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University of Denver

New buildings invite belonging \\PAGE 84





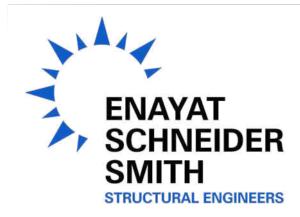
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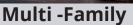
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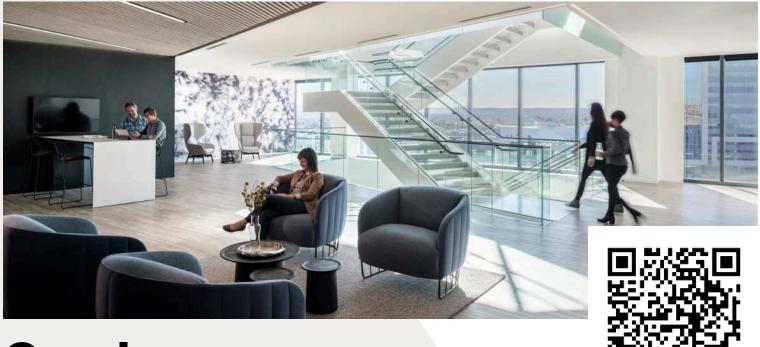




REIMAGINE A NEW WORKPLACE REALITY

The Gensler Research Institute's latest workplace research found that top-performing companies understand that the future of work is flexible, connected and autonomous. When it comes to the future of work, the employee experience is the new differentiator.

For additional insights that redefine the workplace, learn more from Gensler's Research Institute below.



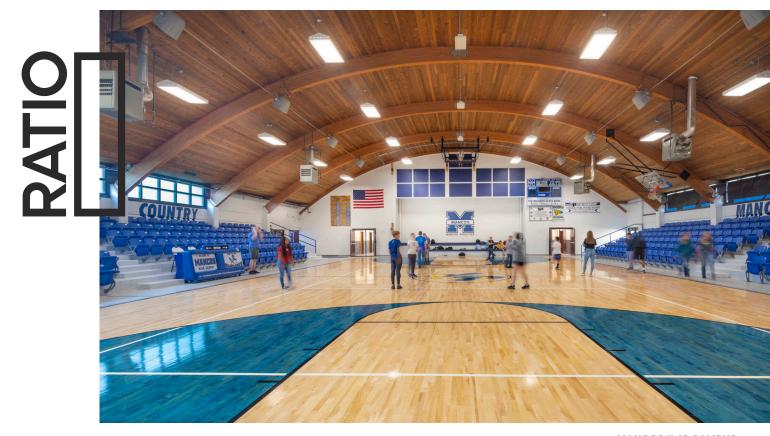
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Eric Holt, elements

Eric serves as a strategic resource for our clients and alliance partners, helping create flexible, highly productive work environments that will attract and retain top talent. Eric is an avid golfer and member of the International Interior Design Association Colorado Chapter. He combines these two pursuits in a yearly golf tournament he has helped organize in the past with IIDA to benefit Water for People. eholt@workplaceelements.com



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Cody brings big-picture vision and exceptional technical knowledge to his role. Cody has established a reputation for being at the forefront of manufactured construction trends, helping our clients create adaptable spaces that flex with their needs. He is passionate about helping clients realize efficiencies in the construction process and create more dynamic workplaces by leveraging technology and sustainable construction. Cody is actively involved in Accelerent, industry events and continuing education. croberdeau@workplaceelements.com



Jim Tolstrup, High Plains Environmental Center

High Plains Environmental Center is celebrating its 20th anniversary. The environmental nonprofit is focused on open space management, wetland restoration, native plant propagation, and environmental education and outreach. To celebrate this milestone, Jim published a book, "SUBURBITAT," providing detailed strategies for how city planners and developers can manage native landscapes within their communities to conserve water. The book aims to educate leaders across the industry about how its successful strategies can be replicated in any region across the nation.

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Kirsten Walsh, Anderson Mason Dale Architects

Kirsten Walsh, a marketing and project coordinator, has 15 years' experience working with artists and designers of all stripes, developing public exhibitions, interactive installations and a podcast series focused on audience engagement and the artistic process. Her work is driven by three core ideals: Process is research, context creates access and collaboration is crucial. Kirsten has developed multiple art collections for the firm's public clients, including the design and publication of collection monographs. kwalsh@amdarchitects.com

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Sean O'Keefe explores the built environment stories one project at a time. He also provides integrated writing services to architects, engineers and contractors. sean@sokpr.com

Cover photo courtesy Frank Ooms



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elcome to the start of our ninth year publishing Building Dialogue! We've had the good fortune to highlight so many of your projects, design trends and thought leadership along the way. And we look forward to featuring more of the same in coming issues and years.

While I briefly considered railing against Daylight Saving Time and perhaps advocating for its abolishment, instead I'd like to focus on some more pertinent commercial real estate realities as well as a few uplifting themes that emerged while pulling together the December issue.

People are slowly returning to work. Or not. And therefore it's a challenge for all parties involved who own, operate and outfit commercial real estate. Given that reality, it seems the old adage "success occurs when opportunity meets preparation" is where most of us are putting our chips.

To that end, articles in this issue suggest considerations to keep in mind for returning to work, namely how workplace design can positively enhance the employee experience, culture and business goals; as well as envisioning the workplace of the future, which hinges on workstyles and preferences of our youngest colleagues.

Other contributions include discussions as to why art in the workplace is more important than ever – not only does art create a welcoming environment, it also can reflect a company's value and it can be a good investment. As one author notes, "When treated as more than a decorative afterthought, art creates memorable experiences that improve our quality of life."

Taking art a step further, Fentress Architects recently completed the transformation of the Denver Art Museum, including renovating the museum's Martin Building as well as adding the Anna & John J. Sie Welcome Center. These projects, says Curtis Fentress, "will unify the larger Denver Art Museum campus and enable it to better serve the community, welcome visitors and support the collection for generations to come."

Not to be left behind, the University of Denver unveiled a trio of new buildings, ranging from LEED Gold to Platinum, including the Community Commons building, with an art gallery, lounge and a global kitchen food hall; Dimond Family Residential Village, providing different scales of community throughout the residential hall; and the Burwell Center for Career Achievement, the first LEED Platinum building on the DU campus.

Additional public-facing project include the restoration of the U.S. Air Force Academy Cadet Chapel organ as well as an update and expansion of DIA's B-West concourse.

There's more – the latest iteration of Designer Approved; notes on construction delivery methods; a focus on sustainable land-scape; as well as health care and school design features.

And thankfully, we inch closer to a post-5 p.m. sunset ... something to look forward to – in January. Here's to a healthy new year!

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Wentworth Institute of Technology New Science and Engineering Building



Reinvigorate the Workplace with a Curated Art Collection

3

Kirsten Walsh Anderson Mason Dale Architects

or the last 18 months, the nature of the workplace has been undergoing a major re-definition. One thing remains constant: The office is still essential, but the role of the office is morphing into one of elevated human interaction and engagement. Hybrid work is the future, so the reinvigoration of space to draw people back in is a priority. The infusion of charm, authenticity and energy is paramount to interpersonal engagement. The introduction of original artwork can imbue these qualities naturally into a space. The value of a well-curated officewide collection is transformational. And Colorado's diverse artistic community means companies don't need to go far to find and support the local creative economy.

Studies by organizations like the Business Committee for the Arts consistently have found art is a great investment in brand, culture and, most critically, a company's employees. While we may not be able to calculate a true return on investment on art in the workplace, it does have tangible benefits.

• Art reduces stress, improves health and productivity. Health care is no stranger to the effectiveness of art to promote healing. From intimate watercolor paintings in patients' rooms to trained dance therapists or interactive installations, art is good medicine. Research shows that experiencing art stimulates faster healing for patients, helps reduce stress, and improves recruitment and retention rates among providers. [Fenner, Patricia, Bruce Rumbold, Jean Rumbold

and Priscilla Robinson. Evidence Brief: Is there compelling evidence for using the arts in health care? Deeble Institute for Health Policy Research, June 19, 2021.] Why not ask art to do some heavy lifting to support wellness in the workplace?

- Art encourages socialization and empathetic communication. By interjecting dynamic artwork at natural assembly points (an open work lounge, conference room, outdoor patio), you kick-start conversations. The Rev360 office building, located on Brighton Boulevard in the River North Art District, commissioned work by local artists strategically placing pieces above workstations, café-style lounges and even in elevator cabs. Discussing an artist's motivation or creative impulses inspires similar imaginative conversations, and sharing personal opinions encourages compassionate communication. When employees ruminate together over a painting in the break room, they are actively building bonds and a shared, common experience.
- Art becomes a trusted colleague and close confidant. We typically meet art while briskly passing through a public square or on the occasional museum excursion. Our offices provide us with a unique opportunity: to engage regularly and develop meaningful relationships with works of art. Lobbies and atriums are prime locations for protracted viewing, and it doesn't take much. A comfortable bench placed intentionally encourages viewers to sit on their morning coffee break and reflect on the sculpture on the adjacent wall. Treat art, particularly in the workplace, like making a



Frank Ooms

new friend. Spend a few moments each day getting to know each other. Being "in conversation" with a favored work nurtures introspection, confidence, creativity and productivity.

· Art reflects a company's values and culture. Every painting, photograph or sculpture drops visual clues. Whether the work was intentionally selected, what hangs in a conference room speaks volumes about a company's values. A deliberately crafted collection will ensure that the message is the right one. For a client in Fort Collins, whose mission is to deliver an environmentally responsible product to its owner communities, its new collection is centered on local artists working along the full spectrum of Colorado's landscapes. And to elevate the local theme, several portraits of commu-

nity and company landmarks were commissioned. The body of work fortifies the company's brand: We know and serve our neighbors. But art as a form of marketing isn't just an outward expression. When a company invests in art, curated with staff input, that investment manifests in a sense of shared identity for employees.



Rev360 mixed-use office building with commissioned mural by Oliver Vernon, curated by Nine Dot Arts.

A well-curated collection is inspirational. And for me, that is why art in the workplace truly matters. As we continue to redefine how we work, and most importantly where we do it, our environment matters. A captivating and aspirational work environment, filled with original artwork, instills pride. And we all want to be proud of where we work. \\



Construction Industry Challenges: What Should We Do Now?



Eric Holt Owner & Business Development Lead, elements



Roberdeau
Owner &
Manufactured
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elements

nless you've been living underground for some time, you've surely heard, read or experienced the challenges impacting our local market and overall construction industry related to everything from commodity pricing, lead times and supply chains to wage pressure, permitting back-ups and diminishing labor resources. Is the end in sight? The short answer is: probably not.

Some of the headwinds presented themselves prior to the pandemic and have only become more evident since. As an example, according to the Associated General Contractors of America, construction employment in August remained below the levels reached before the pre-pandemic peak in February 2020 in 39 states.

Some suppliers have tried to reduce demand by increasing pricing, but largely this has been an ineffective strategy. The pending government infrastructure bill will only apply further pressure to commodity supply and labor resources. In addition to increases in materials and labor costs, transportation and fuel costs spiked year over year, further adding to the budgeting challenges for our industry.

As a tightknit real estate, design and construction community, what should we do? How can we proactively improve this unpredictable climate, keep our people passionate and engaged, while delivering exceptional spaces and environments

for our clients on time and - ideally - on budget?

- · More modular and off-site solutions on the **horizon.** One approach that could alleviate a portion of our collective challenges is an increase in off-site/modular/prefabricated/manufactured construction solutions. This method is not new to our industry but only has been adopted in pockets, most frequently in health care and public-sector projects. These solutions lessen the required coordination between multiple trades on a construction site, offer increased predictability of lead times and greater price certainty. At times, there is a premium price compared to conventional construction practices from a material-to-material comparison. However, when considered more holistically while incorporating aspects such as construction timelines and ability to meet project milestones, there is a larger return on investment proposition to consider.
- Harnessing the power of the design-build model. We often find ourselves in a design-bid-build model, but we see a lot of potential in a design-build approach that combines construction, architecture and engineering under the same contract as essentially one entity from the beginning, unifying workflow and ensuring alignment from concept to completion. Bringing a knowledgeable team with specific expertise on board at the beginning of the design phase will streamline coordination of all trades, allowing the project team to hit the ground running after the permit is in hand and construction can begin. A

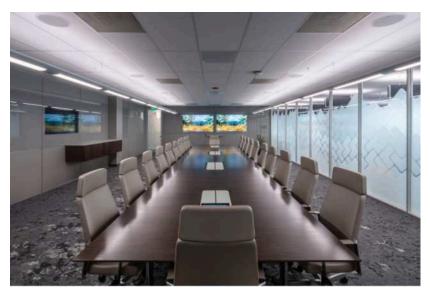


Customized prefab health care solutions improve safety and speed up construction.

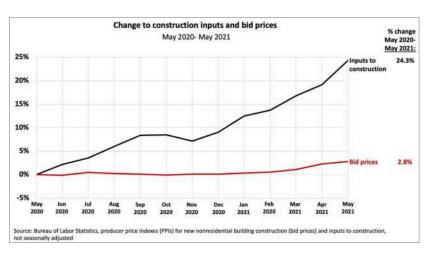
design-build model should also help alleviate the late scramble of value engineering and schedule shifting and pushing.

Design-build additionally would assist in minimizing the challenges of our industry in product lead times, permitting timelines, labor resources, overall construction schedule and price uncertainty. As those who have been part of a team within a design-build process can attest, it tends to result in a much stronger, more authentic sense of partnership. The model provides time for proactive measures and creates an environment where we are able to overcome challenges together before there are issues during construction. There is a common goal that all parties are working together to achieve.

• Embracing new possibilities. Is design-build the ideal method for every project? Unlikely, but why has our market not embraced this method more frequently? Many of the benefits outlined above can be accomplished without a true design-build contract, as long as the project team is brought on board early and has alignment in the goals and vision for the project. In our estimation, fear of "getting burned" on pricing across many layers, as well as a lack of trust to negotiate work, leads to pressing the easy button of bidding work in the traditional way. The design-bid-build model is easy; it's what we know. It's what makes us feel we're getting a fair deal, and provides a process that allows us to compare pricing, often awarding to the lowest qualified bid. The problem is that this method is often less collaborative and results in unforeseen costs and coordination challenges. Bidding does not ensure fairness of pricing, and it certainly does not



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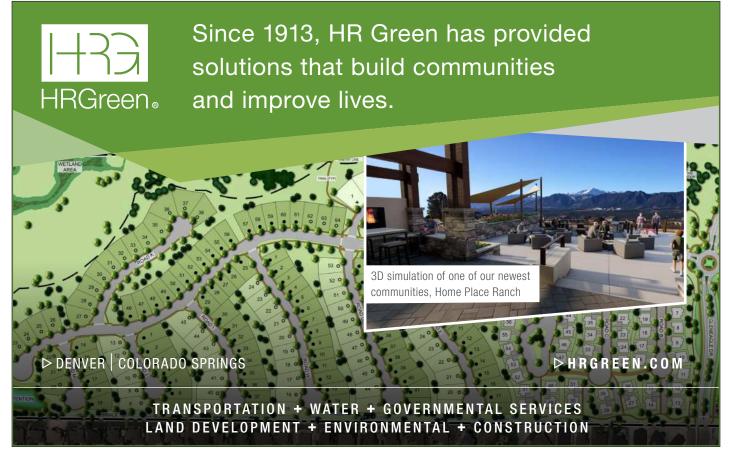
• Creating transparency and trust. Lack of trust, and specifically a lack of trust in pricing, is another reason why design-build is not more commonplace in our market. We commonly hear owners ask, "If I bring in a team early, how will I know I'm getting the best pricing for my spend?" If the budget is established and communicated early and all parties represented in the project agree to transparent and open-book pricing, we can put the lack of trust among owners and project stakeholders to bed. Financial benchmarks and incentives within a design-build process also can be put into place to ensure all parties are "rowing the boat" together and are incentivized to work collaboratively to overcome project challenges.

FMI Consulting's research forecasts that spending for design-build construction put in place will grow at a compound annual rate of 7.6% over the years 2021 through 2025, and hit \$406.7 billion in 2025, or 47% of the total con-

struction spending that year, vs. 42% of the total in 2021.

The winds of change will continue to modify how we design and build. Within an industry typically resistant to change, many factors are pushing this industry - traditionally slow to adapt - to truly consider new approaches. New opportunities to infuse technology into the process, in combination with new generations and demographics entering the industry, will all be catalysts for improvement. This not change for the sake of change. This is about being more open to shifting our perspective on the construction process because it just might solve or at least alleviate our current inability to control costs, schedules, quality and risk. What if our community considered a better way to build, a better method, a better model? Our people would benefit, our clients would benefit, and we might even have a more rewarding team experience along the way.\\







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Sustainable Landscapes Can Reduce Costs, Conserve Resources



Jim Tolstrup Executive Director, High Plains Environmental Center

he growth of cities in the American West has increased water consumption from the Colorado River and pushed this critical natural resource beyond its limits. Yet we could reduce some of this demand within the communities that we design and build by switching to a style of land-scaping that is more appropriate for our region, thereby conserving water while restoring some of our state's unique biodiversity.

Here in Colorado, where we typically get 12 to 15 inches of precipitation per year, the average person uses 150 gal-

lons of water per day. Sixty percent of residential water usage goes to support landscaping. This amounts to approximately 90 gallons of water per person per day used to keep exotic landscapes on life support.

