station.

BOTTOM:

The Ridge at Ward Station establishes a pedestrian-friendly fabric of streets and open space in proximity to the Wheat Ridge/Ward Station commuter rail station.

steel and masonry are merged into the design. Five floor plans, ranging from 1,670 to 2,095 square feet, feature two-car garages and offer great variety in lifestyle. Every unit includes private patios, decks or optional balconies to allow residents to conveniently engage the outdoors from their home. Multiple building configurations provides diversity to the streetscape.

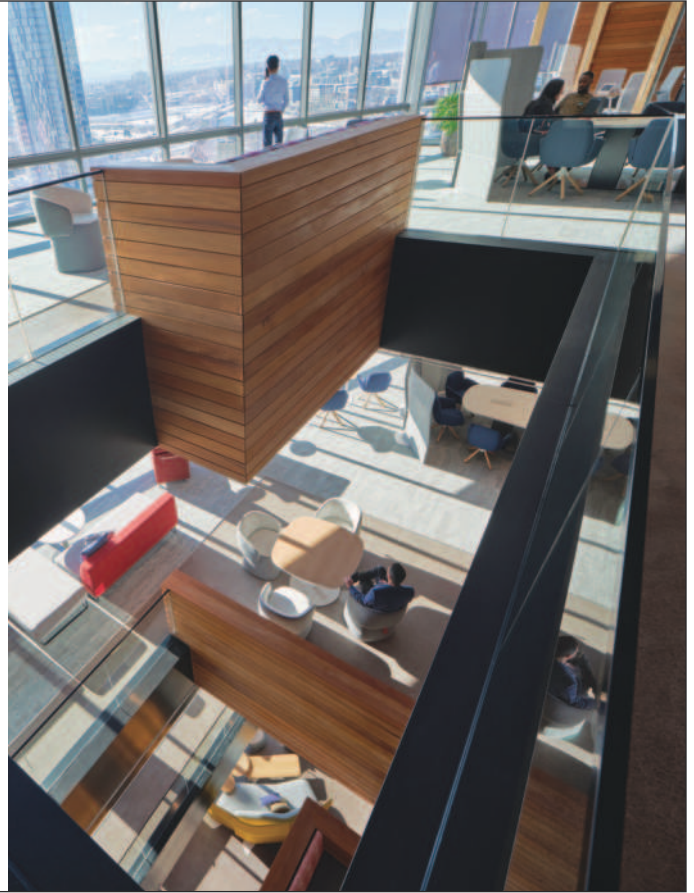
The first phase of The Ridge at Ward Station sold out in less than six months and the second phase is currently under construction. Early residents include professional couples, empty/never nesters, and singles who appreciate the opportunity to walk to the light-rail station for access to employment and urban amenities. Some are young families who value the Jefferson County School District; others are first-time homebuyers attracted to the affordable price point. There is a place for everyone.

While the scent of sour apple or watermelon no longer permeates the area, The Ridge at Ward Station will be a part of a new story for this neighborhood – one where the next generation of residents of Wheat Ridge can enjoy easy access to employment and recreation, and more importantly, find their dream home.



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Lockton Invites Brand, Collaboration, Hospitality into Full-Scale Remodel



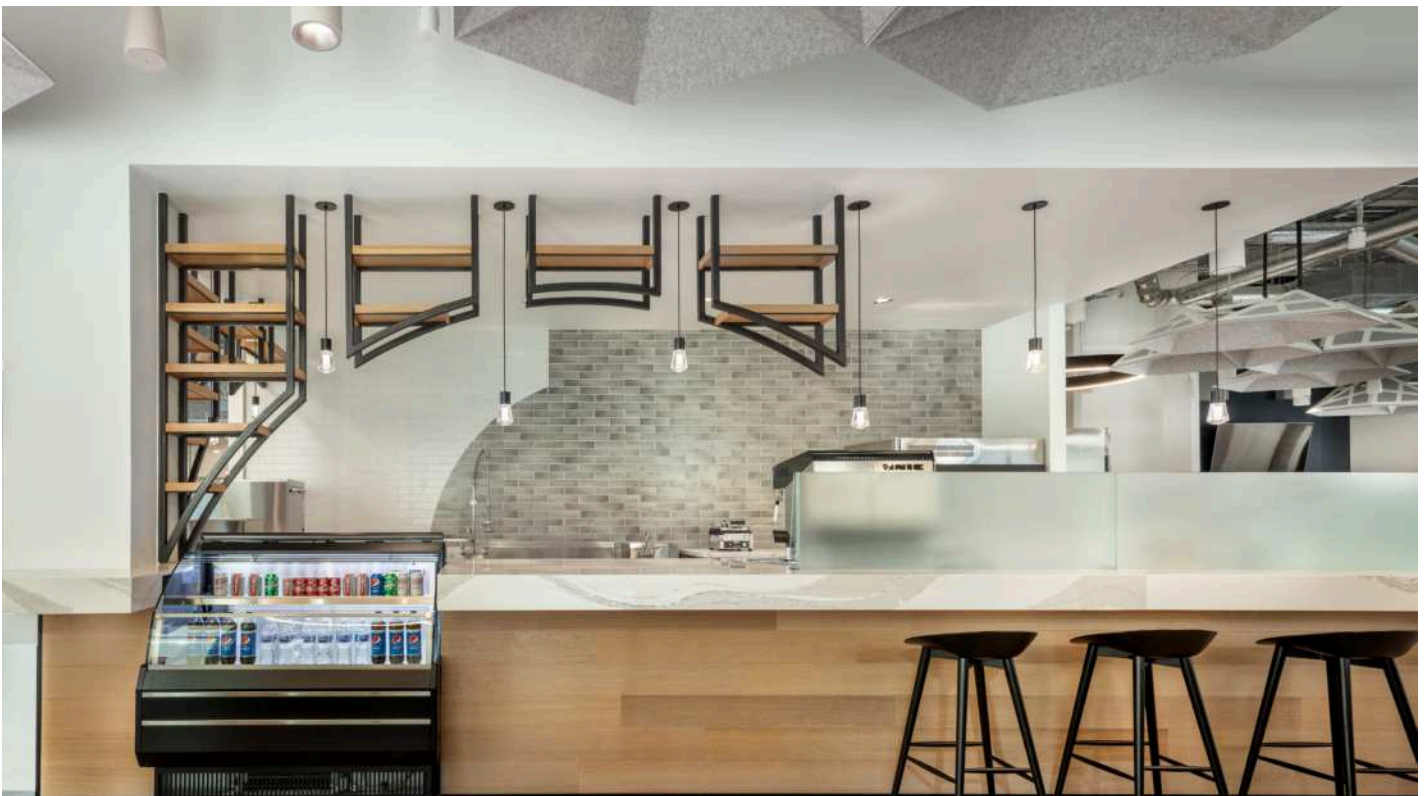
A voluminous, full-service work café beyond the lounge exudes casual hospitality, offering employees and guests an extensive choice of seating arrangements designed for maximum collaboration, entertaining and large events, candidate interviews, or simply enjoying time with colleagues and clients.

Founded in 1966, Lockton is the largest privately held, independent insurance brokerage in the world. The company's Mountain West Series, based in Denver, recently leased the building in which it had been a tenant for nearly two decades and boldly pursued a fresh aesthetic to enhance collaboration, infuse the workplace with dynamic energy, express the warmth of the fun-loving Lockton culture, and appeal to a dedicated workforce. As the major tenant with branding rights, Lockton engaged our firm as its design partner and embarked upon a full-scale remodel of the early 2000s lobby, as well as an expansion of the second and third floors, with an emphasis on brand, collaboration and hospitality.



Kindell Williams, LEED AP
Managing Principal,
IA Interior Architects

From the street, visitors and staff now enter an impressive two-story atrium lobby. Large circular light fixtures sus-



In the café, shelving suspended from the ceiling forms a partial arc midair; the edge of the backsplash is curved at the servery.



The lobby is flanked by a conference area and a marble reception desk and visitor's lounge with inviting residential style-seating.



A marble desk, partially clad in wood slats, sits adjacent to a second wall graphic of extruded, backlit steel arcs.



Rows of interior windows set high in the atrium walls bring additional light to conference rooms on both sides of the floor.

pended from the ceiling are echoed by concentric circles on a custom concrete floor, where curved upholstered seating borders a group of sustainable plantings native to each of Lockton Mountain West's five office geographies. Riffing on the Lockton logo – a stylized globe with an embedded “L” – these features are the first of many curved gestures throughout the overall design to subtly reference brand. One atrium wall features an abstract rendering of the logo embedded in its two-story, floor-to-ceiling, wood-slat cladding.

The lobby is flanked by a conference area to the left and a marble reception desk and visitor's lounge with inviting residential-style seating to the right. A wall of curated black marble behind the desk displays a series of ephemeral white veins suggesting arcs turned on their side.

A voluminous, full-service work café beyond the lounge exudes causal hospitality, offering employees and guests an

PHOTOS: James Florio Photography

extensive choice of seating arrangements designed for maximum collaboration, entertaining and large events, candidate interviews, or simply enjoying time with colleagues and clients. Decorative but effective acoustic elements at the ceiling, punctuated by circular lights, ensure privacy. A dash of Lockton-brand blue pops against a neutral palette, and folding exterior glass walls open to an inviting outdoor patio.

In the café, shelving suspended from the ceiling forms a partial arc midair; the edge of the backsplash is curved at the server. Two black steel arcs, slightly extruded from the wall and backlit, create an abstract graphic behind a banquette. Warm wood, a consistent design feature, and natural light from oversized windows contribute to the engaging ambience.

The double-height atrium connects the lobby to the second-floor conference center, where the design concept flows into a smaller, ancillary reception area. A marble desk, partially clad in wood slats, sits adjacent to a second wall graphic of extruded, backlit steel arcs. Nearby, the refreshed open workspace, with new ceiling and lighting, offers seating options for collaboration, workstation configurations where sit-stand desks are standard, and offices at the window line – minimalist with clean-line wood furniture and floor-to-ceiling glass fronts so natural light can penetrate the interior.

At the second floor, a balcony with glass railing offers an impressive view of the lobby, as do rows of interior windows set high in the atrium walls, bringing additional light to conference rooms on both sides of the floor. At two of the conference rooms, for catering ease, food can be unobtrusively arranged behind an opaque folding glass wall that opens for service.

Thoughtful attention to detail and a dynamic shift from a traditional to a modern design have transformed this Lockton location with a clean, contemporary aesthetic, top-notch amenities and engaging workspaces. \\



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From the food we eat to the clothes we wear, agricultural science is an essential field that requires innovators and entrepreneurs who are constantly working to meet the demands of a growing global population while combating the effects of climate change. In fact, the U.S. Department of Agriculture reports strong employment opportunities for expertise in food, agriculture, renewable natural resources and the environment over the next five years with an average of 59,400 openings annually, which has grown steadily over the past five years at a rate of 2.6% (<https://www.purdue.edu/usda/employment/>).



Don Grody
Principal,
CannonDesign

Since its inception as one of the first land grant universities, Colorado State University remains strongly tied to agricultural studies. CSU's College of Agricultural Sciences is a highly ranked program, world-renowned for its research in dryland farming, crop rotation and integrated pest management. Realizing the need to keep pace with the growth in the agricultural industry and meet the demands of modern science education, CSU embarked on an ambitious campaign to renovate and expand Shepardson Hall. The historic building has been home to the college since its opening in 1938 and remains a proud part of CSU's Aggie heritage.