When we look at wild landscapes in the fall, the changing colors reveal patterns that may be imperceptible at other times of the year. These patterns in the landscape provide subtle clues to the ways that plants are arranged in nature, based on available soil moisture.

In planning restoration projects, ecologists look at the aspect (the direction the site faces and the amount of sunlight it receives) as well as the degree of slopes, variations in soil moisture, and other conditions of the site. This same information is also valuable when planning sustainable land-



The arrangement of plants in nature gives us subtle clues about the moisture content and soil type of a site. When we know where plants want to be, we can design landscapes that require little or no water because they are in the correct place to support them.



Snowmelt from the mountain peaks of Colorado provides water to over 40 million people in 14 Western states.

scaping projects utilizing native plants with minimal watering or maintenance costs. The grounds that surround buildings receive different amounts of stormwater, sunlight, exposure to wind, and other influences than undeveloped open spaces. To create a low-water use garden, it is necessary to evaluate the site in these terms and put the right plant in the right place for our purposes.

In 2007–2008, McWhinney (the developer of Centerra, a master planned community in Loveland), High Plains Environmental Center, Ark Ecological Services and BHA Landscape Design created a document called the "Centerra Stormwater Pond and Natural Areas Design Guidelines." The guidelines

won a Land Stewardship Award from the American Society of Landscape Architects in 2009. Although this document is primarily about the design and construction of native open space, it has influenced our thinking on all aspects of landscape design.

In front of our visitor center at HPEC is a bioswale. It is a low channel that receives the stormwater runoff from our parking lot. The channel has a series of pools that are excavated to different depths. Each shallow pool contains plants with varying degrees of moisture requirements. The channel banks have plants that require increasingly less moisture up to the top of the bank, which receives virtually no moisture except our natural precipitation. This type of swale also can improve water quality by removing nutrients from fer-



The bioswale at HPEC utilizes stormwater runoff in an otherwise unirrigated landscape.

tilizer, pet waste, and other sources that may have been picked up in the water along the way.

The concept of passive rainwater harvesting has been implemented to a large extent in other regions of the country. In Colorado, our complicated water laws do not allow for the evaporative loss of rainwater trapped in ponds of any size unless the landowner has water rights to offset it. However, it is possible to create high and low



At HPEC, our native plant gardens are ablaze with color from spring until frost with virtually no watering.

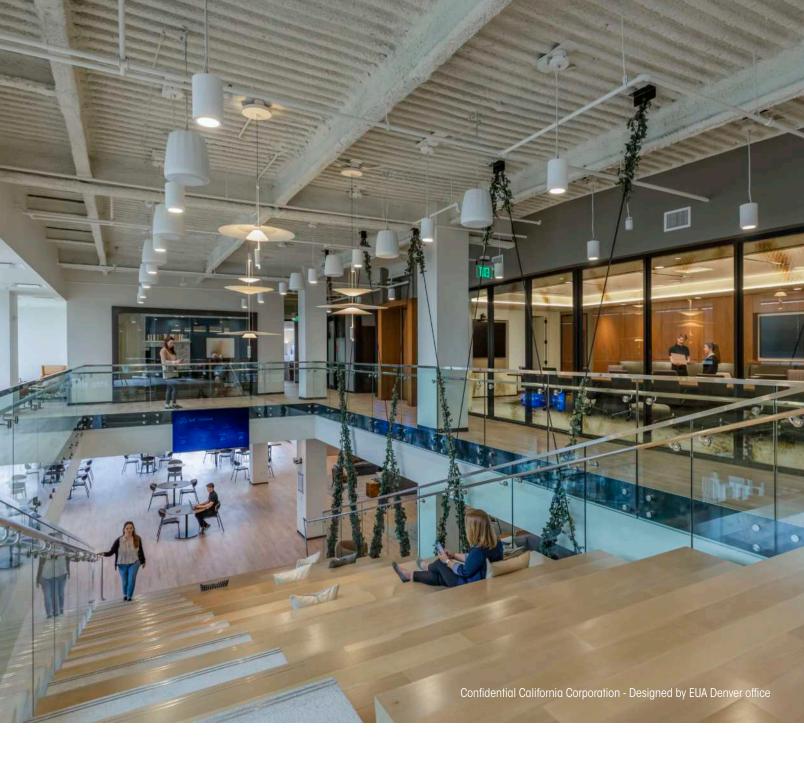
spots that allow rainwater to flow through the landscape slowly enough to provide irrigation to the plants before flowing on.

When we work with nature in this way, placing plants in the appropriate zone in the landscape, and literally "go with the flow," we can create beautiful, sustainable landscapes, reduce costs, conserve resources and preserve the natural beauty of Colorado. \\









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Intentional Art Collections Benefit Commercial Developments



Martha Weidmann CEO and Co-founder, Nine dot Arts

hile art and culture always have played a significant role in storytelling and community building, their power seemed to multiply during the COVID-19 pandemic, when many of us turned to creative outlets for expression, entertainment and human connection. And as we emerge post-pandemic, art and culture undoubtedly will remain forces for good, shaping the experiences of individuals and businesses alike.

As part of our mission to emphasize why good art is good business, we conducted a research effort during the pandemic, surveying leaders in the real estate, hospitality, architecture and health care sectors to better understand how art influences experience, particularly in commercial spaces. These efforts culminated in our 2021 State of the Art Report, which shares insights from nearly 200 business professionals on art's impact on engagement, branding, return on investment and more. This report confirms: When treated as more than a decorative afterthought, art creates memorable experiences that improve our quality of life.

In addition to these benefits, 91% of those surveyed



Installed in The Maven Hotel, artist Andrew Ramiro Tirado's hand – officially titled The Quantifiable and the Ineffable – is a staple of the Denver arts scene.

agreed it's valuable when a project or space becomes known for an art collection. Commercial developers who seek to exude the "wow" factor in their space



should look to original artwork to both grab attention and reflect their company's brand story. Our report demonstrates that developers are doing so through big art – using murals, sculptures and interactive pieces to draw people in and make their space stand out. As Walter Isenberg, CEO of Sage Hospitality Group, noted, "Placemaking is significant because the customer demands it. They want to go somewhere interesting, and they're interested in experiences." Art not only elevates a destination into an experience; it also offers a distinguishing factor that is key in today's commercial real estate market.

Another way in which art impacts the success of a commercial project is through its intentionality. Gone are the days when an antiquated painting could be added to a hotel hallway as a "final touch," so long as it matched the carpet. Truly transformative art is that which is connected to the commercial property's culture and story – even better if it's made by an artist who is local to that area. Such thoughtfulness in an art collection can only happen when it's discussed early in the project's development. However, according to our research, only 18% of business professionals say they begin thinking about art consulting and curation during a project's visioning. Incorporating art early on strengthens the project's overall cohesion, meanwhile maximizing budget efficiencies.

And, as real estate developers know, understanding your budget from the early stages makes for a smoother and more profitable project. Our report found, of those surveyed, 55% re-

vealed they determine the art budget after the architecture, design and construction budgets. Such delays may diminish the art collection's impact. One example of this is the 500-pound wooden hand that hangs from the ceiling of The Maven Hotel in Denver's famous Dairy Block. This hit installation was only possible due to early conversations with developers and contractors, who budgeted and built for a structurally sound ceiling that would hold the sculpture's weight and ensure it hung just as designed. Now, artist Andrew Ramiro Tirado's hand – officially titled The Quantifiable and the Ineffable – is a staple of the Denver arts scene, distinguishing Dairy Block as the "place to be" among both tourists and locals. Such experience-defining artworks cannot be successful unless they are intentionally planned and budgeted for prior to the project breaking ground.

Our report reinforces that art can do so much more than just fill blank walls. When considered early and curated with purpose, art creates experiences that attract the public and improve return on investment. As commercial real estate development increases post-pandemic, so, too, does the potential for exceptional art experiences. I look forward to seeing the creative ways that developers leverage art and culture not only to enhance their commercial projects but also to contribute to the greater good.\\

martha@ninedotarts.com



Delivering Efficiency: The Design-Build Delivery Method



Chris Kelner National Director of Preconstruction, Kiewit Building Group

Michael Brumley, DBIA

Project Exec-

utive, Kiewit

Building Group

hat is the design-build delivery method? Quickly becoming an industry standard, design-build is the fastest growing and most progressive method used to deliver construction projects in America. According to the Design-Build Institute of America, design-build is a method of project delivery in which the owner manages one contract with one point of responsibility to supply design and construction services.

In design-build, the designer and contractor work as a team, providing joint recommenda-

tions to successfully execute the project. One entity, one contract and one unified flow of work deliver the project from initial concept through completion.

This unique delivery method is more collaborative and productive than the standard method. In traditional project delivery, the owner of the project is responsible for two contracts, the designer and the contractor, selected at different times in the project. The traditional arrangement can lead to miscommunication among the team, delays and potentially add costs to the overall project.

· Why you should consider the design-build

method. In design-build, projects are strategically organized to offer an efficient timeline for project delivery. Since there is only one contract, the process of completion is streamlined and the engineers, architects and builders are on the same

This method provides one point of responsibility for an owner, and encourages collaboration and productivity among teams while delivering expedited, successful results.

The additional benefits? It decreases staffing needs for an owner, introduces an opportunity to optimize the strengths of each respective professional on site and enables the contractor to present cost savings early in the design phase.

No longer considered just another alternative project delivery method, it's expected that design-build will deliver nearly half of U.S. projects by this year. According to research conducted by consulting firm Fails Management Institute in partnership with DBIA, design-build construction spending in the assessed segments is predicted to increase 18% to more than \$320 billion.

The increase is due in part to state legislatures' preference for this method. State legislatures in Colorado, Virginia, New York and Washington



To promote a healing ambiance, there is an updated dining and cafeteria for the entire campus.

have already allocated budgets to support the construction of new design-build projects. In total, 43 states have now authorized design-build for public agency projects.

• Design-build at work. Design-build is not only a preferred method of construction, but also it is a faster, more efficient way to create new builds. For these reasons, this method was used to successfully deliver the West Oahu Creative Media Facility for the University of Hawaii in Kapolei.

As the university's creative media program continued to thrive and grow exponentially, its campus needed to cater to the student and faculty's needs. The two-level facility consists of a grand welcoming/entry area that flows directly into plazas and outdoor spaces with rooms designed for students including screening rooms with sound mixing booths, digital media editing suites, flexible classrooms, and a faculty lounge and more all within 33,800 square feet.

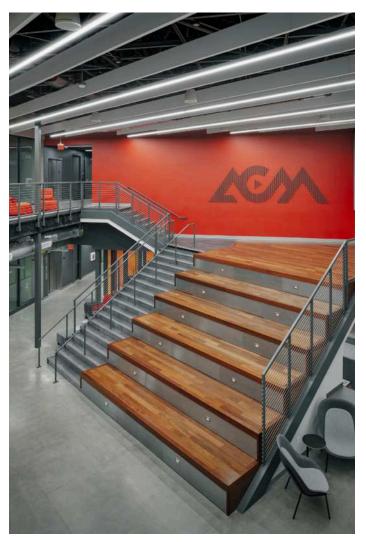
This project exemplifies the strength and power of the design-build method as the design and construction team collaboratively managed the design scope, project schedule and budget. The team quickly and creatively delivered an innovative and functional space.

The design and construction of the facility mirrors the transformative nature and adaptability of technology and encourages collaboration and infusion of creativity throughout. Through design-build delivery, the university's four project goals of connectivity and collaboration, advanced audiovisual technologies, sustainability and flexibility were executed seamlessly.

• Additional techniques gaining popularity – IPD. Integrated project delivery is a unique delivery method, based on relational, rather than transactional, contracting. IPD focuses on the relationship between collaborators as opposed to the terms of the contract. Although multiple contracts are issued, they are developed to encourage collaboration. Each person involved plays a key role in the development of the project and must be committed while demonstrating reliability.

An example of a project involving the IPD method is the Children's Hospital Hubbard Center for Children in Omaha, Nebraska. The project expands the space of the Children's Hospital & Medical Center, magnifies the emergency department along with the surgery suite, the HEMONC, PICU, NICU, central sterile and radiology areas. Additionally, to promote a healing ambiance, there is an updated dining and cafeteria for the entire campus, meeting space for learning and continuing education, chapel space, a patient check-in/check-out, outdoor gardens and solarium.

With IPD there is a certain hierarchy that must be followed to ensure a project is successfully and efficiently seen through. The owner is the ultimate decision-maker for project methodology. Although all key participants must be committed to IPD, it is the owner's investment



The two-level facility consists of a grand welcoming/entry area that flows directly into student spaces.

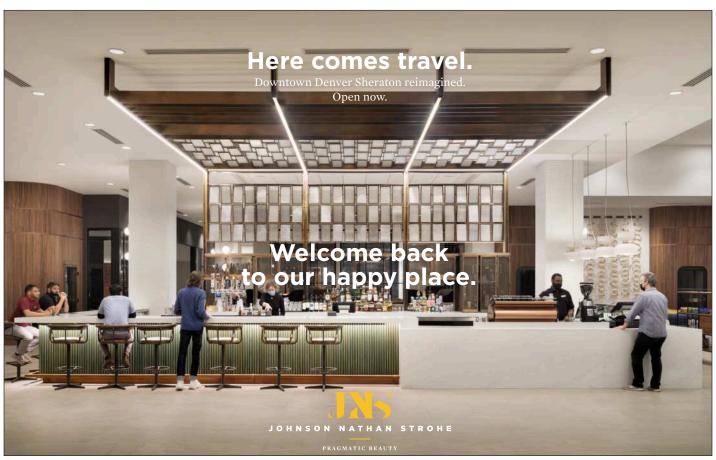
in IPD that drives the project.

• Choose project delivery to drive collaboration. Utilizing design-build delivery or IPD represents a radical shift in workplace organization, atmosphere and working relationships. Anecdotal evidence suggests that it is a modernized change from the traditional environment at the jobsite. Key participants and their workers embrace the process, create innovative solutions and the entire project can be shortened due to team efficiency.

With several project delivery methods to choose from, ultimately it comes down to the type of project, timeline and team working toward achieving your goals. By working as a collaborative unit, a productive and successful team builds relationships through integrity and transparency while effectively completing projects no matter the size or delivery method. \\

Chris.Kelner@kiewit.com Michael.Brumley@kiewit.com





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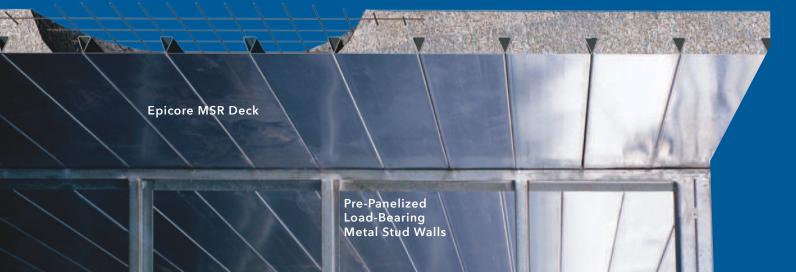


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What's the Best Way to Return to Work? It All Depends



Susan Kohuth, ASID, LEED AP Senior Interior Designer, EUA

ven before the pandemic, companies were taking closer, more objective looks at how to improve employee engagement within the workplace. Now, this topic is magnified as leaders determine next steps for their businesses. As new territory for most businesses, many are still formulating plans for their work environments and fortunately, or unfortunately, there is no evidence-based strategy or prescriptive solution. Companies must be thoroughly aware of their unique business needs, goals and desired employee workflows. While critical to take employee input into account throughout the process, it's important to keep in mind that rarely does a decision make everyone happy. Here are a few suggestions to help determine what modality of work - in office, remote or hybrid - will be the most effective for your company and lead to the highest level of employee satisfaction:

• People first – start with your employees. One of the best places to start when discussing a potential return to the office is to survey employees and gauge comfort level for working in person. Create a list of challenges and opportunities for employees working remotely vs. in the office, focusing on operational, as well as cultural ramifications. Consideration should be given to current as well as future employees. Leadership likely will have a different perspective from employees on how departments operate. Internal surveys allow the



Offering enclosed and open spaces in a variety of scales helps give employees the option to choose where they feel most comfortable and productive.



For companies and organizations that operate best under in-person circumstances, some creativity may be required to enhance efficiency while ensuring employees feel safe and heard.

employee perspective to be factored into discussions. You never know, your own people may just surprise you with their unique perspectives and preferences.

After taking an honest look at the information you've gathered, you may decide a hybrid approach is the best option for your company. In this case, you need to further decide how much flexibility will be offered and to whom. For example, are managers expected to be in the office five days a week while more junior positions are only three? Will desks be designated for people who aren't in the office full-time? No matter what leadership decides, employees need to have a clear understanding of what the expectations are related to their role.

One of the biggest conundrums for remote and even hybrid work is how to build culture virtually. Essentially all industries have seen unprecedented turnover rates throughout the pandemic. For many companies, this reality has brought a heightened awareness of the importance of interpersonal relationship to a company's success. As someone who joined the firm remotely during the pandemic, I understand this challenge. Many organizations have chosen to incorporate intentional social integration for new employees. Despite being scheduled, these social interactions provided employees with ownership in keeping the culture alive while helping new team members experience it. In my experience, this approach allowed me to meet a broader cross section of co-workers sooner than I might have otherwise.



It's critical to understand the perspectives and comfort levels of departments and individuals to avoid making assumptions about employee work styles and preferences that could be detrimental to a successful return to work.