The new agricultural sciences building is one of the many examples of CSU's continuing land-grant mission of access, inclusion and opportunity to drive research and innovation. Each year's entering freshman class includes first-generation students from rural agrarian communities throughout the West. Since 2006, CSU has invested \$1.8 billion systemwide in new facilities, including renovation of the college's Animal Sciences building, as well as construction of the new Horticulture Center, the Center for Agriculture Education at ARDEC, the JBS Global Food Innovation Center and the Western Campus in Orchard Mesa.

The revitalization of Shepardson Hall seeks to address CSU's increased capacity demands and combine program spaces that are scattered across the campus. In addition, it preserves the historic nature of the 1938-built building. Upon completion in June 2022, the Shepardson Hall project will include approximately 41,000 square feet of renovated space and double its footprint with 39,000 sf of new space. Our design team performed master planning concepts through site planning and user meetings that informed the building additions and site design. The project is registered LEED Gold for its sustainable building features.

"There are so many challenges surrounding food security, food safety and the complex science needed to keep up with increasing demand," said Tim Barr, CannonDesign's Denver office practice leader. "We hope the spaces created within



OPENING ART:

The south addition will be centered around the 180-seat auditorium-in-the-round while the rest of the addition acts as a student-focused “mall” that creates “storefronts” to many key programmatic features.

ABOVE

The north addition design includes an iconic big “A” for Aggies, as well as some of the building’s transparent standout features, including the labs and studios on the upper floors, a simulation lab, visualization room and large conference room.

this building help facilitate students’ curiosity and passion for agricultural science.” The new Shepardson Hall will support the CAS’s mission, including feeding the world, for another 80 plus years.

The north addition design includes an iconic big “A” for Aggies, as well as some of the building’s transparent standout features, including the labs and studios on the upper floors, a simulation lab, visualization room and large conference room. The south addition will be centered around the 180-seat auditorium-in-the-round while the rest of the addition acts as a student-focused “mall” that creates “storefronts” to many key programmatic features, such as the Student Success Center, the café/coffee shop, the 90-seat classroom, and the “Innovation Gym” – a flexible collaboration-focused space that can be used for a variety of uses.

Additionally, the Shepardson project is an integrated and progressive design-build delivery method based on owner-provided criteria documents. The same design-build team of Adolfson & Peterson Construction and CannonDesign completed CSU’s Health and Medical Center in 2017 and recently completed the new University of Colorado School of Medicine at CSU-Fort Collins in the previously shelled fourth-floor space.

The CannonDesign and A&P team has found that the progressive design-build method allows team members to bring more of their own creativity and innovation to the project, in lieu of the older form of design-build used on the Health and Medical Center, which started with bridging (design) documents that were completed by CSU prior to the selection of the design-build team. Getting involved early in the process allowed the team to challenge each other to produce the best outcome for CSU and future generations of students. \\



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Kent Denver School: Enriched Learning, By Design

Founded in 1922, Kent Denver School excels as one of the most respected and successful independent schools in the nation – so successful that the school has a 100% college acceptance rate with some students studying internationally. Much of this is due to an outstanding team of teachers, staff, students, parents and families who always strive for excellence in scholarship and character. What sometimes goes unrecognized is the role the design of the campus and its buildings play in the overall success of the people and students who work and learn there.

The school, located in southeast suburban Denver with plenty of open space and panoramic views of the Rocky Mountains, includes an extraordinary, nearly 200-acre campus with more than 275,000 square feet of advanced instructional space. It inspires learning and fosters ideas and innovation by students and teachers alike. This has been especially true during the past 16-plus years as the collaboration between Kent Denver and Semple Brown Design enhanced the school's learning environment through building design.

The relationship began in 2004 when Kent Denver saw a need to build new space for creative endeavors and invited several firms to submit design proposals for a Student Center for the Arts. Semple Brown was selected and took on the challenge with an understanding of how to best embrace the site and incorporate the new building into the landscape to

have maximum effect. More importantly, the firm dedicated a great deal of time and attention to how the center should be designed to help the students enjoy it, benefit from it, and achieve because of it. For example, the center was designed with “young voices” in mind. Students who hadn't mastered the skill of how to project their voices to a large auditorium could feel more comfortable knowing that the 500-seat space could be divided into a smaller, less intimidating and more intimate space.

This personalized and collective approach to the students' education and ultimate success has carried over into more than a dozen projects on the Kent Denver campus.

- **Middle school.** The LEED Platinum Kent Denver Middle School was completed for approximately 220 sixth-, seventh- and eighth-graders in 2018. Well before the architecture or other physical aspects of the building were considered, Kent Denver School's leaders provided an extensive project brief that detailed its short- and long-term vision, goals and communi-



Jerry Walker
Associate Head
of School, CFO,
Kent Denver
School



Bryan Schmidt
Principal,
Semple Brown
Architects
and
Designers



David Lauer

The middle school studios feature access to the outdoors and are organized around common gathering spaces that also fill multiple roles, including circulation and breakout group learning spaces.



David Lauer

When open, the dining hall doors provide natural airflow to all public spaces while allowing for expanded use of the west plaza and dining area.

ty values. It was determined that every space, inside and out, should provide students with an opportunity for learning. As a result, the term “classroom” was discarded in favor of “studio” as a way to reinforce the desire for learning spaces comprising flexible, adaptable environments that support multiple types of activities. The studios feature access to the outdoors and are organized around common gathering spaces that also fill multiple roles, including circulation and breakout group learning spaces.

• **Upper school.** The Upper School North Building at Kent Denver (also certified LEED Platinum) opened its doors to 450 ninth-, 10th-, 11th- and 12th-graders in spring 2019. It includes the Bruce McGrath Welcome Center, where visitors are greeted and enticed by a photographic mural that celebrates key aspects of the Kent Denver experience. A few steps away, visitors enter a hallway that houses the Admission Office, the start of a student’s Kent Denver journey located to the right; and the College Counseling Office, the gateway to college and beyond, to the left. The view one sees when standing between those two offices is a wide and spacious hallway, doorways to numerous,

large classrooms and several gathering areas. Together, these spaces provide teaching, learning and collaboration environments that inspire students to ponder questions and pursue answers. Whiteboards fill entire walls, breakout spaces encourage collaboration and smart floor plans contribute to a flow of studious thoughts and ideas.

• **Dining hall.** Kent Denver School recognized that its lunch program and the setting in which it’s provided are an important component of a successful education. The Schaden Dining Hall includes 8,000 sf of extensive renovation and 12,000 sf of new construction that both expanded the school’s school day dining capacity and provided flexible space to host a wide range of campus and community events. The glazed west façade has an expansive view of the Front Range. When open, the doors provide natural airflow to all public spaces while allowing for expanded use of the west plaza and dining area. The plaza overlooks an orchard and garden that provide locally grown produce for meals during the school year, as well as illustrating the food production cycle. In keeping with the school’s sustainability mindset, the orchard and garden are fertilized with compost from food waste.

• **Outdoor spaces.** One of the consistent themes of Semple Brown’s work with Kent Denver has been to maximize opportunities for outdoor learning. Each project has reached beyond the building walls and into the landscape to create an integrated series of outdoor classrooms, study areas and event patios – as well as more formal spaces such as an outdoor theater, complete with a Juliet balcony. The designs take advantage of the varied topography, providing framed views, sheltered spaces and amenities such as seat walls that create a range of learning opportunities for students and the faculty to take advantage of. For instance, at the lower end of the campus’s elevation, trails and a boardwalk extend into the riparian wetlands, offering glimpses of wildlife and a wide range of flora and fauna.

The collaborative relationship between Kent Denver and Semple Brown has provided the students of Kent Denver with a campus and buildings that not only provide spaces for learning, but also foster learning through design.\



The 500-seat Student Center for the Arts space can be divided into a smaller, less intimidating and more intimate space.



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Micro Spaces

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Photography Credit: Stephen Podrask





A timeless, sophisticated palette throughout the building, of neutral grays and whites is accentuated with deep cherry wood, navy, gray and earth-toned upholstery.

Cherry Creek Medical Center Connects Local Community

UCHealth's new Cherry Creek Medical Center at 100 Cook St., is at the heart of the local community. Completed in September, the five-story 97,000-square-foot Class A medical office building truly serves the surrounding neighborhood by providing a multitude of medical services in one convenient location.

With the patient in mind, the state-of-the-art facility offers 20 specialties including a comprehensive oncology center, ambulatory surgery center, women's care, imaging, lab and retail pharmacy.

"The fellow residents I've spoken with are delighted to have this facility close to home," shared Robin Levy, UCHealth project executive for design and construction, who lives in Cherry Creek, just blocks away from the new facility.

Beginning in fall 2017, UCHealth teamed with Brookhaven Development, Davis Partnership Architects and Swinerton Construction to bring new health care services to this region of Denver. Constant and effective communication among the team members throughout the design and construction process helped realize the collective vision for this community medical center.

Upon arrival, patients and guests immediately feel welcomed. They are greeted by a concierge and offered free valet or self-parking in the new garage. The interior materials in the lobby include rich woods, a marble

fireplace and contemporary lounge furniture, to create a modern yet comfortable space. A timeless, sophisticated palette throughout the building, of neutral grays and whites is accentuated with deep cherry wood, navy, gray and earth-toned upholstery. Each floor has its own visual identity, assisting in wayfinding, while maintaining an overall cohesiveness. The warmth of the wood tones extends into the clinical spaces through use of highly durable materials that can withstand aggressive cleaning and disinfection protocols. The abundance of natural daylight from the exterior windows, paired with energy-efficient lighting, makes the interior spaces feel spacious and warm. Thoughtful planning of the building's exterior façade affords impressive views and a visual connection to the neighborhood, which can help ease patients' apprehensions.

The artwork and furniture were carefully selected to enhance the patient experience. With a goal to support local artists, the Gallun Snow interior design team



Kirsty Ferguson,
NCIDQ, LEED
ID+C
Senior
Associate and
Co-owner,
Gallun Snow
Associates



Ashley Gavaldon,
NCIDQ, LEED
Green
Associate
Senior
Designer and
Co-owner,
Gallun Snow
Associates



The interior materials in the lobby include rich woods, a marble fireplace and contemporary lounge furniture, to create a modern yet comfortable space.

worked with Levy to curate custom, themed artwork for the individual specialties within the building. The art included both reproductions and original pieces that were meticulously selected over the course of two years,

through visits to local galleries and art shows, as well as working directly with artists. Historical memorabilia from the area were incorporated into public spaces. Even the hospitality-inspired lounge furniture in the clinic



The warmth of the wood tones extends into the clinical spaces through use of highly durable materials that can withstand aggressive cleaning and disinfection protocols.

reception areas was specially chosen to create a more relaxed atmosphere for patients while they wait to see one of the many highly skilled providers in the building.