• Determine how your company works best. For some industries, ongoing remote work is simply is not an option as it may hinder innovation, productivity and speed to market; for others, it's a matter of balance, aligning employees' roles and tasks with work style. Additionally, some roles may be suited to remote work, but employees may not have the ideal remote work setup. There's also a likelihood that what a company initially chooses for a return-to-work policy may shift. Employees and employers need to have tools in place to re-evaluate as time goes on, as well as clear lines of communication. At our firm, for example, we rely heavily on collaboration to advance our designs and create inspired solutions, which often is most productive in person. At the same time, we want our people to have some autonomy, especially as they've spent so much time working remotely. Therefore, while we brought our teams back to the office, we've also increased some measures of flexibility for their schedules and work locations. This approach embraces our corpo-



Developing an effective return-to-work policy requires examining company values and aligning them with employee workstyles and preferences.



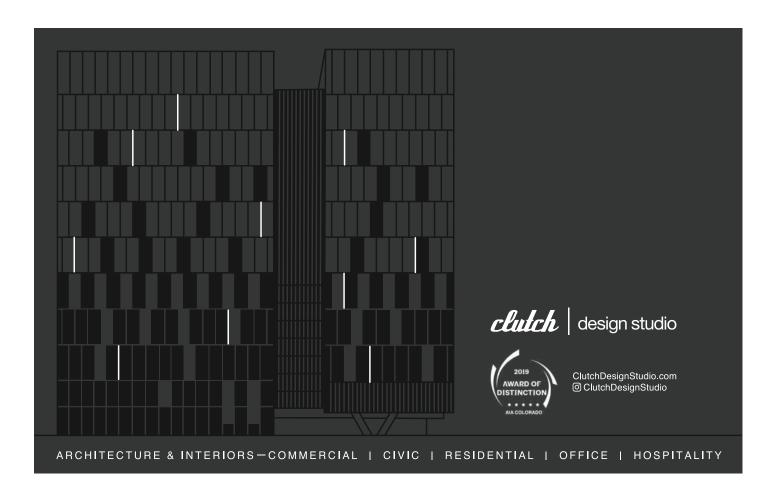
One of the biggest potential pitfalls during a transition is leadership making assumptions about departments and employees. Internal surveys allow the employee perspective to be factored into discussions.

rate beliefs in the importance of well-being, knowledge sharing and mentorship, as well as trust in our employ-

- The right technology is essential to success. For many companies, the only way they've been able to continue to operate during the shut-down was via technology. However, companies must take an honest look at what technology people need to do their jobs effectively, as well as ensuring everyone has the same access and opportunities. There's a good chance that not everyone in your company is on equal ground in terms of technology, be it that they can't afford it, don't have great access, a less than ideal remote work environment, etc. If you're asking remote and in-person employees to do the same type of work, they need to be given comparable resources, or those with less will be at an automatic disadvantage, and potentially set up to fail or have their career hindered.
- The importance of pilots. Work modalities can be theorized all day long, but eventually must be put into practice. For most companies, "normal" will not look the same as it did pre-pandemic. Therefore, I suggest just trying out what you think will work best and be willing to adapt. Pilot programs are a great way to gauge success and tweak where needed. Have a control group try a proposed plan for three months or so and then re-evaluate.

Ultimately, issues and opportunities will present themselves over time as people continue to migrate back to the office and settle into new ways of working. In any transition, communication is key. Don't be afraid to ask the hard questions, listen to what may be challenging answers and set expectations. Follow up on conversations and ask for additional input periodically. These steps will help to progress things forward in the immediate future. Next, it will be crucial to consider more long-term aspects of workplace strategy, such as how workplace design can positively enhance the employee experience, culture and business goals. \\

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Future Workplace: Younger Workers' Preferences, Workstyles



Jenny West Strategy Director, Gensler Denver

s organizations solidify their return-to-office plans and consider a post-pandemic future, there's one critical segment of the workforce that shouldn't be overlooked: younger workers.

Over half of the U.S. professional workforce is now below the age of 45, according to the U.S. Bureau of Labor Statistics. With Gen Z entering the workforce and boomers retiring at a rate of 10,000 a day, the workforce is going through a fundamental shift. Add in labor shortages, higher turnover (a.k.a. the Great Resignation), and it could shift even faster.

In a time of exponential transformation in the preferences and workstyles of our younger workers, it is imperative to provide actionable insights to help our clients unpack what their influence means for the office of the future.

In Gensler's U.S. Workplace Survey Summer 2021 research, and for the first time in our research, we uncovered some distinct generational differences for both how generations prefer to work and how they value the office differently.

We asked all 2,000-plus survey respondents to rank their top 10 primary purposes of the office from a long list of selections. Universally, all four generations rated the No. 1 purpose of the office is to "collaborate with their team." But that is where



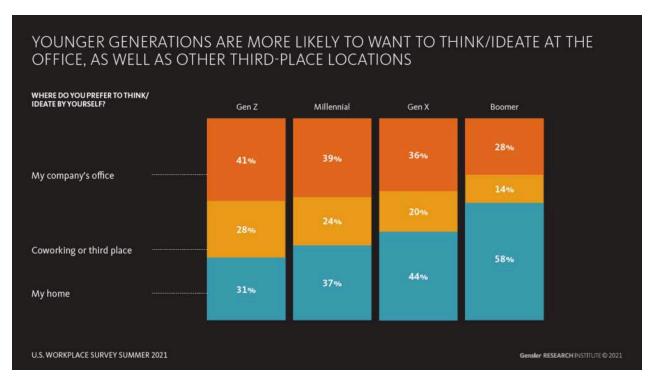
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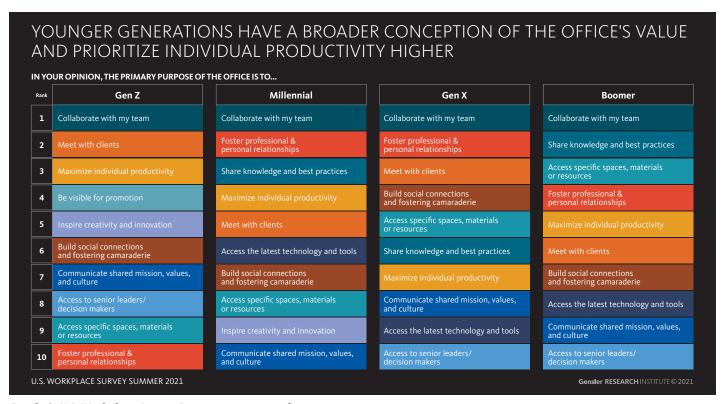
the similarities between generations ends.

Gen Z respondents are significantly more likely to select "maximizing individual productivity," and the only generation to rank "being visible to be promoted" in its top 10 list. Surprisingly, Gen Z and millennial respondents also are the only generations to rank "inspiring creativity and innovation" as well.

• Flexibility is preferred over assigned desks. Two out of three workers would prefer to work from a desk when they're in the office. Again, we see unique generational differences. Almost half of the baby boomer respondents prefer primarily



Gensler's U.S. Workplace Survey Summer 2021 research



Gensler's U.S. Workplace Survey Summer 2021 research

working at the office at a desk not shared by others compared to just 25% of boomers who prefer primarily working remotely but reserving a desk when they come into the office. Younger generations prefer having flexibility to work remotely over assigned desks at the office. About 70% of Gen Z, millennials and Gen X respondents prefer primarily working remotely – but when they come into the office, they prefer either a reserved desk or an on-demand work setting in common areas. About 30% prefer working in the office at a desk not shared with others. Of the four choices, team-based work settings for those with a remote work schedules was the least preferred option by Gen Z (4%), with 13% preference for millennial, Gen X and boomer respondents. Team-based work settings was most prevalent in the tech industry.

• Third places are an important part of the new work-place ecosystem. As cities and workplaces open up in the future, Gen Z and millennial workers see third places such as coffee shops, libraries and parks as an important part of their workday and where to get their work done. While older generations tend to see work locations as binary – home or the office, the younger generations have fully embraced the concept of "work anywhere." Both third places and coworking places are increasingly preferred for a wide range of work activities. For example, younger generations prefer to think/ideate by themselves at the office, compared to boomers, who prefer to think/ideate at home. Younger generations are three times more likely to prefer third places to reflect or

conceptualize than boomers, who overwhelming prefer home.

Similar to top-performers, third places also are preferred by Gen Z for in-person feedback, to connect/socialize with colleagues, and for unplanned meetings, while the preference for third places drops with age. Selecting leases that have third places nearby for employees to use or embedded into corporate campuses can provide variety and choice for top-performing companies and younger generations alike.

• Creating an empowered work experience. For companies to compete in the current war for talent, it's time to think beyond the workplace – to create an empowered work experience that will attract new talent and retain existing talent that is engaged, productive and creative.

The best way to uncover your own organization's potential is to engage your people. We forecast that this next year will be one of experimentation, piloting new ways of working, testing new ideas and learning. As different functions work in different ways, there will not be a one-size-fits-all solution even across a single organization.

It's time to focus on creating an empowered work experience based on choice and flexibility that is inclusive – recognizing generational differences and celebrating how we each work and what we all need to win the hearts, souls and minds of our people.\\

*Source: Gensler Research Institute

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Remote Colorado School Requires High Altitude Design

Brian Calhoun, AIA, LEED AP BD+CE Principal, RTA Architects

onstructed in 1986 on the site of the original 1880s brick schoolhouse, the Lake City Community School is a PK12 school serving students in Hinsdale County School District RE-1 and is one of the earliest schools on Colorado's Western Slope. It is also in an extremely mountainous and remote area, even by Colorado standards, with the Continental Divide crossing the county twice. In fact, according to the U.S. Geological Survey, Hinsdale County is the most isolated county in the contiguous United States. It is also described

the contiguous United States. It is also described as "one of the most roadless areas in the country." Despite all these challenges and remote location, the Lake City Community School is rated as one of the top public schools of the 178 school districts in the state and has been recognized as a John Irwin School of Excellence several times by the Colorado Department of Education.

Although renovated and added on to over the decades, the aging school was in need of significant upgrades, with the lack of a gymnasium being the most significant issue. (It was the only public school in the state of Colorado without a gymnasium.) The lack of a gymnasium caused students to have to walk more than six blocks from the school to the downtown armory for physical education. This posed significant safety concerns including the need for students to cross four intersections while enduring heavy tourist traffic and threats from local mountain wildlife. In addition, the Lake City Community School also had critical security and health concerns to address.



Durable cement board was used to recall board and batten siding, and the old school's exterior brick walls were left exposed to reflect the feel of the National Register Historic District in which the school is located.

■ Planning and design hand in hand with the community. Brought on board in late 2017, the design team had to mobilize quickly as BEST Grant applications were due in just two short months.

RTA helped the community settle on a cost-effective addition and renovation design that could prioritize multifunctional elements to enhance security, health and safety issues while still maintaining the character of the historic school site and the neighborhood. With the community united behind the plan and an approved BEST Grant that would fund 60% of the project now in place, voters approved a \$3.95 million bond to ensure funding for the community's portion of the cost.



The simple and fresh blue and white color palette is found throughout the building, and local beetle-kill pine lines the ceilings in the building's public areas.

The planning process resulted in the following project goals:

- Critical safety and security upgrades, including the relocation of the administrative offices for a more comprehensive view of the entire campus, a monitored and secure entrance with a keyless entry system, the installation of a schoolwide fire suppression system, gas shut-off switches for the science and mechanical rooms, public announcement and surveillance systems, visual paging announcement system for the deaf/hard of hearing, and an enlarged commons area adjacent to the administrative offices.
- Construction of a gymnasium and stage/music room, improving the safety, health and security of students and staff to remain on a secure campus with increased classroom time for educational purposes. The facility would also enable students to have first ever home indoor sports games, resulting in a large decrease in travel expenses and time as well as increase community engagement.
- Construction of a Career and Technical Education classroom, allowing students opportunities for vocational programming on campus.
- Construction of a commercial kitchen next to the commons area to support a hot lunch program where none had existed before and provide options for culinary arts classes.
- HVAC upgrades to improve air quality and climate control issues.
- The addition of a nurse's room to provide adequate space addressing health, safety and wellness of all students.

To ensure the final environment aligned with the vision and goals set during the planning process, RTA held community meetings, user group meetings, a three-day design workshop, and numerous Design Advisory Group meetings to continue to refine the design solution and respond to community concerns. The design and development of the final solution was truly done "hand-in-hand" with the Lake City community.

■ Nature-inspired design that responds to historic con**text.** Lake City played a key role in the development of the American West, and residents of this remote mountain town diligently preserved their history and ever-evolving frontier culture. RTA worked closely with the town's board of trustees and the county's historical society to ensure the mass and character of the addition did not overwhelm the site and that the exterior reflected the feel of the National Register Historic District in which the school is located.

Interior materials and artwork were carefully selected to honor the breathtaking natural beauty of Lake City and Hinsdale County. Local beetle-kill pine lines the ceilings in the building's public areas including the entry and the Commons. The stage's proscenium arch also features beetle-kill pine in the shape of the school's logo, the Fourteeners. In the gym, large murals from local photographers, selected through a communitywide competition, depict local landmarks such as the San Juan mountain range.

The simple and fresh blue and white color palette is found throughout the building. The design theme in the Commons





One of the biggest safety improvements came with the addition of the new gymnasium, with students no longer having to walk six blocks to the downtown armory. RTA's design of this project was recognized by the Association for Learning Environments Rocky Mountain Chapter with the 2020 Summit Design Award, the highest honor in the renovations category.

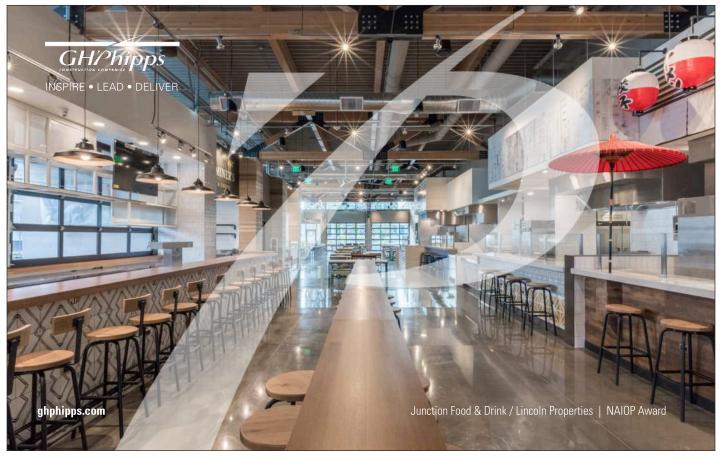
is named "the waterfall," reflecting the four waterfalls in the area. It begins with and continues with the staggered flooring tiles in shades of blue, reminiscent of moving water, and illuminated blue panels recall falling water.

■ Reflecting community needs. Flexible spaces and updated security access features allow the gymnasium and Commons to be compartmentalized and utilized for community events and, may, as an example, host firefighting crews in the event of a wildfire. The flexibility and multipurpose use of the new spaces within the school also proved invaluable during COVID-19, allowing students and staff to spread out throughout the building.

A strong and vital community exists in Lake City, and the renovated school stands prominently on a corner of town coming in from the main road. This central spot is considered the "front yard" of Lake City, and the new school offers a dynamic landmark. Because the school is a centerpiece of the community, the planning, design and construction processes were public from start to finish. As a result, students, parents, staff, administration and Lake City residents all felt the importance of the project and were active participants throughout design, which resulted in a school that achieved goals set forth at the onset of the project.\\

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Water Wise: The New Landscape Aesthetic for the West



Greg White, PLA, ASLA, SITES AP Associate Principal, DTJ Design

s the climate warms, drought conditions rise and water restrictions ensue, we need to rethink the western landscape standard: The use of native landscapes needs to be explored not only as water wise, but as a compelling value for planned developments. Water-wise landscaping can be beautiful, lush, and colorful. The use of native or designed plant communities can have a measurable positive impact on our environment by cleaning and saving water, creating habitats, and cleaning our air. Educating builders, developers, buyers and even cities as to the benefits and return on investment is key to success.

Three Western region projects provide great case studies. The first is the new Kinston at Centerra in Loveland. To achieve a more sustainable landscape and address the rising cost of water, the developer of Kinston wants to establish a new landscape model for its large-scale projects. Teaming with the High Plains Environmental Center and DTJ to develop a landscape approach focused on water reduction and ecosystem function, a new approach to the project landscape was developed, focusing on native plants, low-water-use turf and grass mixes, and eliminating the majority of bluegrass. Additionally, mixed shrub and perennial beds were designed for self-regeneration and



U.S. 36/Sheridan corridor: a water-wise landscape.

minimal maintenance, along with year-round color and texture. Goals for this approach included: reducing water consumption and long-term costs, creating more ecosystem function; reducing long-term maintenance, reducing chemical inputs, and providing habitat for wildlife and pollinators.

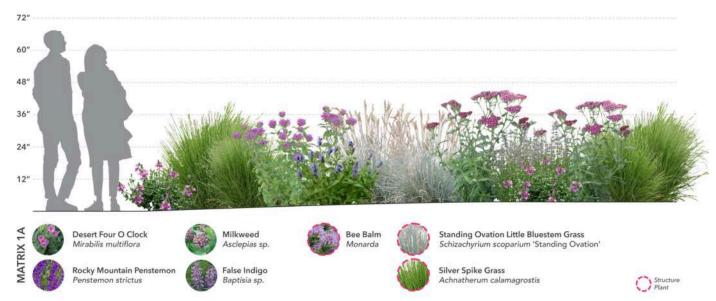
To achieve these goals, a critical step is to educate buyers/residents to understand the landscape and embrace the appearance and function. Why does it look the way it does? It provides four-season texture vs. short-season color; it fits the context and enhances sense of place; water and money resources are saved; and ecosystem functions are improved. It also was critically important that the developer understood the up-front mainte-

nance commitment for the initial plant establishment period, intelligent irrigation technology, long-term mulch strategy, and technical installation considerations for successful landscape longevity and return on investment.