The Cherry Creek Medical Center is a resource that connects and strengthens the local community. UCHealth is known for delivering excellent care close to home. This new, advanced medical building provides a welcoming place for the residents of Cherry Creek and surrounding neighborhoods to receive centralized care. As a result of thoughtful and innovative design, along with their team of highly skilled physicians and staff and the latest technology, the UCHealth Cherry Creek Medical Center is a place where patients can receive leading-edge care now and into the future. \\

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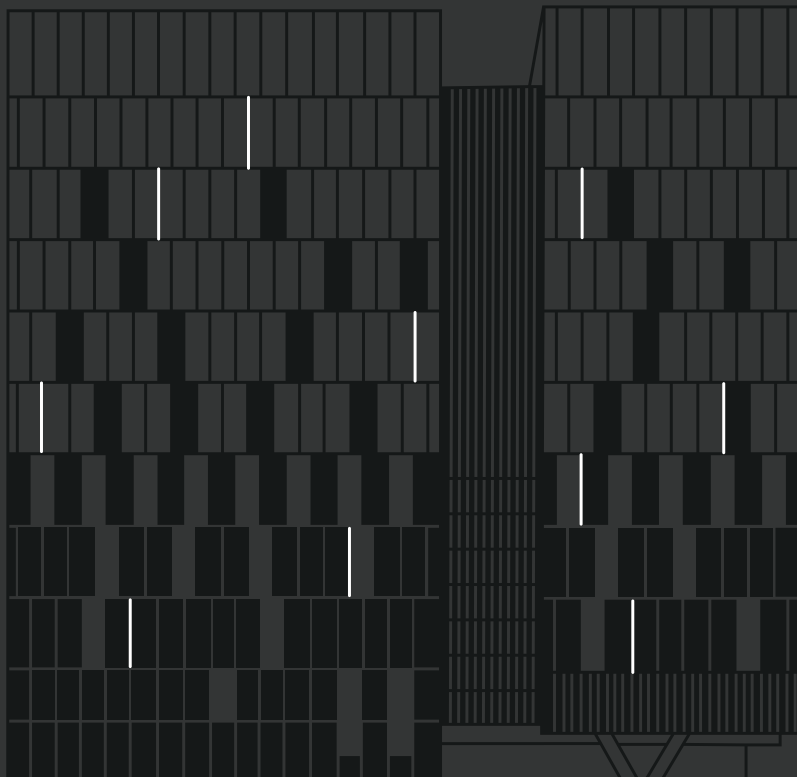
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New Kid on the Block 162

Spec build
beautifully
blurs office
& hospitality

WORDS: Kevin Criss

I'm walking into Block 162's expansive, columnless 30th floor with David Haltom, Patrinely Group's Rocky Mountain Division vice president. Haltom exudes a mix of excitement and pride as he directs my attention to the jaw-dropping Front Range panorama spread out before us.

"There's Mount Evans," he announces. "You can see Pikes Peaks right over there in the distance. And then, straight on axis, right up 15th Street you see Longs Peak. You can even see the Flatirons up in Boulder."

Earlier, Haltom had pulled no punches when he discussed his latest project.

"We were always intent on delivering the best new office development in the city. That was our goal from Day One. And we believe that we will have achieved that goal when the building is delivered."

Turns out, that's not just developer spin. Forget the best in the city. Block 162 is the best new office building in Colorado.

A Project Years in The Making

Block 162 is the much anticipated 30-story, 595,000-square-foot, Class A, glass tower at 15th and California. It's a rare speculative office high-rise in Denver's central business district and it has easily wooed tenants with a mix of location, unrivaled amenities, flexibility of space, and stellar mountain and city views.

Named for the site's block number on the original 1859 plat map of Boyd's East Denver survey, Block 162 sits in a neighborhood rich in history, but for decades the parcel had been just another one of Denver's many surface parking lots littered with broken glass and wadded-up parking passes.

Years in the making, Block 162 came together thanks to the all-star team of the Denver arm of developer Patrinely Group, along with primary capital partner USAA Real Estate, out of San Antonio, Gensler Houston for the architecture and Denver's Swinerton as the general contractor.

According to Haltom, the process began when a prospective tenant asked Patrinely



TOP:

*Views from Block 162 include the Front Range mountains as well as much of metro Denver.
Courtesy Michelle Meunier Photography*

BOTTOM:

*The travertine on the walls was quarried in Italy.
Courtesy Michelle Meunier Photography*

to find the best location in downtown Denver for a new “top of market” office development. It became clear that Block 162 checked all of the boxes, but after the prospective tenant changed plans, Patrinely decided to forge ahead with the project. So, a meeting with landowner Evan Makovsky resulted in a 100-year land lease on the property with the idea that Patrinely would hold off on development until it had significant preleasing.

But, as predevelopment work progressed, including advanced architectural designs, city approvals and countless meetings with the city and county of Denver, it became clear to Patrinely and USAA that the Denver market was robust enough to proceed without preleasing.

“We’re very grateful for our partnership with USAA,” says Haltom. “It’s not every equity investor who has the horsepower and wherewithal to be able to support a full spec development of this scale in a market like Denver.”

With Gensler and Swinerton on board from the very beginning, Haltom says that the design process was an iterative and collaborative process that featured the input of many players, including Patrinely President and CEO Robert Fields, and Gensler Design Director and Principal Raffael Scasserra, whose resumé includes 900 G Street and Patriot’s Plaza in Washington, D.C., and The Post Oak Hotel in Houston.

But it was the experience of Gensler and Patrinely in the hospitality space that informed many of the design decisions for Block 162.

“For many years I’ve been seeing the line blurred between the work environment and hospitality,” says Scasserra, AIA, LEED AP. “We wanted to create a building that blurred those lines.”

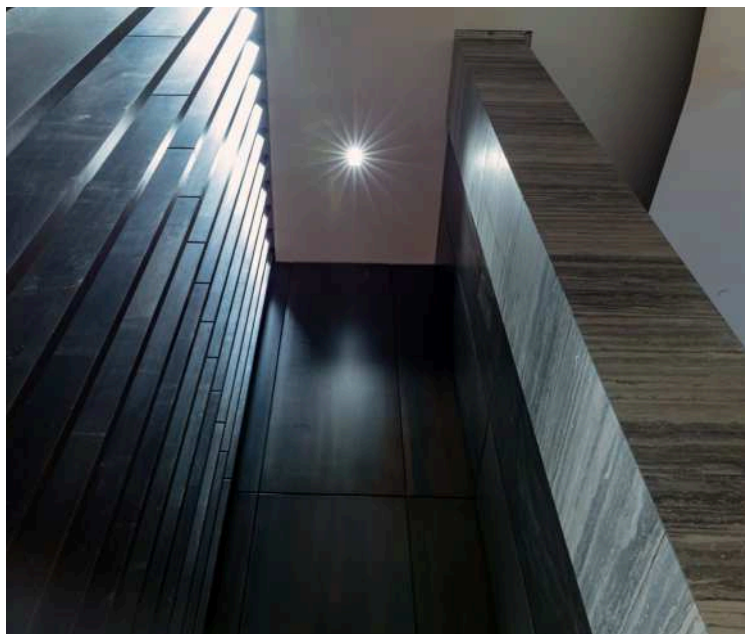
A Feature-Rich Environment

Over the last quarter century, Patrinely and Gensler have created striking, high-profile office buildings. And it seems that experience and expertise has paid off in Block 162. The core and shell structure makes a statement with its striking blue glass curtain wall, notched corners and gently curved roofline, meant to mirror the shape of the foothills to the west.

Concerned about the loss of parking? There are three parking levels below grade, as well as parking on levels 1 to 10, for a total of 932 parking places.

The ground floor will feature a restaurant, retail space and a massive lobby that blurs that line between office and hospitality. Its elegance and sophistication welcome you from the street like a grand hotel lobby. The dazzling Forte dei Marme bright white marble floors and the travertine on the walls were both quarried in Italy. Milled walnut fins on the wall add warmth and exposed structural concrete columns reach up to the 30-foot ceiling, but they’ve been given a faceted look, a design element that threads its way through Block 162.

At the south end of the lobby is a front desk and toward



the north end is a kinetic art installation by Brooklyn-based kinetic artistry group Breakfast. The piece is similar to the Brixels Wall installed recently in New York's Hudson Yards. According to Haltom, it's the first of its kind in the world.

"There will be kinetic devices in the floor that will sense physical presence and respond dynamically to the presence of someone moving close to the sculpture. We'll have approximately 400 acrylic extrusions that will wave like a wheat field in the wind."

The post-tensioned concrete podium, which houses the parking levels and lobby, supports 20 levels of steel-structured office space that provides internal column-free workspaces and expansive 29,800-sf floor plates, which Haltom says allows for flexible planning modules.

Sky Terrace and Amenities

The blurring of the line between office and hospitality is probably most obvious on the 11th floor.

And according to Haltom, that was by design.

"We wanted to take a page out of the hospitality and high-end luxury residential playbook and gang those amenities together and locate them on top of the podium for the benefit of activity and adjacency with each other and those outdoor spaces."

The west side of the 11th floor is office space, while the east side features three distinct spaces that all open onto a sizable Sky Terrace via 110 feet of Nana wall doors:

- Fitness center with leading-edge equipment indoors, and outdoor turf lawn for yoga sessions and more.
- Indoor/outdoor social lounge with fireplaces, ample seating and a snack bar that disappears into the wooden millwork for after-hours events. More seating, fire pits and manicured garden on the sky terrace.
- Conference and prefunction area that can be combined into double space, and a covered porch on the outside terrace.



OPENING ART:

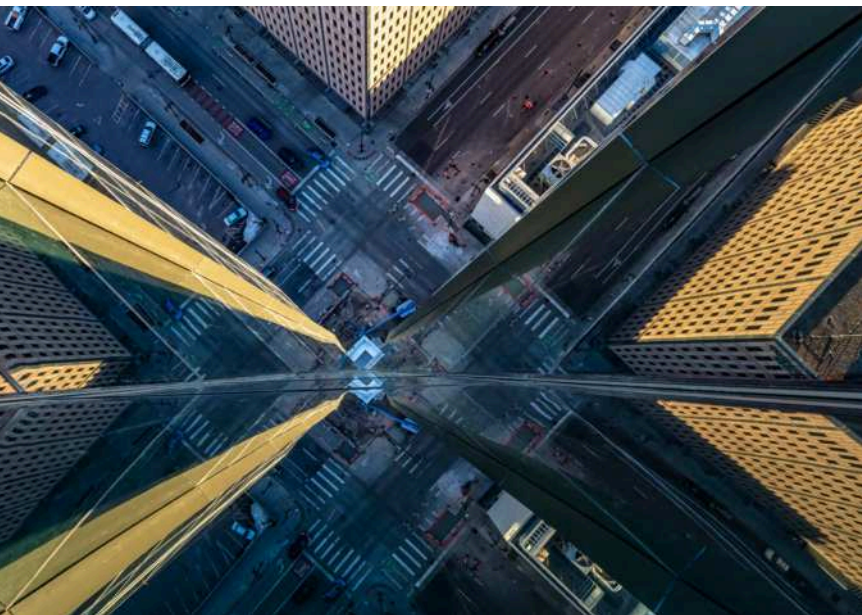
Courtesy Brad Nicol | Architectural Photography

TOP LEFT:

Milled walnut fins on the wall add warmth while columns reach up to the 30-foot ceiling. Courtesy Michelle Meunier Photography

TOP RIGHT:

The Front Range is reflected in Block 162's blue glass curtain wall. Courtesy Michelle Meunier Photography



TOP LEFT:

Looking down to street level, the city is reflected in Block 162's notched corners. Courtesy Michelle Meunier Photography

TOP RIGHT:

Elegance and sophistication welcome visitors. Courtesy Michelle Meunier Photography

BOTTOM:

Adjacent to the sky terrace – which includes seating, fire pits and a manicured garden – is a social lounge for after-hours events.