■ The city of Westminster. The city of Westminster has a vision of "a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive." When looking at a recent project in the public realm on the U.S 36/Sheridan corridor, the city wanted to enhance its identity, sense of place, and Colorado context. DTJ's landscape approach and



Duvall streetscape: native plants adapted to PNW climate.



Kinston at Centerra: inspired by the native foothills landscape.

design were inspired by the foothills native landscape. This was done by creating landforms that mimic the ridges and canyons and placing native plants in context with the landforms; piñon pines on top and little blue stem on the bottoms to imitate the foothills grassland. Other native plantings included New Mexican privit, pawnee buttes sand cherry and giant sacaton grass. The result with the berming and sculpted planting forms are both iconic and water wise, ensuring the city's sustainable future and further setting a high standard for future water-wise development.

■ Pacific Northwest. Farther west, two developer-built parks in Duvall, Washington, are planted with 100% native plants. Why? Because the PNW is experiencing more drought; it's a summer dry climate. Again, this is where education is critical. The design team helped educate the city as to why the park planting design was more cost-effective than utilizing only turf. Several important principles were outlined, which convinced the city to go with the native landscape aesthetic and utilize turf only in active use areas of the parks. DTJ consulted with a national landscape group to help the city understand the return on investment of upfront costs vs. costs for maintenance and mowing over the long term to reinforce the native planting approach and benefits.

Primary factors for consideration on this approach were:

- Deliberate use of lawn for active use areas: Areas of nonfunctional lawn typically are smaller and less deliberate in form, which makes them even more labor intensive to both maintain and irrigate, making them more costly than larger lawn spaces.
- Native plants: Native plants adapted to PNW climate of wet winters and dry summers require less water than

most non-natives once they are established, resist native pests and diseases better, improve water quality by needing less fertilizer and no pesticides, and provide wildlife and pollinators habitat.

- Maintenance levels. Established plant beds are less costly than lawn to maintain over time. The regional cost for maintenance is 30% to 40% higher for mowing and fertilizing lawn as compared to maintaining shrub beds.
- Irrigation requirements. Established plant beds are less costly to irrigate over time than lawn. The water use required for irrigating lawn is as much as four times higher when compared to irrigating established native/drought tolerant plantings.

Sustainable landscapes do not have to be 100% native; they can utilize regionally adapted plants from similar environments. The use of a blend of native and adapted plantings can serve the same purpose. Important too, is to eliminate the lawn, especially nonfunctional lawn in streetscapes. The Duvall streetscape consists of a blend of appropriate materials that both look great and provide tremendous environmental benefits like cleaning the air, water, stabilizing the soil, and habitat. Duvall streetscape embraces this with color, texture and no lawn.

The reality of water scarcity is hitting closer and closer to home. It's time to do the right thing in terms of water-wise landscape design and embrace a new aesthetic for our communities and neighborhoods. Design can consider layers, textures and color within the context of a sustainable landscape. We must strive to create landscapes that match the site, take clues from native plants, and understand the true availability of water.\\

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How We Work With Our Clients: Taking the Pressure Off

Michael M. Moore Principal and Founder, Tres Birds

Would you rather tell someone something or have a discussion? We figured out early on in our process of working with clients that we would rather have a conversation.

We go in with no assumptions. Before we even start the discussion, we do quite a bit of data harvesting as well as social and natural science research. We get to know the site and its



surroundings and we document everything. Then we come up with options. We present a number of design ideas with different costs for our clients to choose from. We ask, "What do you think?" We listen and we hear what people like and discover what their values are.

Creativity is infinite. There are lots of ways to solve every problem. Designing more options might be more work, but it pays off in the end. Clients see the right direction for them, and we don't have to second guess. For a client that doesn't know exactly what it wants, having options opens things up ... and the client sees a path. This way, the client is in the position to make appropriate financial decisions and control the budget. And the













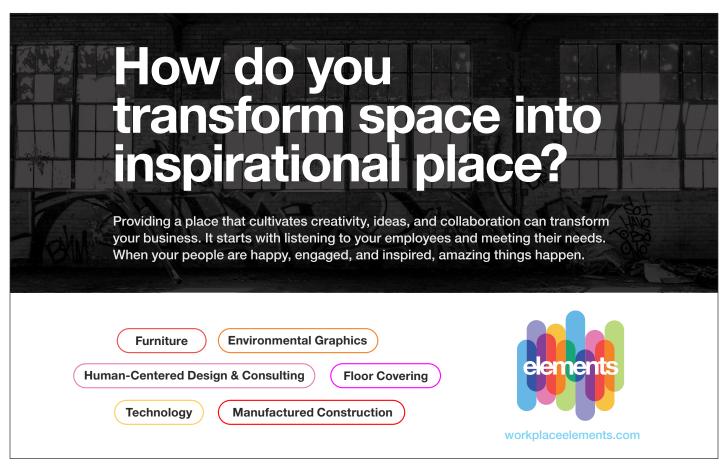


client can say, "I know how I got here ... because I wanted this and I wanted that."

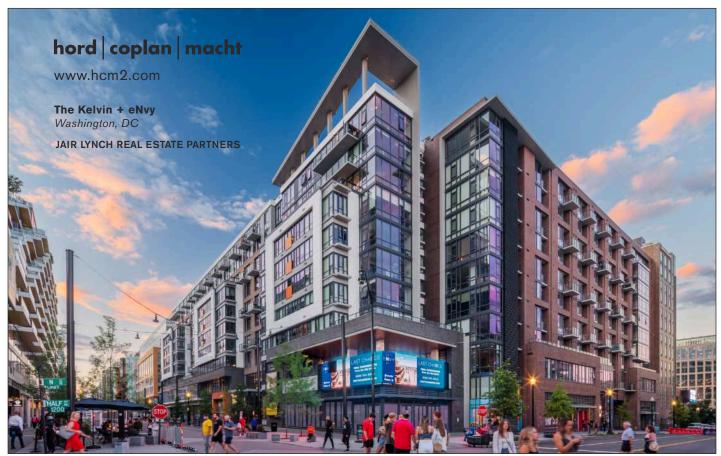
Ultimately our process takes the pressure off both sides. We've worked on over 80 projects. Sometimes the client says, "Here's my budget. This is it." But often with this give-and-take process, that same client might say, "I prefer this. I like this better."

And in the end, this process serves the future better and allows for smarter decisions. We engage with our clients' thoughts and elevate their selection. We find the sweet spot that makes the discussion worthwhile.

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Adapting Educational Facilities in an Unpredictable Market



Max McCloskey, AlA Senior Associate, K-12 architecture, Ratio

olorado has a vast inventory of existing school facilities built over the last century that do not support the needs of contemporary learning. Now faced with a post-pandemic construction environment, we're also experiencing unprecedented fluctuations in the cost of materials, unpredictable procurement lead times and uncertainty in the availability of skilled trades. These and other design trends have forced us all to get more creative.

For years, Ratio has partnered with K-12 schools to enhance existing buildings for the future, no matter what it may bring. Here are four successful strategies from creative schools that recently re-imagined their existing facilities:

•Reinventing an '80s gym to double as a contemporary performance space. Flexibility will serve your community for decades. Without losing its multipurpose functionality as a competition gymnasium, this creative upgrade reinvents a 1980s gym to meet the need for a contemporary performing arts space at a fraction of the cost of constructing a new arts facility. To create a theatrical environment from the outside in, a new



Mancos High School

face for the building in the form of an outdoor plaza and addition now serve as the main entrance and theater lobby. A 30-foot opening was created in one wall of the gym to build the stage, support spaces, and a new music room. Light cages and audio rigs were installed within the existing joist bays, extensive acoustic treatment was added to the walls, and a bandshell was constructed above the new stage opening to project sound into the space.



Office | Restaurant/Retail | Tele/Data | Financial | Education | Aerospace/Defense Institutional | Remodel | New Building Construction

• Celebrating a historically recognized basketball arena with a new lobby and interior renovation. Understanding the history, dreams and influences of a community is equally important to the design process as considering the needs of each user. On the same Mancos campus, renovation of the historic Mancos gymnasium represents another creative solution for thoughtful and cost effective modernization of facilities.

The gym is listed on the National Register of Historic Places for its unique tongue-and-groove pine-barrel vaulted ceiling and curved glulam beams. Despite the community's love for the building, varsity sports were no longer permitted to compete in the gym due to accessibility violations and inability to meet state athletic regulations. Adhering to historic preservation guidelines, an addition to the gymnasium distinct from the original barrel form helped resolve these challenges while celebrating its historical significance.

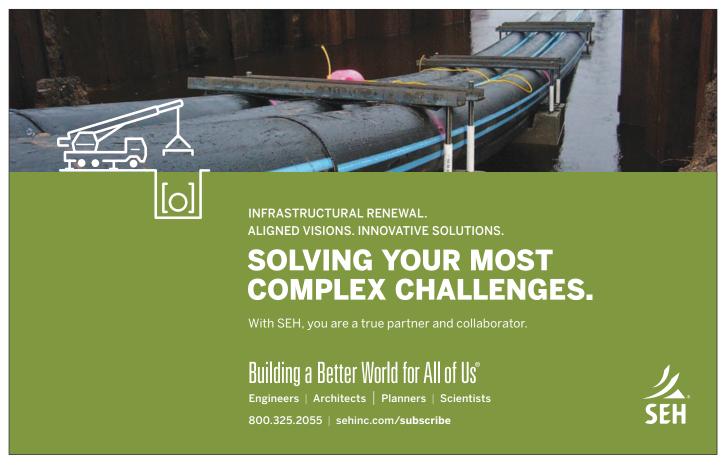
• Planned expansion of new K-12 facilities. Designing schools to receive planned additions provides an economical and efficient solution to our Colorado school districts that are experiencing rapid population growth. Great efficiencies also can be realized by utilizing an AEC team with institutional knowledge of the design and construction of the original facility. Ratio worked closely with GH Phipps Construction and Denver Public Schools to design and build an addition that housed a new middle school wing for the Inspire Elementary school completed in 2018. Capitalizing

on the architectural identity of the elementary, Ratio was able to expedite the technical components of the design process using existing details and dedicate more design thinking toward curating learning environments to the unique needs of the middle school population.

• Modernizing security design with a new student commons. Providing flexible multipurpose spaces in our schools today is critical to support a variety of learning modalities and reflect the environments our students will experience in higher education and the workplace. Many districts are interested in adding these spaces to traditional facilities, and as a benefit to construction costs, universal learning spaces can typically be built at a lower price point given that they are largely open, with a variety of furniture solutions to utilize the space in multiple ways.

Working with District 27] and Saunders Construction, Ratio designed a 3,000-square-foot student commons addition on the Prairie View High School campus in Henderson to answer the school's request for gathering and informal learning spaces while solving major bottlenecks in the flow of students. Enhanced security is embedded into the addition through the design of a single, central entry vestibule with an adjacent SRO office and a storefront façade that creates moments of refuge while allowing abundant natural light into the space. \\

mmcloskey@ratiodesign.com











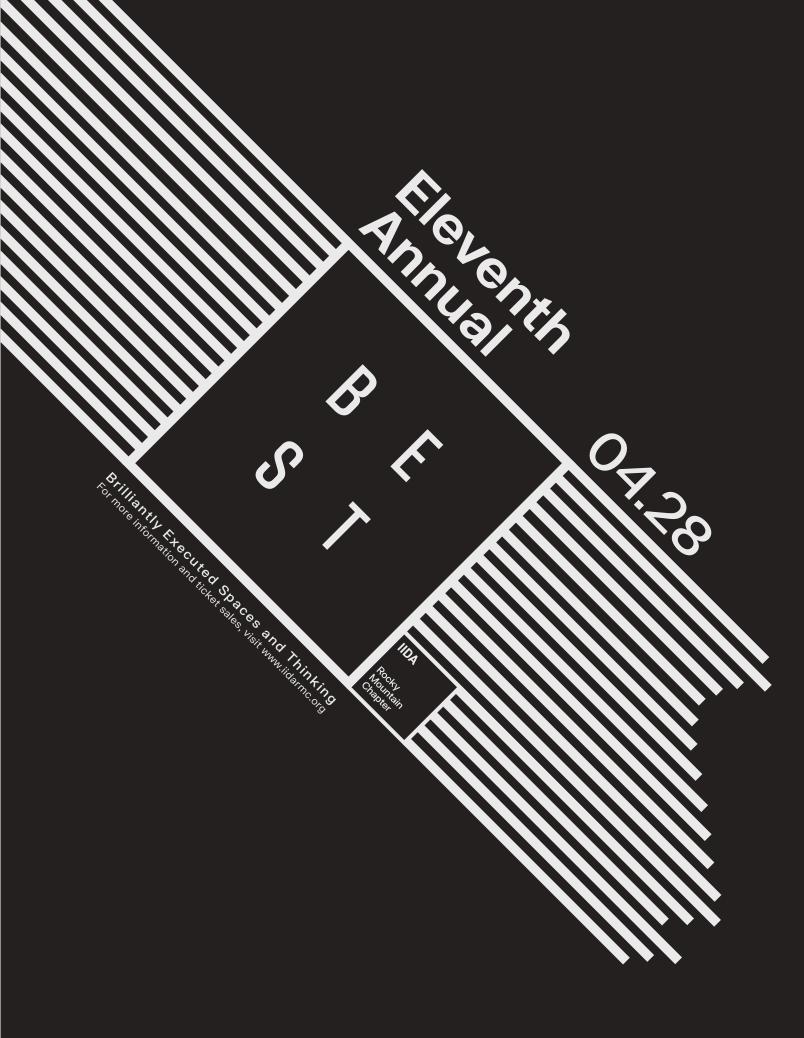




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Katy Imhoff Interior Designer, SAR+

SAR+ Explores the Unexpected

With almost 20 years of design experience in the local Denver community, SAR+ explores adding some playfulness to functional elements – we love a moment where there's more than meets

the eye. These products have minimal visual impact and provide unanticipated perks. SAR+ believes in innovative solutions, and we're eager to share some of our finds.

1. OpenSeed — Meditation Pods

In today's busy world, it's important to stop and recharge from time to time. OpenSeed's meditation pods provide moments of calm whenever and wherever. They are equipped with integrated sound, guided meditations, essential oils, lighting and technology. The benefits of meditation are now accessible anywhere – a private oasis at any moment.

https://openseed.co/



2. Scanomat TopBrewer — Commercial Coffee Brewer

Nowadays, it's crucial to have touchless capability in shared settings. the Scanomat TopBrewer provides the perfect personalized cup of coffee with minimal contact. You can customize your coffee the way you like it – either by using your smartphone or voice control. The TopBrewer also supports sustainability with its unmatched durability, energy savings, and reduced carbon footprint by being made of 75% recyclable stainless steel.

https://www.scanomat.com/products/ topbrewer/



3. Steelcase DeskWizard - Desk Scheduler

Hybrid working is in full swing! With a blend of working from home and working from the office, dedicated desks are becoming less of a priority. The Steelcase DeskWizard takes the traditional room scheduler to a whole new level - you can now reserve desks through your smartphone. This system gives employees an opportunity to easily find and book their preferred environment.

https://www.steelcase.com/products/scheduling-systems/ deskwizard/?drawer_main=images&drawer_sub=on-white



4. Watson Furniture — C9 Trolley

We could all use a bit more personal storage ... but imagine being able to take it with you. The Watson C9 Trolley not only provides functional storing, but also gives the user the capability of easily moving it to its desired location. Simply lift the steel work tray to reach your desk surface or pull the tray handle to get things moving.

https://www.watsonfurniture.com/products/c9-storage



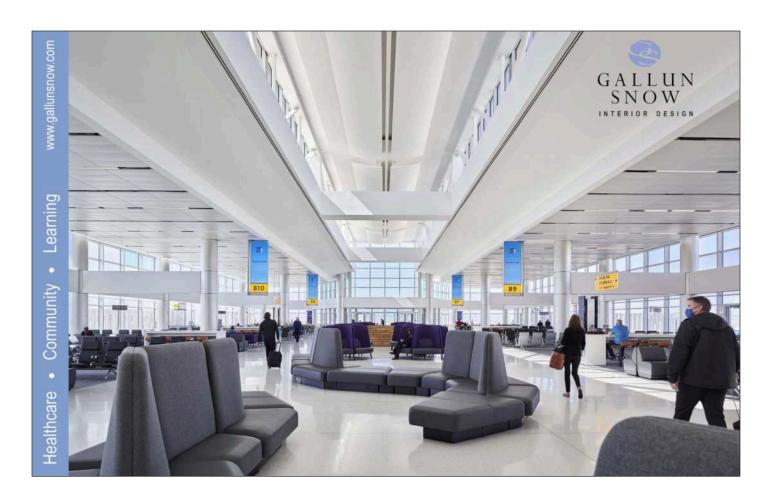
5. Vitra Hack

Flexibility is key! The working environment is changing every day - we're living in the age of "pick things up and go." The Vitra Hack system is more than its raw exterior - the workstation can be folded up into a box in just a few steps. The adaptability of these stations allows for easy transportation and quick storage. It's not just for working though. Hack can be sit-to-stand, as well as lounge compatible. There's nothing you can't do with this Vitra piece.

https://www.vitra.com/en-us/office/product/details/hack









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2022 CoreNet Colorado Announcement

Please mark your calendars and get ready for...



ANNUAL BOCCE BASH IN AUGUST INAUGURAL GOLF TOURNAMENT IN SEPTEMBER

Individual teams and sponsorship opportunities will be available for both events.

Reach out to Chris Legner at chris.legner@agilquest.com for any questions regarding sponsorship







For the past 35 years, SMPS Colorado has come together with the industry's marketing elite to provide the premier forum for education and networking in the architectural, engineering, and construction communities.

EDUCATION EVENT

Content Over Coffee: The Theory of Creativity

December 10th 9:15 a.m. - 9:45 a.m. Free Virtual Event

Content over Coffee will be the 30 minutes in your day you've been looking for—to think differently, challenge the status quo and find joy in the small things. This session will feature a pre-recorded video followed by a short virtual discussion period for the exchange of ideas. This Content over Coffee features "The Theory of Creativity" by Duncan Wardle.

PROGRAMS EVENT

Infrastructure Panel

December 8th 1:15 p.m. - 2:15 p.m. Free Virtual Event

Virtual panel discussion on opportunities related to the Infrastructure Bill. Join us to hear what types of projects will be supported by the Bill.

MEMBERSHIP EVENT

Get to Know SMPS Breakfast

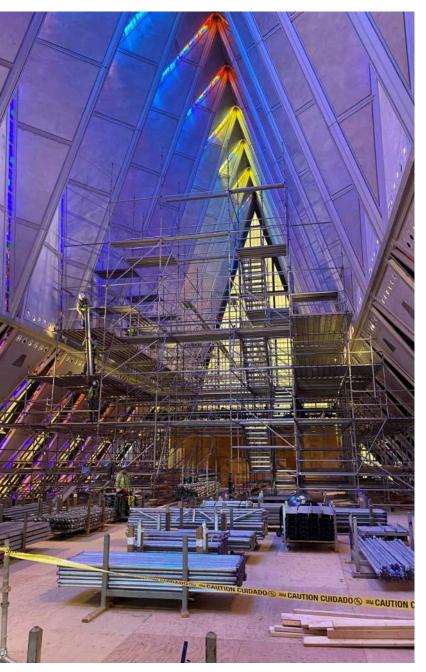
December 1st 8:00 a.m. - 9:30 a.m. Free Virtual Event

We will cover everything from professional growth opportunities, Chapter committees, navigating through the SMPS headquarters, MySMPS, and Colorado Chapter websites. Learn how SMPS Membership can help you and your business grow and thrive.

READY TO LEARN MORE?

Visit www.smpscolorado.org to register or join today!

Symphony of Restoration: U.S. Air Force Academy Chapel Organs



The team constructed temporary scaffolding in various phases to ensure access to each level of the massive instrument.

he historic preservation of the U.S. Air Force Academy Cadet Chapel is a pinnacle project for JE Dunn Construction and our trade partners. Recognized as the No. 1 man-made tourist attraction in the state of Colorado, the USAFA Chapel is a place of both honor and history. Since 2019, our project team has been working on its restoration, and



Donald Tennyson
Senior Project
Manager,
JE Dunn
Construction

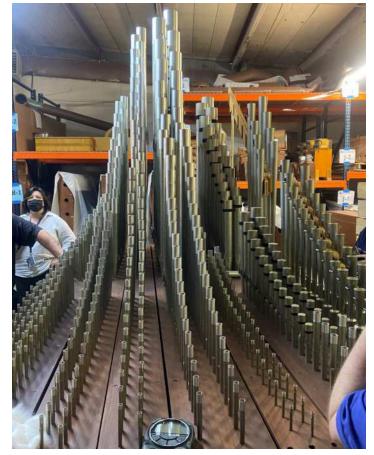
personnel have experienced undertakings that likely will come around only once in their respective careers. One such item is the restoration of the famous Catholic and Protestant organs, arguably two of the most iconic instruments in the U.S. Organizing and coordinating an effort as important as this is similar to conducting a symphony; the project team has to understand, document and dissect every part, and make sure these iconic organs are restored to their original beauty and functionality.

Originally installed in 1962, each respective organ has aged as one unit with its own respective story. However, each individual pipe is unique and requires its own special attention. The Protestant organ totals over 4,000 pipes, while the Catholic organ consists of nearly 2,000 pipes. Collectively, the organs comprise miles of wiring and are uniquely structured to appear as though they are flying in place. Due to the difficult and historic nature of the organs, this project took a team of experts. JE Dunn partnered with AE Schlueter Pipe Organ Co., located in Lithonia, Georgia, for this monumental scope of work. In addition, the designer of record, AECOM, Hartman-Cox Architects, Bynum Petty and many other USAFA stakeholders have been intimately involved throughout the process.

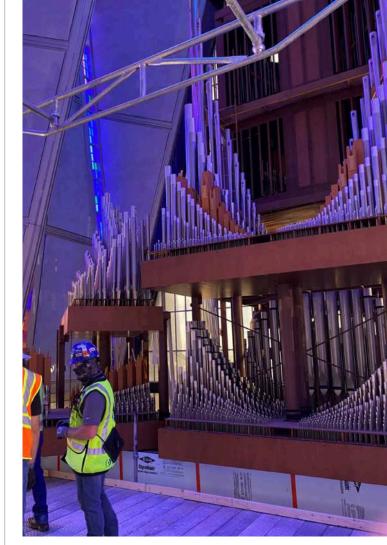
Because parts of the organs are positioned at such high elevations, a majority of planning was centered around how to bring components down safely and without further damage. To achieve this, the team constructed temporary scaffolding in various phases to ensure access to each level of the massive instrument. Throughout the restoration, project team members remain sensitive to the fact they are physically handling irreplaceable







The Protestant organ totals over 4,000 pipes, while the Catholic organ consists of nearly 2,000 pipes.



Collectively, the organs comprise miles of wiring and are uniquely structured to appear as though they are flying in place.

pieces of history and treat every aspect of the project with the highest degree of care and excellence. The purpose for restoring the organs in conjunction with the exterior building skin of the chapel as a whole is to hope that such a major restoration is never needed again.

The goal of restoring the Catholic and Protestant organs is not only for functionality's sake, but also to conserve history. The project team is orchestrating the work in a manner that keeps the character defining features apparent for future generations. As such, the organ restoration work, as part of the overall USAFA Cadet Chapel renovation project is monumental for the U.S. Air Force, the academy cadets and the millions of future visitors to come.

Federal construction projects offer a unique diversity of project types and the knowledge that the work we do serves the men and women of our armed forces. The opportunity to have learned about the USAFA Cadet Chapel in history class in college, to now having the honor of being part of its restoration is an unmatched career experience. \\



The new building rises seven stories over the western edge of the Anschutz campus.

Anschutz Health Sciences Building Establishes a Home to Accelerate Research, Discovery

PHOTOS: Connie Zhou

he latest addition to the University of Colorado Anschutz Medical Campus – the Anschutz Health Sciences Building – is designed to reshape the future of health care. Its unique program consolidates myriad formerly dispersed departments into a collaborative hub for genomics-driven translational research, personalized medicine, education, and behavioral health care.

Designed for Collaboration and Discovery

Working in partnership, ZGF Architects and Anderson Mason Dale Architects designed the 394,000-square-foot interdisciplinary building, completing construction in late 2021. Rising seven stories over the western edge of campus, its location marks a notable gateway into the campus and creates an active node on the quarter-mile art walk promenade.

This integral and vibrant new focal point of the Anschutz Medical Campus sets a precedent for future facilities. The building's dynamic form and V-shaped, 42-foottall columns reflect the groundbreaking research taking place inside. The columns also form a porch and iconic entry to the building that blurs the line between exterior and interior.

The building's seven-story atrium is its social heart and primary interior organizing element. Envisioned as a new "living room" for the campus, it is designed to ignite multidisciplinary collaborations in a modern workplace setting that celebrates Colorado's regional identity. Roof terraces provide outdoor access and offer unobstructed views of the Colorado scenery. Biophilic design, including the integration of movable and fixed indoor planters throughout the atrium, creates a winter garden useable during all seasons of the Colorado climate. The planters feature native Colorado plants curated in partnership with the Denver Botanic Gardens.

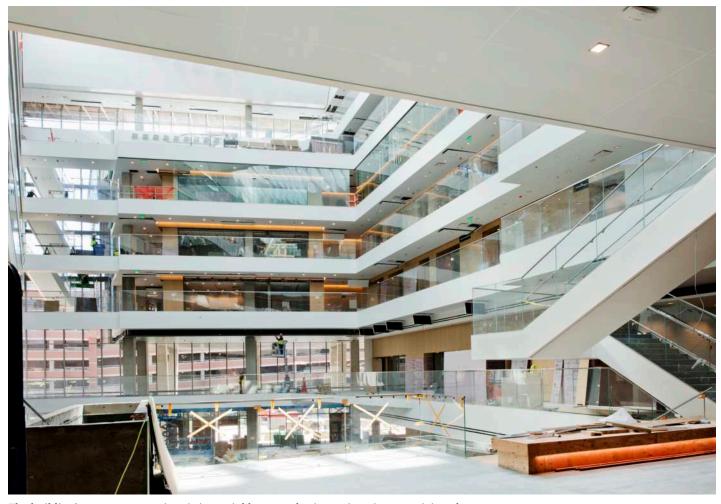
A monumental stairway with bleacher-style seating rises from the floor of the atrium as a terraced landscape, providing accommodation for events and informal gathering. Ample seating choic-



Braulio BaptistaDesign Partner,
ZGF Architects



David Pfeifer
Partner and
President,
Anderson
Mason Dale
Architects



The building's seven-story atrium is its social heart and primary interior organizing element.



Parametric modeling was used to analyze the building envelope, daylighting and glazing performance and achieve a truly integrated design solution.

es offer diverse settings for activity from communal gathering to contemplative respite. Groundbreaking science is put on display via views across the atrium, with sightlines into classrooms, laboratories, and other active environments, as well as being presented through a giant LED screen.

Transformational Research and **Patient Care**

The building's goal is twofold: to provide a healing environment for patients while also serving as an invigorating workplace for staff and faculty. Its organization supports its multiple users - researchers, faculty and staff, students and patients - by creating distinct department identities connected via communal spaces.

The first two levels feature convening spaces, including a café, conference center and meeting



The latest addition to the University of Colorado Anschutz Medical Campus is designed to reshape the future of health care.

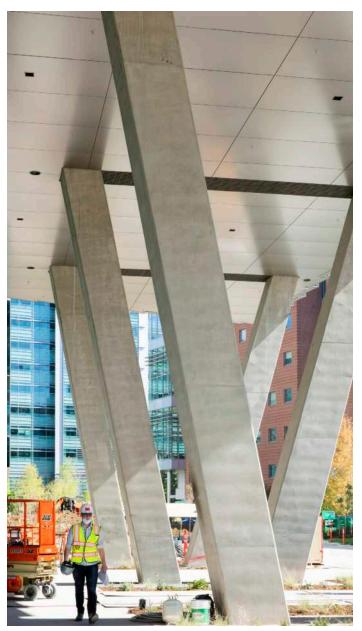
rooms surrounding the atrium. Floors three through six serve as academic home bases for each of the departments, while the top floor is home to the Colorado Center for Personalized Medicine and BioBank

Notably, CU Anschutz's behavioral health departments, including research, education and clinical care, are co-locating for the first time to enable better synergy. Design of the behavioral health outpatient care spaces, which will treat patients from infants to adults, is intended to remove the stigma often associated with mental health. Additional facilities include spaces for an educational medical simulation hub – the Center for Advancing Professional Excellence – faculty offices, and other educational and amenity spaces to be shared by the campus.

Optimizing Wellness and Performance

Occupant wellness is evidenced in biophilia strategies including natural materials, plants, daylit spaces and landscape views. The intentional flow between indoor and outdoor spaces creates moments for occupants to experience natural light and fresh air.

Pinpointing the optimal configuration for the building façade and atrium required a harmonious relation-



The building's dynamic form and V-shaped, 42-foot-tall columns reflect the groundbreaking research taking place inside.

ship between spatial function and environmental performance. Parametric modeling was used to analyze the building envelope, daylighting and glazing performance and achieve a truly integrated design solution. Climate-responsive design strategies support CU Anschutz's carbon reduction targets, with the building on track for LEED Gold v4 certification.

The Anschutz Health Sciences Building enables the rapid translation of scientific discoveries into improved health outcomes, making it an integral part of the Anschutz campus ecosystem and fueling its trajectory as one of the leading medical care, research and education facilities in the world. \\



Our New Promise

We build better communities through concentrated efforts with builders, developers, architects, and manufacturers to intentionally bring to market innovative, healthier, and approachable design.

For over 20 years TRIO has been your partner in delivering award-winning, innovative, market-driven design.

Our world has changed, and we have too. TRIO has reinvented its mission to reflect a new ethos that benefits and supports our partners for the next 20 years, and beyond.

This new promise includes bringing you elevated, wellness-oriented, approachable design. We want to leave this world better than we found it by designing homes, commercial projects, communities, and products that create a better quality of life and a better world. We never follow trends, we evolve them.





The ornamental truss spans the entire length of the 15,000-square-foot retail and entertainment space.

Guerilla Capturing

Basecamp at Market Station Hits New Heights with Truss Sculpture

t the center of the new Market Station mixeduse development in Lower Downtown Denver is an activated paseo known as Basecamp. Designed as a retail hub and gathering spot for outdoor enthusiasts, the 15,000-square-foot space features a distinctive visual element: a 200-foot-long steel truss sculpture.

In keeping with the active lifestyle theme, the 35-foothigh truss has tensile fabric panels on the top and front side that feature topographic maps of Colorado's Rocky Mountains. The truss, which spans the entire length of the paseo, also serves as a canopy to shelter visitors from the elements.

Basecamp is one of several retail options at the four-building Market Station development, which occupies nearly a full city block at the site of the former RTD bus station at 16th and Market streets. The buildings, which are a mix

of concrete and wood, range in height from five to 10 stories and sit atop a below-grade parking garage. The complex totals some 500,000 square feet, including 90,000 sf of Class A office space and 225 luxury residences.

Thornton Tomasetti provided structural and connection design, construction engineering, and crane logistics consulting for the truss sculpture and paseo as well as the entire Market Station project. BOKA Powell Architects and

El Dorado Architects provided design services to the owner and developer, Continuum Partners. The general contractor for the paseo was Saunders Construction.

Because the truss serves as the focal point for the paseo, many of the design decisions, such as its overall design, orientation and connection type, were driven by aesthetics



Associate. Tomasetti



Guerilla Capturing With just 25 feet between the buildings, the project team was faced with a number of challenges getting the truss erected into place.



Guerilla Capturing The centerpiece of LoDo's new Basecamp at Market Station is a 200-foot-long truss.

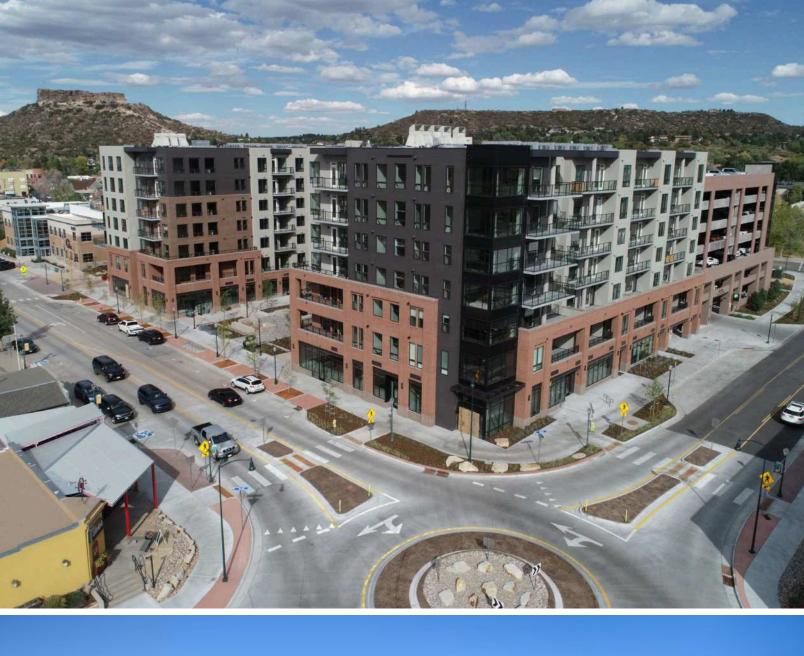
and architectural intent. The truss consists of 6- and 4-inch square steel tube members, with shop welded connections to create a clean appearance at the joints. Its complicated geometry includes slopes in elevation, abrupt horizontal changes in direction, and narrowing along the length of the truss.

Given the narrowness of the paseo, lifting the truss into place posed several challenges for the structural design and construction teams. With just 25 feet between the buildings, there was limited access for cranes.

To solve the space issue, the truss was fabricated in four large pieces weighting 16,000 pounds each and assembled on site in order, from southwest to northeast, on temporary shoring supports. The truss segments were then field welded together prior to removing the temporary supports.

Close collaboration was required between our firm and Saunders Construction to find a crane that could lift the truss segments while fitting within the limited available alley space, and that would avoid overstressing the structure supporting the crane during the lift. Each section of the truss was brought into the paseo using a telescopic boom truck crane and then put into a deck crane, which was used to move it into position. Deck and neck-breaker cranes were used to lift the sections in place.