Pandemic Ready

When COVID-19 hit the U.S., Swinerton acted immediately to implement safety protocols, even before state and local government officials.

Chad Holajter, Swinerton project executive, explained that Block 162 is LEED Gold certified and was already designed with tenant health and safety in mind, but COVID provided the opportunity to improve in those areas.

“We already had filters that were upgraded, but Patrinely has gone above and beyond that and upgraded the filters further. So now the building’s going to have MERV14 micro-filters.”

Holajter added Block 162 has improved ventilation and also will be the only office building in Denver that can offer an entirely touch-free access sequence from when you enter, either via the parking garage or through the lobby, until you reach your office. Lobby and garage entrance doors will be motion activated and a Thyssenkrup Agile destination dispatch system allows tenants to call an elevator via the app and it will take them to any floor in the building they have access to, all touch free.

As our conversation winds down, I ask Haltom how it feels for Block 162 to be a lasting landmark on the Denver skyline.

“Denver has a lot of great architecture and we believe Block 162 will be an excellent addition to the city’s skyline and the opportunity to do that is something that we take great pride in and believe is a real privilege.” \\



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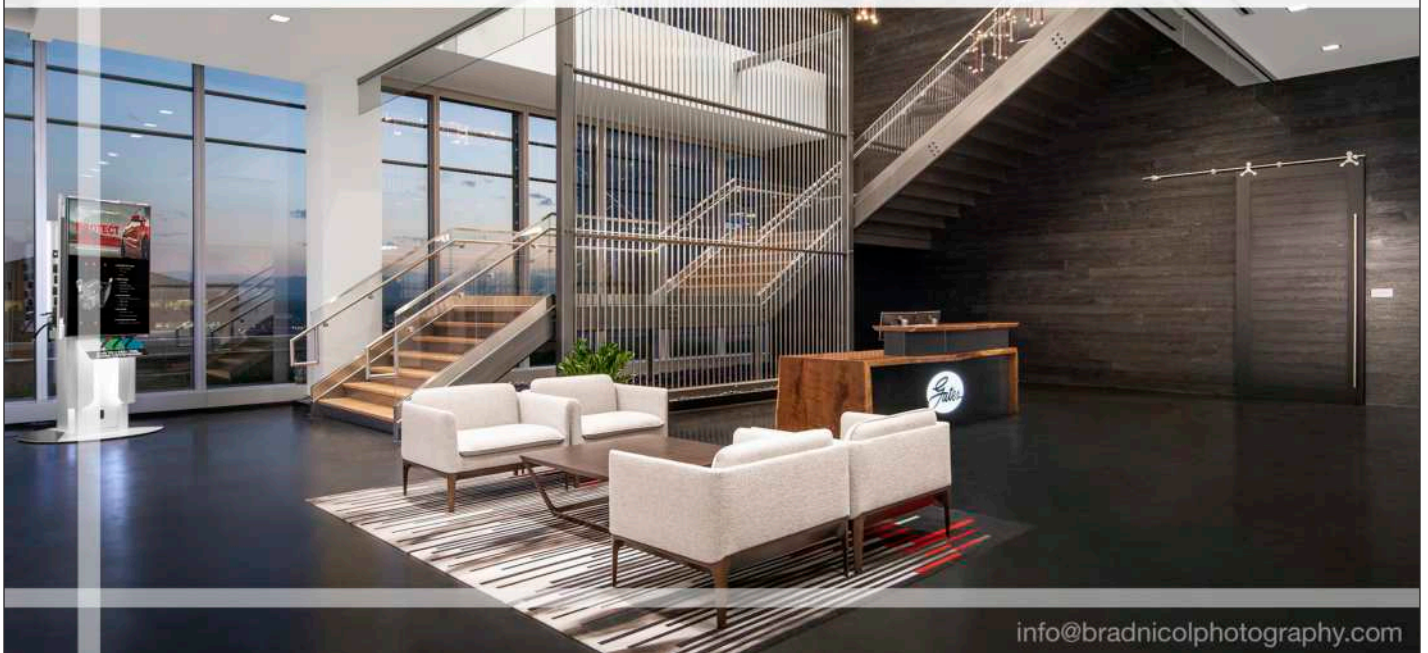


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Prime West Development Follows its North Star

Growth across Front Range Colorado drives top-flight developers to think beyond boundaries

WORDS: Sean O'Keefe

From the intersection of today and tomorrow, make no mistake. Denver has arrived. Less than a generation ago, the city's glistening new downtown epicenter was a lonesome stretch of nothing at the far end of the 16th Street Mall – train tracks, trash and trouble hanging out behind Union Station. Nationally, it seemed the city was known for being the cold and snowy gateway to the Rockies, home of the Broncos, and little else.

At the western edge of the American heartland, Denver was merely another of many Midwestern flyover cities, an indistinct milepost between coasts.

Things have changed. Today, Denver finds itself in the enviable position of being the highest ground on a rapidly changing landscape as the world redefines the meaning of community in a global, virtually connected economy.

"The world is getting smaller, and Denver is growing," says Jim Neenan, president and CEO of Prime West Development. Neenan has been a figure in the Front Range development

market for nearly 40 years, playing his own small but significant part in the region's transformation. "The mantra on the workforce used to be that employees followed the jobs. Now, employers are following the talent. Denver is the beneficiary of that because the quality of life and lifestyle here are exceptional."