Basecamp, which opened this summer, features a range of retailers, including active lifestyle brand Thule's first U.S. store, and events, such as urban yoga classes and a speaker series with professional outdoor athletes. Already one of the Mile High City's leading destinations for adventurists, Basecamp, with its stunning truss sculpture, is a truly unique space and an exciting addition to Lower Downtown.\\





Catalytic Development is Helping to Define Castle Rock's Strategic Growth

he popularity and populace of Castle Rock show no signs of slowing. In fact, from July 2010 to July 2020, the population in Castle Rock increased by 45% (from 48,685 people to 70,567 people), according to the State Demography Office of the Colorado Department of Local Affairs. This rapid increase in population is understandably presenting leaders in all categories (from government to business to community) with challenges - and opportunities - to better meet the needs of the people who live, work and play in Castle Rock.

As the town continues to evolve, it has successfully maintained its small-town charm while providing the services and amenities that a growing population demands. Real estate development has been a primary focus, with new building activity taking place in multiple areas in town. Commercial and residential development have been at the forefront of meeting the increasing needs and desires of new and existing residents. Two of the more prominent and recent projects in Castle Rock that are successfully addressing current necessities and cravings while helping to fulfill the future vision of Castle Rock are the \$66 million Riverwalk mixed-use development and the \$72 million Encore mixed-use development. Both projects were designed and built with today and tomorrow in mind.

Riverwalk is located in the heart of downtown, across the street from Town Hall and Festival Park, and has been described as having the most catalytic impact on downtown Castle Rock of any project to date. Completed in 2019, it is the biggest project built downtown and includes 230 apartments, 32,260 square feet of office space and 16,200 sf of retail space. The addition of new and exciting dining and shopping options, combined

ABOVE:

Encore provides a unique and compelling housing choice of forsale residential condominiums that did not previously exist in the market.

BELOW:

To bring down the visual scale of the building, the third and fourth stories are set back from the street.

with office space (that has brought a much-needed daytime population to downtown), along with an abundance of new residents, have set the standard for downtown development in Castle Rock. This is evidenced by Riverwalk's recognition as a finalist for the recent ULI Impact Award, which is based on the ULI Awards for Excellence, recognizing projects that realize best practices while also providing successful business and economic models.



Tony De Simone Principal, Confluence

In a cohesive effort with the town of Castle Rock and the Castle Rock Downtown Development Authority, Confluence Cos. successfully redeveloped what had become a complex and overrun downtown site with outdated uses into a meaningful and welcomed addition to downtown. The vision for Riverwalk was to transform the property into a livable, walkable destination that brought life to a previously missing vitality in the

The project's proximity and architecture emphasize Seller's Gulch and Festival Park's beauty while creating a walkable, non-car-centric and healthy downtown community. The architectural forms and material selections reflect and celebrate the character and history of downtown Castle Rock while still embracing modern aspects and sustainability. For example, a traditional brick base forms the first two and three stories of each building. To bring down the visual scale of the buildings, the third and fourth stories of each building are set back from the street. These floors also have much more modern architectural elements to create a fresh and functional interpretation of the classical residential vernacular.

Riverwalk had a positive impact on the Castle Rock community: Riverwalk's commercial space is 100% leased, and the residential apartments are 98% leased. Great Divide Brewery & Roadhouse, one of Riverwalk's first-floor tenants, is also the No. 1 revenue-generating restaurant in Castle Rock. In addition to the ULI Impact Award recognition, Riverwalk has been recognized by Downtown Colorado Inc. in its 2020 Governor's Award for Downtown Excellence, praising it as the "new heart of Castle Rock."



A traditional brick base forms the first two and three stories of Riverwalk.



The project's main goal in collaboration with the town of Castle Rock was to create a public-private partnership to deliver more than 600 parking spaces for downtown residents and visitors.

Completed this year, Encore is located across the street, due southeast of Riverwalk. The project's main goal in collaboration with the town of Castle Rock was to create a public-private partnership to deliver more than 600 parking spaces for downtown residents and visitors. Designed with 124 for-sale residential condominiums and 29,000 sf of commercial condominiums, Encore's future taxes will pay for the added public parking and new Town Plaza area.

Encore is providing a unique and compelling housing choice of for-sale residential condominiums that did not previously exist in the market. Strong employment and population growth have contributed to housing demand in Castle Rock, and both the resale market and the

new housing industry have thus far proven unable to adequately meet this demand. The sales success of the Encore condominiums emphasizes this point.

Beyond providing modern and elegant condos, the property is rich in modern amenities, including an expansive clubroom with a large patio and mountain views, community grills, spa, golf simulator lounge, state-of-the-art fitness center, dog wash, dog park, two courtyards, groundfloor commercial space and covered parking. Similar in architectural style to Riverwalk, Encore's ground floor is adorned with retail and office space, the condominium entrance, and two courtyards. It has high pedestrian traffic that benefits the retail space, further enhanced by courtyards that have become public gathering spaces for hosting events, food trucks and farmers markets.

Encore is also proving itself to be a transformative project for the town of Castle Rock. A once challenging site with a fantastic location, it has been developed into a livable, walkable, inclusive and thriving community that contributes to the heartbeat of downtown Castle Rock – residential condominiums sold out eight months ago and the commercial condominiums sold out more than 12 months ago.

The efforts provided by Confluence, the town of Castle Rock and the Downtown Development Authority targeted outdated city planning techniques and transformed existing properties using creative site design and architecture to better the downtown and surrounding communities. As a result of the two projects, 62 new businesses and four new restaurants have relocated to downtown Castle Rock. The increased foot traffic that's been created has been good for all downtown businesses, many seeing more than 10% growth in sales year over year since the projects have been completed. \\

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Denver Art Museum

A bold transformation that demonstrates the value of preservation and forward progress

PHOTOS: James Florio

ifty years after it debuted, the Ponti-designed Lanny and Sharon Martin Building is once again being unveiled. Together with Machado Silvetti and Saunders Construction, our Fentress Architects team designed an extensive restoration and renovation to the Martin Building as well as an addition: the new Anna & John J. Sie Welcome Center. These projects, which opened to the public in October, will unify the larger Denver Art Museum campus and enable it to better serve the community, welcome



A new rooftop terrace on the Martin Building's seventh level offers spectacular skyline vistas.

visitors and support the collection for generations to come.

Lanny & Sharon Martin Building

Originally designed by renowned Italian modernist architect Gio Ponti and Denver-based James Sudler Associates, the 210,000-square-foot Martin Building first opened to the public in October 1971. It is considered one of the first-ever high-rise art museums, and its two-towered façade has long been an iconic feature of the city. Denver is fortunate to have the only building of his in the United



Curtis Worth Fentress, FAIA. RIBA Principal in Charge of Design, Fentress Architects

States. So much of what Ponti is known for is represented in the towers: textured facades; bold, geometric cutouts; and form following function.

The most visible restoration to the Martin Building is the textured historic façade, where thousands - of the over 1 million - reflective tiles adorning the building were in need of replacement. Our team took special care to source the replacements from a manufacturer capable of producing identical replicas of this unique ceramic glass tile.

In addition to restoration, we - together with Machado Silvetti - designed extensive renovations to this historic building, which included the realization of Ponti's vision for the seventh level. It now spans both towers to provide expanded gallery space and offer visitors access to spectacular skyline and mountain vistas. Additional transformations occurred on level one where space utilized for the last decade as art storage was converted into a new Bonfils Stanton Foundation Gallery. This 6,500-sf gallery will feature special exhibitions drawn primarily from the museum's collections. In fact, all collection galleries have been updated, and also reconceived with a commitment to tell more inclusive stories; the entire museum campus now includes bilingual art labels in English and Spanish.

Anna & John J. Sie Welcome Center

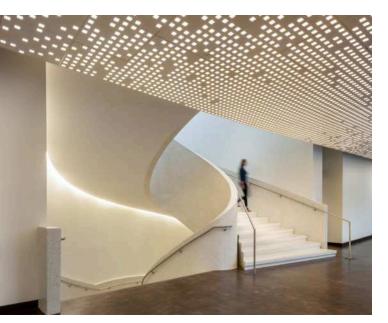
Together with Machado Silvetti, the Fentress team also designed the new Sie Welcome Center, which pays homage to Ponti's vision with an elliptical form. Comprised of 25-foot-tall by 8-foot-wide curved structural and insulated glass panels, this dramatic structure is an unprecedented feat of architecture and engineering,



The Anna and John J. Sie Welcome Center is a three-story addition that visually and physically unifies the Denver Art Museum campus.



The revitalized Martin Building rises majestically behind the new Sie Welcome Center.



Above: Sie Center's elliptical Grand Staircase, as viewed from Duncan Hall. Below: Duncan Hall located on the first level of the new Sie Welcome Center.



and the first building to ever use curved panels of such length and width in this way.

In addition to physically connecting the Hamilton and Martin buildings and visually connecting the entire Denver Art Museum campus, the Welcome Center offers a variety of event spaces, an expanded ticketing and guest services lobby, two new dining venues, educational facilities and a purpose-built art conservation and technical studies laboratory. Connecting each of the building's public areas is an elliptical grand staircase constructed as a monolithic element made of terrazzo. It winds sinuously from the Sturm Grand Pavilion on the second level to Duncan Hall on the first level and then on to a portion of the Jana and Fred Bartlit Learning and Engagement Center located on the lower level.

Since the Bartlit Center now also functions as a landing place for school and group reception, our team designed the new Schlessman Bridge to bring the Martin Building's original oval entrance back to public use. This reconfigured arrivals area also provides for an expanded Kemper Courtyard and other outdoor spaces that include an amphitheater for performances, student lunch breaks, events and community gatherings. From the Kemper courtyard, patrons can now glimpse a behind-the-scenes view of conservation work taking place in the expanded area for art conservation and technical studies. Glimpses are provided courtesy of north-facing windows that offer indirect, natural light – an essential tool in conservation treatment.

Without a doubt, the Denver Art Museum's new and improved campus will be warmly received by museum-goers. It demonstrates the value of both preservation and forward progress. It unites what otherwise may be experienced as disparate elements. And it significantly augments the greater cultural district in which it resides. \\



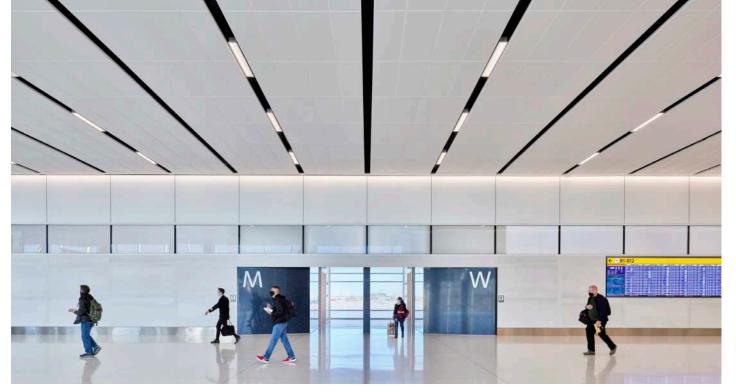
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In the sub-core area, bright and modern finishes emphasize the restroom entry portals.

Denver International Airport – Expanding the B-West Concourse Gate



The center circulation area features a variety of seating options for passengers.

he B-West concourse expansion at Denver International Airport (DEN) symbolizes a gateway to the Rocky Mountain region. The 89,247-square-foot project includes three levels, four new gates for United Airlines, six gate seating areas, and additional airline support spaces. A modern twist on the "mountain" aesthetic, DEN's new concourse design focuses on providing a world-class passenger experience. "Most important to DEN was taking into consideration the needs of our passengers," said Brett Hartle, director of design for Denver International Airport. "We really focused on the types of passengers and what amenities they need to have a productive and pleasurable travel experience, and we layered in comfort with a Colorado style, so the space feels modern, natural, bright and open." The B-West expansion opened to the public in November 2020. The construction of an airport during the height of a global pandemic presented unique challenges that required innovative and creative solutions from the entire team.



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



Meryl Corbin Senior Designer, Co-owner, Gallun Snow Associates

DEN leadership recognized that passengers prioritize restrooms throughout their airline travel experience. The design team was challenged by DEN to create an entirely new restroom design. The design architect, HNTB, took an innovative planning approach and "flipped" the traditional airport restroom layout to open the restroom to the exterior windows. This change positioned the vanity areas on the windows to maximize the natural daylight and views. DEN branded navy-blue quartz portals define the entrance to the concourse restrooms. Upgraded finishes throughout the restrooms include quartz trough sinks with LED lighted mirror surrounds and sleek, large-format porcelain wall tiles. Family restrooms combine privacy with conveniences like automated faucets and soap dispensers and integrated baby changing stations for travelers with small children. A centrally located nursing room offers a relaxing environment with a soothing interior color palette, power outlets and a builtin bench for the comfort of nursing mothers.

Large gate waiting areas blend modern technology with modern comforts. A variety of seating options throughout the gate areas meets any traveler's needs by providing comfort with access to power and Wi-Fi connectivity. Custom white collaboration tables with integrated surface power are paired with wood and metal stools. Gallun Snow worked with Zoeftig to develop a

custom DEN tandem seating unit that is fully furnished with power outlets and USB charging ports, cup holders and solid surface side tables. Strategically placed small groupings of lounge chairs in DEN branded violet-purple fabrics are accented with real log tables.

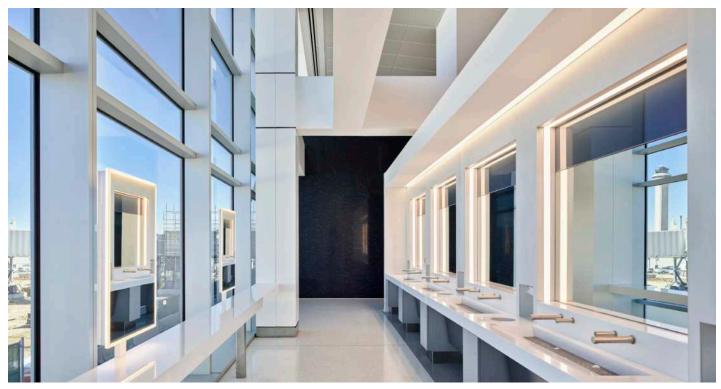
The center circulation area is defined by sculptural high back soft seating benches. Travelers can take advantage of the undulating curves to unwind, while the high walls provide noise absorption and relaxation before a long flight. An intimate place for the business traveler or families looking for respite from crowds, the "Quiet Zone" in the center of the concourse is a freestanding area defined by low wood-clad walls. The lounge seating inside the zone is designed to provide direct visibility to the nearby gates, to ensure that travelers don't miss a boarding call. Sustainably sourced reclaimed white oak slats from shipping containers express the modern mountain aesthetic, and powered furniture with café tables adds function and comfort.

DEN's outdoor terrace is unlike any other airport's. It offers an unobstructed view of the beautiful Rocky Mountain Front Range. The terrace features comfortable outdoor seating, fire pits, a pet relief area, and an alfresco-style bar where passengers can relax and enjoy the panoramic views.

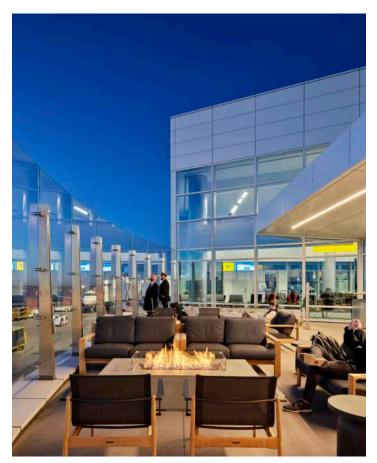
One of the greatest challenges for this project was how



The outdoor terrace provides a unique vantage point for scenic mountain views.



Upgraded restroom vanity areas on the windows accentuate the natural daylight and views.



Terrace amenities, like casual seating and fire pits, provide year-round comfort.

to maintain an active construction site during the global pandemic. With limitations involving travel bans, procurement delays from manufacturers, shelter-in-place orders and mask mandates, the COVID-19 restrictions during the B-West construction phase could have jeopardized the completion of the project. In response to the challenge, the entire project team shifted its thinking and adapted its processes to keep the project moving forward. With a remote team of people in multiple offices across the country - including Los Angeles, Dallas, Kansas City and Denver – a creative and flexible approach to collaboration was critical. By employing remote work tools such as wireless hotspots, web-based meetings, video phone calls and instant messaging, the team was able to stay connected while working from home during pandemic restrictions. The general contractor, Turner Flatiron Joint Venture, implemented additional construction site safety measures such as limiting the number of attendees for walks, social distancing, face coverings, daily temperature checks and hand sanitizing stations.

Denver International Airport is seeing an increase in passenger traffic as airline travel resumes. The design of the gate expansions provides world-class accommodations to support the 39 total new gates that will open by the end of next year. Successful partnerships between the airport, design team and contractor ensure that DEN is well positioned to meet the growing needs of passengers now and in the future. \\











Design Considerations: An Urban Medical Office Building

ynergy Medical is a new, five-story, vertically mixed-use medical office building located on East Hampden Avenue in Englewood adjacent to Swedish Medical Center and Craig Rehabilitation Hospital. The building provides over 92,000 square feet of state-of-the-art medical office space, including an ambulatory surgical center on the top floor. The building also will draw on the 4,200-person employment base of the hospitals and the public traffic each generates. With such high-profile neighbors, Synergy Medical offer some unique design attributes that respond to the surrounding context, making it a significant urban building.

The four floors of medical office space were elevated above 14,000 sf of restaurants, retailers and first-class lobbies as well as building amenities providing services not typically found in a traditional MOB. These uses are accessible from the street as well as from directly within the building. The first floor is designed to accommodate

restaurants, with 16- to 22-foot-high ceilings, large expansive overhangs and recessed patio areas along two street edges to accommodate al fresco dining. This creates an all-glass "lantern" to the street to provide an inviting activation zone on the street front. Elevating the office floors over retail also provides outstanding views of the Front Range and Denver skyline.



Ellermann
Principal,
The
Mulhern
Group Ltd.

The building features three separate entrances for ease of access. There are

public lobby entrances on both South Pennsylvania Street and South Pearl Street, each interconnected internally.

The parking structure has been artfully integrated into the building and features a large covered porte cochère area with handicapped parking and the lobby entrance building adjacent to provide direct access to the elevator

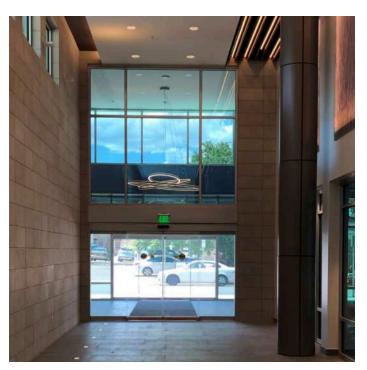


Ryan Dravitz Photography

The building is clad in energy-efficient glass, metal panels and a prefabricated panelized stucco skin system



The feature stair on South Pearl Street is clad in a bronze-colored metal panel system.



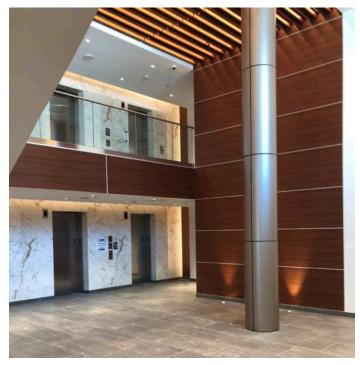
The lobby is internal to the building, yet flooded with natural light to make it bright and welcoming.

core. Like the building pedestrian entrances, there are parking entrances on both South Pearl Street and South Pennsylvania Street, each interconnected through the parking structure. There are just under 300 parking spaces, over 40% of which are below grade, minimizing the visual impact of parking. Patients can be dropped off or picked up under cover, and there is a separate, discreet post-surgery patient pickup area with a separate elevator away from the public lobby area. Doctors and staff have access to secured parking, and retail and restaurant visitors have direct access to grade.

The architecture features a tri-part design both horizontally and vertically. The upper levels of the building float over a skin of glass, and the building is articulated with three distinct façade elements resulting in a building of pleasing scale. The building is clad in energy-efficient glass, metal panels and a prefabricated panelized stucco skin system. The primary entrance on South Pennsylvania Street and a feature stair on South Pearl Street are clad in a bronze-colored metal panel system. The building is heavily insulated to provide thermally comfortable spaces.

Interiors are contemporary and feature Class A materials. Internal access is provided from the lobby directly into the street-facing retail for convenient access. The lobby is internal to the building, yet flooded with natural light to make it bright and welcoming.

Office floor plates feature 9-foot-high ceilings with punched windows openings, curtain wall and ribbon-window glazing systems. Vertical circulation includes a pair of geared-traction elevators with a third, separate elevator for patient use. All elevators access all floors within the building from the below-grade parking levels to the



All elevators access all floors within the building from the below-grade parking levels to the top floor surgical center.

top floor surgical center. Mechanical systems for the office building use state-of-the-art DX cooling systems for maximum energy efficiency, and differing types of systems are provided for different uses within the building to provide functional flexibility. Electrical systems and lighting include state-of-the-art LED lighting systems to complement the uses and architecture.\\





 $Gourmet\ kitchens\ feature\ stainless\ steel\ appliances,\ European-style\ custom\ cabinets\ and\ premium\ natural\ quartz\ countertops.$



What was once old is new again with The Front Row on Mountain Avenue in Old Town Fort Collins. The renovated 19th century building sits in the center of Old Town's eclectic culture, culinary options and seasonal events.

Creating Value, Impact for Northern Colorado's Development

eginning in 2016, we saw the opportunity to deliver prime real estate in Old Town Fort Collins, ultimately enhancing the housing options that were available. Bringing upscale design and new construction to an area with a limited and aging stock of residential options spurred the concept behind our development of The Front Row on Mountain Avenue, featuring 22 luxury residential condos.

Our vision for the project was to offer contemporary, amenity-rich urban living within a coveted end of Old Town, to introduce a new residential standard for the neighborhood. The project is intended for tried-and-true Fort Collins lovers, an audience we know well and embody ourselves.

Located at 221 E. Mountain Ave., one of the most active and prominent intersections in Fort Collins, the condos occupy the top two levels of the four-story building. As the developer, architect and general contractor, we broke ground in summer 2019 and completed the project this year.

The space was intentionally crafted with premier finishes and energy-efficient interior features throughout the master

suites, gourmet kitchens and living spaces. All units have guest bathrooms, private patios and unobstructed views. Special attention was given for sound insulation



Randy Myers
Director of Real
Estate, The
Neenan Co.



Every bedroom features an en suite bathroom with glass enclosure tiled showers, mosaic tile accents and designer selected plumbing fixtures.



The property's rooftop sky lounge features a grill, fire pit, lighting, shade sails and seating areas. The pet-friendly building also includes a pet park on the rooftop patio.

with high-end laminated glass, and a steel and concrete structure. Entries and elevators are accessed only by code or card with cameras on each of the four corners of the building and in the underground garage. The one- and two-bedroom condos range from about 800 to 2,400 square feet.

The property's amenities include residents' exclusive use of the 33-car underground parking garage with storage and car charging capacity, private elevator access, a rooftop patio and a rooftop pet park. Residents are within walking distance of downtown's retail, entertainment and dining options, including Brewery Row and Library Park.

The project supports Northern Colorado's housing market demand, which is seeing a surge driven by

low inventory, low interest rates and population growth. We saw this directly reflected in the condos' strong sales, with 95% of the units sold within six weeks of completion of construction.

Much of Northern Colorado's housing demand has stemmed from migration from high-priced markets, a trend amplified throughout the pandemic. Northern Colorado has been the beneficiary of a substantial amount of migration activity given its proximity and ease of connectivity to Denver. In fact, Larimer County is the state's third-fastest-growing metro area according to 2020 Census data, with the population increasing 20% in the past decade.

This growth, coupled with low inventory, has pushed Northern Colorado's housing market to peak levels. As of June, inventory in Larimer County had declined a staggering 62% from the previous year.

While the project saw strong success, we are even more proud of the meaning behind the product itself and its impact addressing a market gap for homeowners seeking new, quality housing and accessibility in the heart of Old Town. This property speaks to the heart of what our team strives to achieve with our development work: delivering unique projects that create value for the communities surrounding us.

As the demand in the region continues to rise, thoughtful planning and development will become even more crucial to fostering smart, sound growth.\\

COLORADO REAL ESTATE JOURNAL

2022 Conference Series Schedule

Unless otherwise indicated, events will be held at
The Hyatt Regency Aurora - Denver Conference Center 13200 E. 14th Place, Aurora, CO 80011

Tuesday, April 12 - AM

Affordable Housing
SUMMIT & EXPO
COLORADO REAL ESTATE JOURNAL

Tuesday, April 12 - PM

2022 Wultifamily
Development & Investment
CONFERENCE & EXPO
COLORADO REAL ESTATE JOURNAL

September Dates TBD



Wednesday, April 13 - AM

Property Management
CONFERENCE & EXPO
COLORADO REAL ESTATE JOURNAL

Wednesday, April 13 - PM



Thursday, April 14 - AM

2022 Health Care & Life Sciences CONFERENCE AND EXPO COLORADO REAL ESTATE JOURNAL

Thursday, April 14 - PM

2022 Denver Commercial Real Estate OUTLOOK & EXPO COLORADO REAL ESTATE JOURNAL

Monday, May 16 - AM

2022 Development,
Construction & Design
CONFERENCE AND EXPO
COLORADO REAL ESTATE JOURNAL

Monday, May 16 - PM

Residential & Commercial Land Development CONFERENCE & EXPO COLORADO REAL ESTATE JOURNAL

2022 Senior Housing & Care CONFERENCE AND EXPO COLORADO REAL ESTATE JOURNAL

Fall Multifamily
Development & Investment
CONFERENCE & EXPO
COLORADO REAL ESTATE JOURNAL

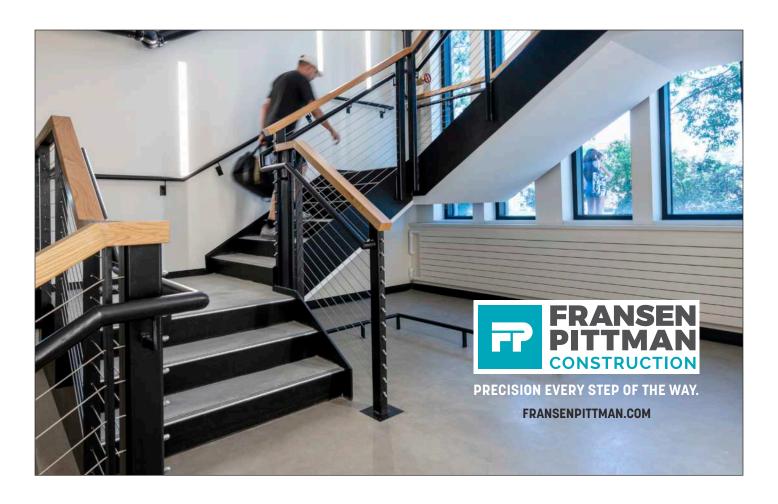
Colorado Commercial Real Estate Investment

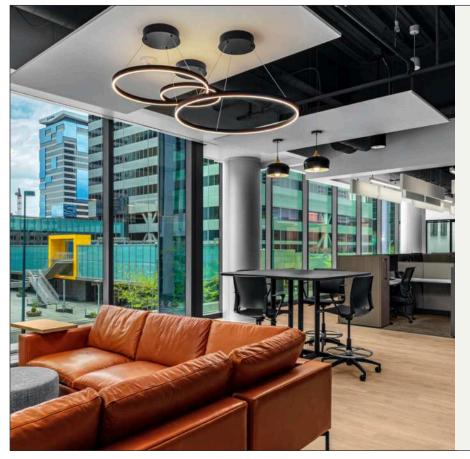
Tuesday, May 17 - AM



Tuesday, May 17 - PM









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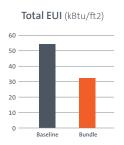


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The University of Denver Welcomes 3 New Additions to Campus



"These three buildings signify that the institution is open, welcoming and wants to create a sense of belonging."

-Mark Rodgers

n 1991, current University of Denver architect Mark Rodgers, AIA, stepped onto the DU campus for the first time. Fresh from grad school and working for a local architect, Rodgers was there to assess a potential landscape project. As he walked along the paths, he was shocked by the condition of the aging campus.

"I remember realizing that this university, while it might not have been on its knees or about to fold, it had some real infrastructure issues," says Rodgers. "Both the grounds and the buildings ... broken windows covered with plywood, those sorts of things."

But, the last three decades have seen a renewal of the DU campus. And when students returned this past fall, they were treated to three beautiful, new buildings.

Designed to serve students at every stage of their academic life cycle, Dimond Family Residential Vil-

lage, Community Commons and The Burwell Center for Career Achievement were conceived in DU's Denver Advantage Plan in 2016.

"It really started with our former chancellor, Rebecca Chopp, whose vision was to center the students' experiences, both programmatically, but also literally center them at the heart of campus," says Mo Lotif, owner's representative for DU. "The relationships, the knowledge and the support systems students need to navigate their collegiate experience was the driving force for this vision."

DU issued bonds for all three projects, then tackled the architect of record and general contractor searches for Community Commons and Dimond Family Residential Village. According to Rodgers, it did it that way because the two buildings are "contiguous to one another and there were elements of site utility, site access" that needed to be addressed in tandem.



Work on the Burwell began about two months later, but DU viewed all three as simultaneous projects since they would all open in concert with one another.

"One of the really unusual aspects of this process was the integration between all three projects but, in particular, between the Community Commons and the Dimond Family Residential Village," says Erin Hillhouse, AIA, principal, Anderson Mason Dale Architects. "We started with programming both buildings as one gigantic bucket of programming and then decided, with the university team, which pieces would best work in which building."

As is the process for any campus build, initial programming is done in-house, then outside firms are brought in to collaborate on the project, conduct campus workshops and feedback sessions, fine-tune final designs and shepherd the project through construction.

According to Jane Loefgren, DU's associate university architect, the need for a student-centric space had been building for decades. "It was pushed by students, alumni and the administration because it was a long time in coming."

Community Commons

University architect: Jane Loefgren, AIA

Design architect: Moore Ruble Yudell – Santa Monica, California Executive architect: Anderson Mason Dale Architects – Denver General contractor: Saunders Construction – Centennial

Initial programming included outreach to the campus groups that would actually use the building, as well as visioning workshops with students, faculty, staff and campus leadership. This dialogue with the various stake-



The Community Commons feels even larger than it looks from the outside thanks to open floor plates, a central canyonlike space.



The building literally reaches out with the Driscoll Pedestrian Bridge, which reaches from the second floor and across Evans Avenue.



Rebecca Chop Grand Central Market, a food hall that features nine micro-restaurants, serves a rotating lineup of multicultural food options.

holders determined the design and functionality of the building.

"The design principle that informed the program was centered on creating a sense of belonging," says Lotif. "And that is mission critical to any university. Relationship building is critical to student retention. At the end of the day belonging is what motivates the student to learn, is what motivates the students to stay in school and it's what motivates them to, ultimately, graduate. And we never lost sight of that."

A four-story, 132,000-square-foot, LEED Silver gem, Community Commons stands out with its striking design and can't-miss-it location. A variegated brick base gives way to a beautiful copper exterior skin in a striated pattern, which resembles a Colorado canyon wall. Curtain wall glazing communicates openness and transparency while bathing the interior with light. A north-facing clerestory also runs the length of the building, which brings even more light into the interior.

Copper roofs top off the building, and outdoor terraces hum with activity. Copper and brick, both architectural threads woven through the DU campus, make a statement, and the building literally reaches out with the Driscoll Pedestrian Bridge, which reaches from the second floor and across Evans Avenue.



A variegated brick base gives way to a beautiful copper exterior skin in a striated pattern.

Inside, the Community Commons feels even larger than it looks from the outside thanks to open floor plates, a central canyonlike space, wide, welcoming active stairs and massive windows. When you walk in, you're greeted by the sound of music, the aroma of delicious foods being prepared and the energy that only a vibrant student center can bring.

First-floor features include an art gallery and lounge, event spaces that serve as lounges and study spaces, a

global kitchen where students can prepare and share cuisines from around the world, a natural café and even a Starbucks.

The second floor features more dining, highlighted by the Rebecca Chop Grand Central Market, a food hall that features nine micro-restaurants that serve a rotating lineup of multicultural food options. Also on the second floor is a faculty lounge and The Overlook, a balcony with a view of the Grand Forum event space below.

The third floor features separate undergraduate and graduate student lounges, both connected by a large balcony that overlooks the campus green. The fourth floor is home to a small, glass-enclosed private dining room that opens to a rooftop patio with stunning views of the mountains and campus, as well as a green roof. This green roof, which covers 30% of the building's total roof, is now the largest on the DU campus.

According to Loefgren, all of the furniture in the building is movable so it can be reconfigured at any time. "It's a building that can be messed with and that gives the opportunity for greater ownership by our students and faculty.

"It's quite a successful project for the campus because of how happy people are," says Loefgren. "You see them in the building, they're relaxed, they're smiling, they're interacting. And that's really what I think one of the major roles for architects is: to create environments for people so that they can enjoy their lives. I'm very happy with the project."

Dimond Family Residential Village

University architect: Mark Rodgers

Design architect: Anderson Mason Dale Architects – Denver Collaborating architect: Moore Ruble Yudell – Santa Monica, California General contractor: Saunders Construction – Denver

From the start, the vision for the Dimond Family Residential Village was laser-focused on inclusion and the creation of a safe, welcoming environment for first year students.

With most DU residence halls located along High Street, the central placement of Dimond was purposeful and in line with their goals of inclusion. Research across the higher education field shows that 25% of first-generation students drop out after their first year, and loneliness is a major driver of that statistic. Dimond was designed to lower that number at DU.

"It's about making relationships," says Rodgers. "And we're trying to make sure [Dimond] is as welcoming as possible and engaging as possible."

So now, on what had been a campus parking lot with a couple of old bungalows, DU has a 130,000-sf, four-story, LEED Gold residence village. Designed in the shape of an "H" with a fourth-floor bridge connecting two wings, Dimond's exterior integrates DU's material palate of copper, brick and brush-hammered concrete. The outdoor area between the two wings also creates a gathering space large enough for all of DU's first-year residents.

Inside, the inclusion happens in a systematic approach



Dimond Family Residential Village: Dimond's exterior integrates DU's material palate of copper, brick and brush-hammered concrete.



Dimond has a variety of social areas.



Dimond is meant to try to help students make connections with one another.



The fourth-floor bridge connects Dimond's two wings.

with different levels, or scales, of community. Four bedrooms are grouped around an internal porch, then grouped into pods of 24 students, each pod having its own social area. Then pods are grouped into houses, and houses grouped into the overall village. Or, as Hillhouse refers to it, "operating a bit like a set of Russian nesting dolls."