Neenan credits a community of interested, engaged citizens for the region's success, acknowledging that while the pulse of a place is its people, the backbone of a place is its infrastructure.

"The metrowide economy agreed a long time ago to tax ourselves as an investment in the infrastructure needed to manage growth sustainably," says Neenan. "The results are not just roads, bridges, DIA, and light rail, but a highly educated workforce composed of people from many different industries and all walks of life."

Prime West's recent delivery of a new North American headquarters office complex for Swiss equity fund manager Partners Group is an excellent example of Front Range Colorado's magnetism. Seeking to consolidate several U.S. offices into a single headquarters, a national search for ideal real estate led Partners Group to the Interlocken business park at roughly the midpoint between Denver and Boulder. A talent-rich ecosystem of the best and the brightest on the doorstep of the Rocky Mountains with multimodal connectivity in every direction and roughly 350 days of incredible weather most years make the area an easy choice to feel good about.

"Partners Group is a financial services firm that decided they wanted to create a factorylike campus," says Neenan, "140,000

LEFT TOP:

Partners Group is a financial services firm that decided to create a factorylike campus, with each of the three buildings designed to showcase the tech-forward collaboration and efficiency that distinguish its brand and services

LEFT BOTTOM:

Designed by Open Studio Architecture and built by Swinerton Builders, Partners Group's three red-brick buildings are situated to take full advantage of the spectacular views of the Rocky Mountain Front Range.

square feet in three buildings, each designed to showcase the tech-forward collaboration and efficiency that distinguish their brand and services.”

Designed by Open Studio Architecture and built by Swinerton Builders, the three red-brick buildings are situated to take full advantage of the spectacular views of the Rocky Mountain Front Range. A modern take on industrial chic, at first glance, the campus reads as a century-old adaptive reuse in weathered brick and time-blackened steel. Thoughtful site organization and an abundance of daylight from every angle animate an elegant amalgamation of today and tomorrow, form, function and furnishings. Indoor-outdoor permeability is explored through a combination of glazing, open-span architecture, and deftly integrated courtyards and patios.

“Development can be a very complex, challenging game,” says Neenan of the long-range strategic thinking required to successfully navigate opportunity, risk, reward and livelihood in never fully predictable markets. “Controlling the land, having the capital to finance, understanding the market, and attracting the tenants and users isn’t something that happens quickly or easily.”

Once the stars align on the opportunity side, Prime West taps into more than 30 years of local relationships to assemble the required expertise. Neenan and his team seek out the best in the business from many different disciplines – architects, engineers, builders, bankers, lawyers, planners and many more. Orchestrating success among many moving parts requires nimble decision-making, a cohesive core team, and a collaborative allowance for free-thinking.

“It is critical for everyone involved in our projects to be treated equally and with respect,” shares Neenan. “We incorporate a lot of different perspectives from a lot of very talented people, and we need to hear the very best ideas from every one of them. Honesty and being forthright is the centerline in everything we do.”

As Front Range Colorado has grown, attracting ever-more enterprise and talent, local housing markets have bulged at the seams. With decades in the game, Prime West recognized the opportunity and readied its resources to respond to market demands.

“The development community doesn’t drive growth. We respond to it,” Neenan says of the order of forces that shape decision-making at Prime West. “The need for quality housing comes in many forms. Locally for multifamily housing, both for-rent and for-sale demand is going to continue to increase as long as the population continues to grow. As we diversify into urban infill, it’s important to consider the impact on people,



Fostering a team-think environment, Prime West enlisted the help of architects at Ratio|HPA to orchestrate a comprehensive community engagement process in planning the design of its new Sunnyside multifamily project.

neighborhoods and communities.”

Stretching its expertise beyond its comfort zone in commercial office development, Prime West is preparing to break ground on a new multifamily housing project in Denver’s Sunnyside neighborhood. Located a block from the pedestrian bridge link to the 41st and Fox Station on the RTD’s commuter rail line, at just under an acre, the Prime West team is challenged to maximize contribution to community and profitability on a tight site.

“We have tried to be very thoughtful and thorough in our planning,” says Tim Schlichting, Prime West’s chief development officer, of advancing the site development plan for a 209-unit, eight-story building through Denver’s permitting process. Fostering a team-think environment, Prime West enlisted the help of architects at Ratio|HPA to orchestrate a comprehensive community engagement process in planning the design. Being sensitive to community concerns includes consideration of parking, infrastructure, materiality, massing, colors, context and equity.

“Some of the units in this property will be income-restricted, and we spent a great deal of time and effort talking with neighborhood organizations and the councilperson,” Schlichting says of the effort to establish a well-rounded, inclusive perspective on the right building solution for a neighborhood in transition. Understanding the significance of the long-established residential communities surrounding the site is important in setting the project up for success.

“The north star for Prime West is to act with integrity and do meaningful work. How our projects affect our clients, their users, and the communities that surround them matters a great deal to us.”\



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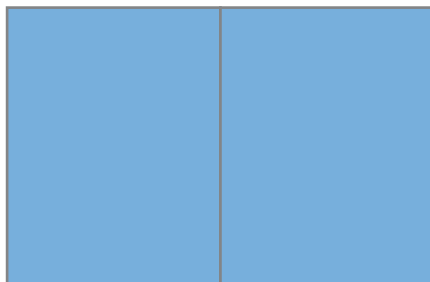
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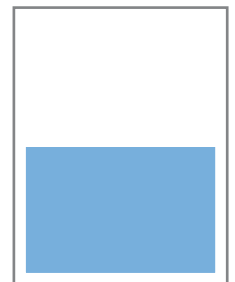
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