Dimond has a variety of social areas, including a village

kitchen in the lobby for group dinners, gender neutral bathrooms, and multiple TV lounges and study areas on each floor.

"We've tried to ring out every possible place for socialization in this hall to help those students form a sense of connection," says Hillhouse. "Dimond is meant to try to help students make connections with one another, get a sense of belonging with the school and stay with the school."

Burwell Center for Career Achievement

University architect: Mark Rodgers, AIA

Design architect: LakelFlato Architects - San Antonio

Associate architect: Shears Adkins Rockmore Architects - Denver

General contractor: PCL Construction – Denver



The exterior integrates traditional DU materials like red brick, limestone, sandstone, slate and copper.

The first LEED Platinum building on the DU campus, the visually striking, 23,000-sf, three-story Burwell Center for Career Achievement caters to students through career development and employer engagement, as well as hosting alumni activities.

In a process that somewhat mimics that of Community Commons, the core mission of the building was developed after DU and architecture firms Lake|Flato and Shears Adkins Rockmore, hosted an integrated design workshop, followed by smaller, focused workshops, which brought in faculty, students and alumni. What came out of those workshops was that this building would be about bringing people together, cross generationally, so that it works for prospective students, current students and alumni.

"It's a really interesting approach to bring together alumni, development and career services," says Ryan Yaden, designer, Lake|Flato Architects. "It's not a model we've seen at other universities."

One of the ideas that came out of the design workshops was exploring the use of mass timber because of DU's commitment to the environment. DU was unfamiliar with the process, and there weren't any projects in Colorado to learn from, so trips to Canada and the Pacific Northwest bolstered its knowledge and commitment. According to Yaden, it made the installation learning curve much easier to handle.

The result is a beautiful structure. The exterior inte-



The Burwell Center features mass timber construction.



The flow of the three floors encourages more "chance meeting" interaction.

grates traditional DU materials like red brick, limestone, sandstone, slate and copper with graceful, sophisticated lines, welcoming indoor/outdoor patios and lush land-scape design.

Inside, the Burwell Center features classrooms, meeting rooms, offices, event spaces and lecture rooms. Events are hosted throughout the building, and the flow of the three floors encourages more "chance meeting" interaction. Although COVID has hampered the lineup of alumni events, Rodgers says the student response has been positive. "I do know that students love the building." \\





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City Builder

Shaping context on the city scale requires thoughtful creativity and execution

WORDS: Sean O'Keefe

avid Haltom is a city builder at heart. After spending part of his childhood living in Denver, Haltom earned a Bachelor of Arts from Yale and a Master of Architecture from Glasgow School of Art in Scotland. Today he is the vice president of development for Patrinely Group's Rocky Mountain Region and finds the thrill of contributing to the city's context intrinsically rewarding.

"As a child, I spent hours drawing skyscrapers and skylines of imaginary cities," shares Haltom, who joined Patrinely Group in 2018 and has a 17-year track record of real estate development in high-end office, multifamily and hospitality products. City building requires a long-range vision on the part of developers and designers and a long-range commitment to quality and context on the part of investors. "Patrinely Group has been investing in corporate offices and multifamily housing in Denver for some

Brad Nicol Photography



Rvan Dravitz

Block 162 is Patrinely's latest addition to downtown Denver.

25 years, and we believe in all that Denver has to offer as a dynamic growth market."

Locally, Patrinely's portfolio includes the 900,000-squarefoot ParkRidge Corporate Campus in southeast Denver, and nearly 900 units of combined multifamily housing at properties in Boulder, Broomfield and Denver.

The firm's latest addition to the city's silhouette, Block 162, is also now the crown jewel of Patrinely Group's portfolio. Rising elegantly 30 stories above 15th and California streets in a stylish unfolding of design brilliance and construction excellence, Block 162 is bold and beautiful and glimmers azure. This Class AA office building offers 606,000 net rentable sf and includes 13 levels of structured parking above and below grade, and 20 levels of offices starting on the 11th floor.

Among Block 162's early tenants, Denver law firm Sherman & Howard LLC's team of some 230 lawyers and support staff now occupy nearly 60,000 sf of space on levels 23 and 24. The ability to reimagine its workspace in fully modern environs that match its team's energy and innovation was a key consideration in its quest for a new headquarters location.

"Downtown Denver is being invigorated with dynamic new architecture," continues Haltom, who notes the city's increasing ability to attract large corporations scouting locations for new or relocated headquarters. "Patrinely saw Block 162 as an opportunity to join this positive momentum and bring to market a Class AA office tower that meets a growing demand for next-level expectations in amenities, quality and user experience."

Patrinely Group's premium expectations set an undeniably high standard of excellence that is evident in the building's every detail. From the strong angular features of the exterior recommunicated by the columns in the lobby and reception desk to the bespoke selection of Italian marble, literally, no stone was left unturned in the pursuit of perfection. Patrinely's elaborate design vision and exacting expectations compelled general contractor/construction manager Swinerton to mock up many of the interior's intricate components. Full-scale mockups of the lobby's



geometrically articulated structural columns were built early and remained in place throughout construction. Likewise, as a core/shell building, beyond the lobby, the building's restrooms were a focal point of the interior experience. Here Swinerton assembled a team of 20 different subcontractors to build full-scale restroom mock-ups in the building's basement to coordinate works issues and sequencing to secure approval for the final assembly for a fraction of the cost of making changes on 30 floors.

"This is the largest and most important project in Patrinely's nearly 40-year history," says Haltom of the accomplishment. "An architecturally significant landmark on a major American skyline is no small feat under any circumstances, but delivering this building at this level of quality during a pandemic required an exceptional team and successful collaboration."

Like their contribution to context, Patrinely Group's project partnerships are also based on long-term commitments and an insistence on best in class. For Block 162 those begin with investment partners USAA Real Estate, which backed the decision to go purely speculative on the development; longtime architectural partner, Gensler; and the trusted, respected, relationship-builders at Swinerton for construction.

Like Haltom, Raffael Scasserra, design director and principal for Gensler, has lived a life enmeshed in design. In his work, he finds special satisfaction in blurring boundaries between spaces to create user-centric experiences. An international practice, Gensler is one of the largest design firms in the world, creating what Scasserra describes as a network of entrepreneurial innovators striving to continu-

Bob Dickey Photography

ally improve the human experience of architecture.

"At Gensler, design starts with the community the building will serve. The people, the context, and the environment surrounding the project are the key drivers in solution building," says Scasserra. Among many accolades, Scasserra was a key member of the winning Gensler team in NAIOP's inaugural Office Building of the Future design competition and is continually invigorated by looking for the next level. "Previously, Block 162's site was a parking lot, a lost corner that did not stitch the city together.



Bob Dickey Photography

Our intent was to make an active urban edge that enhances the energy and vitality of this section of downtown in proportion, beauty and amenity."

Visually distinctive from a distance for the dramatically divergent, crown-like conclusion to its skyward elevation, Block 162 makes an indelible mark on the city's form in more ways than one. At the street level, a fully transparent lobby is wrapped in a cable net glazing system and animated by interactive art that sways in response to real-time data readings from a wind power farm in Eastern Colorado. Hand-selected statuary marble from a quarry near the Tuscan port town of Forte dei Marmi graces the lobby.

Modern office design has come a long way, and quality office properties being built today benefit from all that architecture has learned about maximizing floor plates and sustainability. However, to be exceptional a building must go beyond being attractive, efficient and sustainable. Block 162's office floor plates are completely column-free, offering unimpeded spatial flexibility and efficiency to office tenants of virtually every size or lease profile. The 10-foot clear floor-to-ceiling glazing is standard on all floors, with 12-foot clear glass on level 30, and 13-foot-6 windows on level 11.

"The Sky Terrace on level 11 is where Block 162 distinguishes itself as best in class," says Scasserra. Here tenants

enjoy a pie-in-the-sky indoor/outdoor office resort. The spacious fitness center, sumptuous lounge, tech-forward conferencing facility, and pre-event spaces are contiguous. And 110-linear feet of operable sliding glass walls allow immediate accessibility to Denver's 300-plus days of sunshine year-round from every area. "This is about placemaking inside the building, an amenity level of exceptional flexibility – a dynamic social living room for the building's entire population useable in many ways simultaneously."

Built on a tight urban site at the intersection of commerce and culture, even prior to the pandemic, Swinerton had its hands full with Block 162. When the pandemic hit and all but essential services were shut down in March 2020, Swinerton's Rocky Mountain leadership challenged project managers on every project to develop a site-specific COVID response. The 35-page response developed in three days by the Block 162 team was so complete that it became the basis for Swinerton's overall plan used on every job site. Combined with the already-established remote collaboration between team members in Denver and Houston, Block 162's COVID-19 response plan allowed the site to resume in just three days. Once construction continued under the new pandemic protocols, there was no time loss of any sort despite a daily workforce of more than 300 working on a site of just over an acre in size.

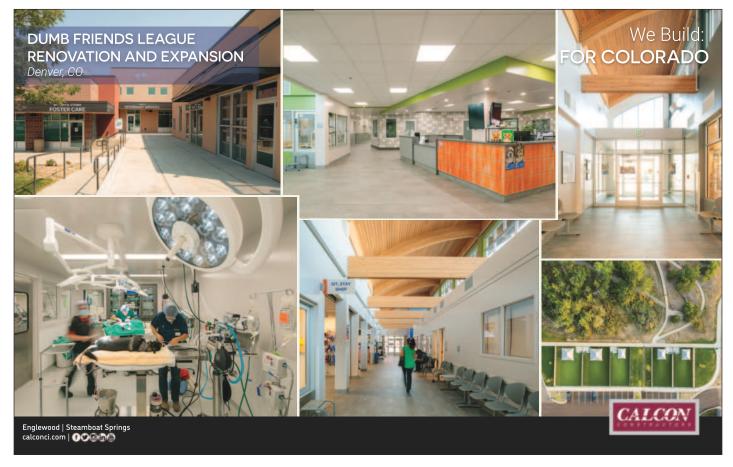
Delivering a 30-story high-rise on a constricted site requires critical path scheduling and management bordering on obsession. Swinerton's scheduling effort solicited input and required accountability from the entire pool of subcontractors. Grouped-trade schedules were supported by sub schedules for the superintendent and every assistant superintendent, for the core and shell, amenity level 11, hardscaping, stair towers, and elevator shafts.

Composed of a massive concrete base rising from three levels below grade to 11 stories above, topped by 20 stories of structural steel, one of the more unique scheduling challenges revolved around the building's 17 different elevator shafts, five that traverse the concrete podium. Originally, plans called for the core structure and the flat plates of each of the lower floors to be poured in sequence. Swinerton worked with structural engineers in Cardno's Houston office to modify the design solution to allow the concrete core structure to precede the floor plate by up to 10 floors to expedite sequencing and improve the critical path.

Manpower also was a big issue, even before COVID-19. At several different peaks, the job site headcount reached up to 400 people working on the site simultaneously. Encompassing dozens of trades, the workforce was continually evaluated and supplemented when needed.

"There have been many trying moments with the challenges COVID-19 presented for safely executing such a significant investment in a tight-site, vertical development," finishes Haltom. "I have nothing but trust and admiration for both Gensler and Swinerton. Beyond a shadow of a doubt, they can get it done, no matter what." \\













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Brown Palace Debuts Multimillion-Dollar Renovation

The Brown Palace Hotel & Spa recently renovated its historic Top of The Brown suites, including the eighth and ninth floors and the three famed Presidential Suites – The Eisenhower, The Reagan and The Roosevelt, as well as Palace Arms, various meeting spaces and the Club Lounge. With these multimillion-dollar upgrades, crafted by Forchielli Glynn, The Brown maintains its grandeur and grace as the city's most elegant, iconic hotel while still captivating guests with historic heritage

fused with modern-day amenities.

"Given the history of The Brown Palace, we knew the importance of preserving the building's unique character," said Nick Moschetti, general manager of The Brown Palace Complex. "I am confident we were able to achieve this, upholding the historical elements while ensuring modern-day relevance. We are honored and excited to unveil this renovation and to continue providing the same excellence we've shown our guests for the last 129 years."



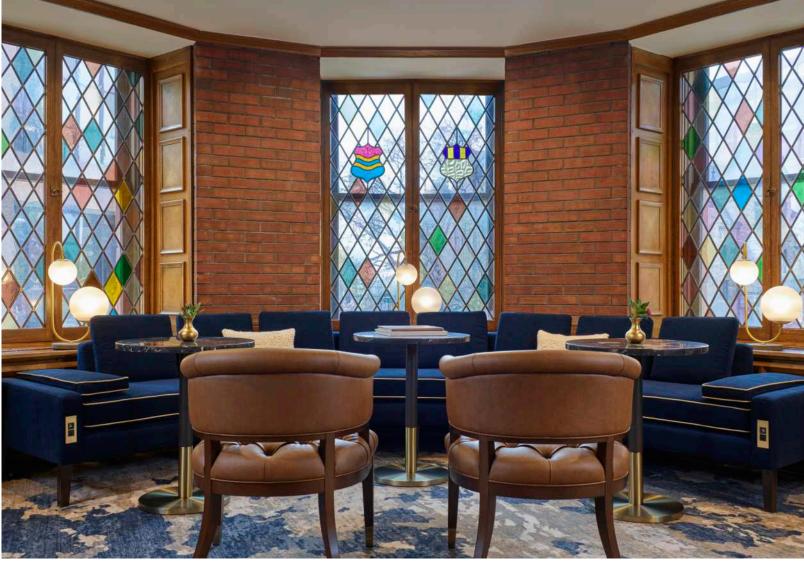
TOP:

The newly renovated Top of The Brown king rooms feature a modernized design modeled after the art eeco era.

BOTTOM:

The eclectic mix of furnishings in the club lounge has a club-vibe with leather and tufted upholstery, and lounge groupings are centered around large, mounted TVs.





TOP:

The Brown Palace Club Lounge has been transformed into a luxury space with stained- and leaded-glass windows, oak paneling and dynamic wood-beamed ceilings.

BOTTOM:

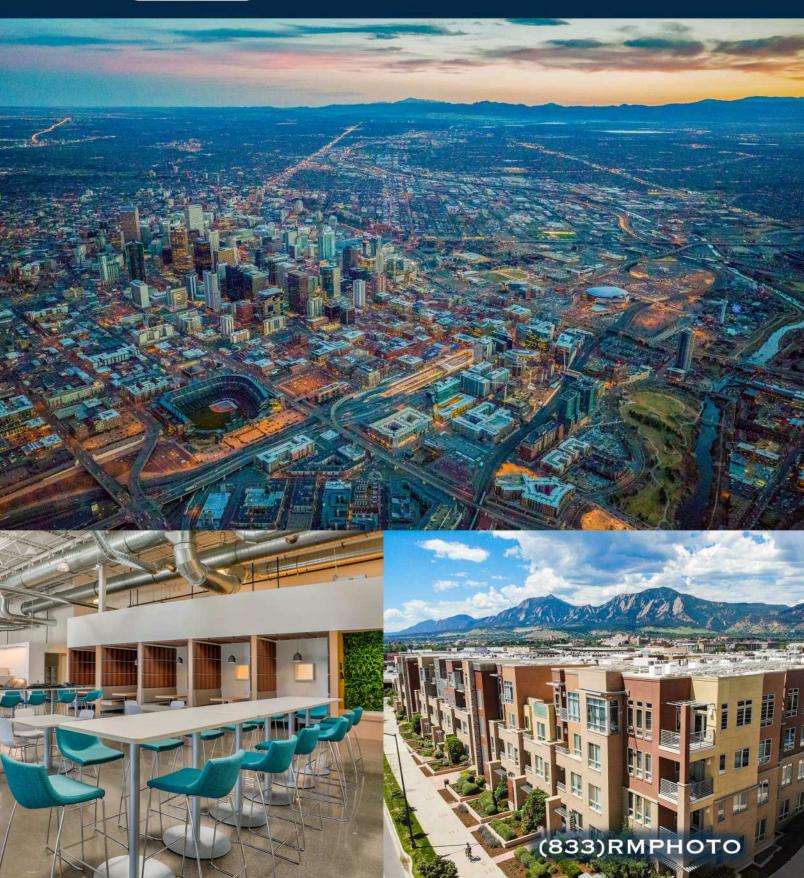
The Brown Palace features 25,000 of meeting spaces boasting top to bottom renovations in the past year.





ROCKY MOUNTAIN

PHOTOGRAPHY.com





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Holland & Sherry



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MARK STRATTON, PRESIDENT 303.757.3133 MSTRATTON@CODACG.COM









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- Due Diligence & Feasibility Studies
- Modifications & Deferred Submittals
- Post-Permit Inspection Assistance
- Zoning Analysis





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BUILDING \ DIALOGUE \

Development Construction Architecture Engineering Interior Design

Colorado's Premier Commercial Design and Construction Magazine

Building Dialogue, a quarterly, four-color magazine, is mailed with the Colorado Real Estate Journal newspaper, whose distribution includes developers/owners, contractors, architects, engineers, interior designers, landscape architects and end users/tenant rep brokers. The magazine caters specifically to the AEC industry, including features on projects and people, as well as highlighting trends in design, construction, development and more.

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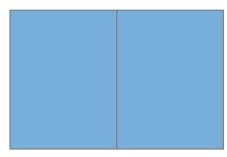
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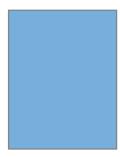
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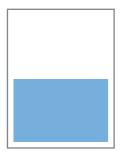
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