

Colorado

CONSTRUCTION & *Design*

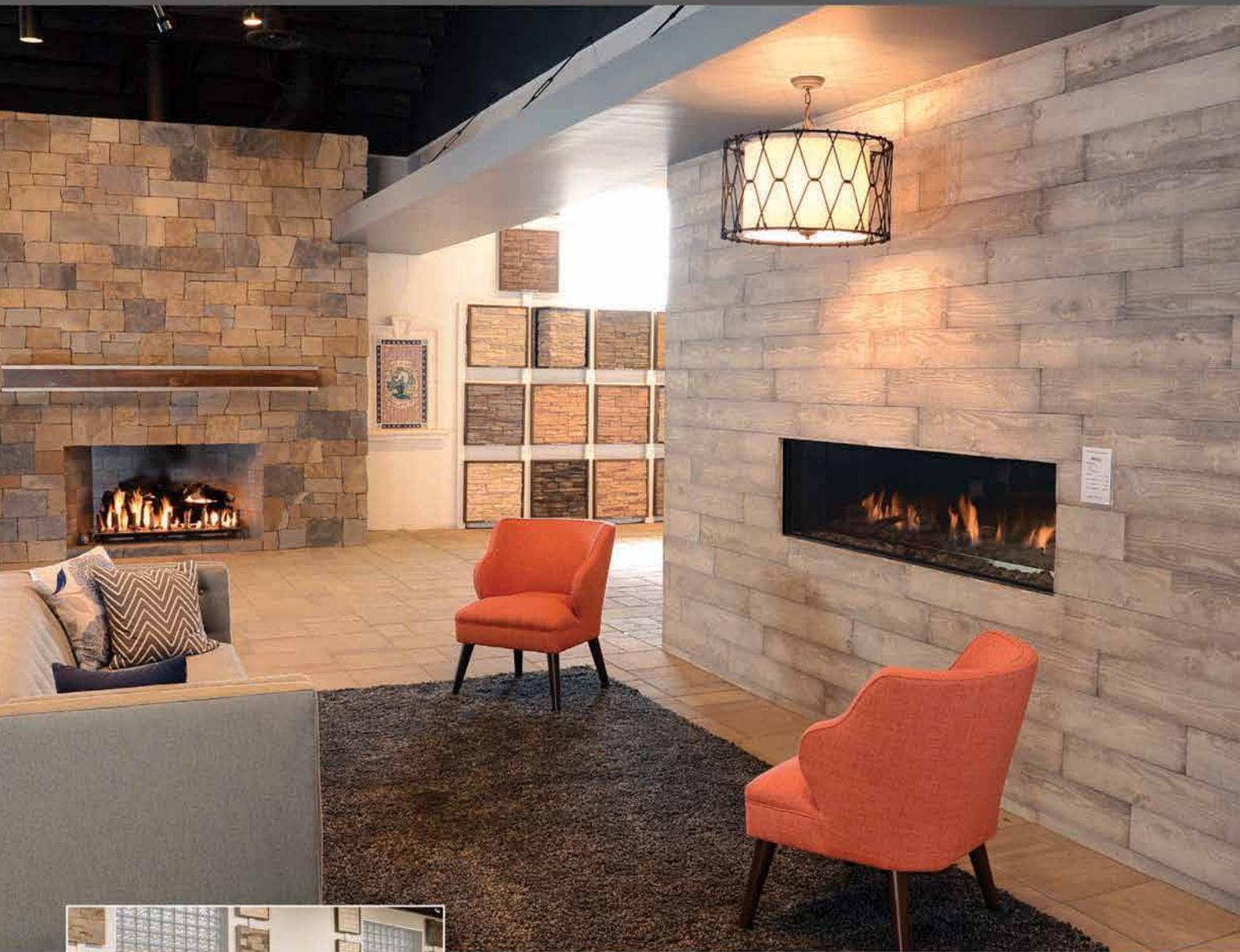


HOTELS HOSPITALITY ROUND-UP

FEATURE: THE SOURCE HOTEL

Inside AGC Colorado: page 58

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FALL 2016

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CC&D Partners



On the cover: Denver Botanic Gardens Science Pyramid was built to house special exhibitions and interactive displays rooted in the relationship between people, plants and the environment. This complex, 5,258-square-foot structure – a design-build project involving GH Phipps Construction Companies; BURKETTDESIGN, Inc., and Studio NYL Structural Engineers – features an exterior covered in honeycomb-shaped panels made of the cementitious composite panel material called Swisspearl. Light-sensitive electro-chromic glass is installed on a swath down the middle of the pyramid and in windows and skylights.

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The Hotel and Hospitality Industry Boom “Build it and they will come!”

Dear reader,

If you remember the movie, “Field of Dreams” where Kevin Costner built a ballpark in an Iowa cornfield – you can get a glimpse of what’s happening in Colorado. A number of new projects are well underway to boost our role as a destination state for tourism, conventions and meetings. From the development of the National Western Center to the self-contained Gaylord Rockies Hotel and Convention Center and others, we’re gearing up to make Colorado an increasingly vibrant and inviting destination state.

In this issue of CCD Sean O’Keefe reports on a variety of these hotel and hospitality projects including microbreweries and theme parks. Meanwhile, Julie Wanzer gives an in-depth report on construction of the Source Hotel on Brighton Boulevard, Denver’s new gateway to downtown Denver, a most surprising location for an eight-story boutique hotel.

CCD Welcomes New Editor/Creative Director – Polly Emmons

It’s with great enthusiasm that we welcome Polly Emmons to the CCD team as Editor/Creative Director. Polly was a software engineer who later worked in the communications department at Kumar & Associates. Polly’s industry contacts and technical and graphic design expertise will be welcomed as CCD magazine expands its online presence by engaging a broader audience on mobile and social media. (See Polly’s bio on page 24)

It’s also with much appreciation that we say “thank you” to William Taylor, CCD Editor/Creative Director who is continuing to direct his talent to his passion for vintage race cars. William is the author of 30 books relating to the automotive industry and will continue in this specialty market. Good luck to both William and Polly!

Sincerely,

Mike Branigan, Publisher
mike@ccdmag.com

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Town of Winter Park to Begin Construction on Stunning New Permanent Stage at Hideaway Park Designed by Semple Brown



Winter Park's elegant new permanent stage will accommodate existing summer concerts and year round event usage while creating a unique sense of identity that reflects the character of the region.

Semple Brown, one of the most recognized and respected performing arts design firms in the Mountain West, announced that construction will begin August 30th on the Town of Winter Park's stunning new permanent stage to be located in the Hideaway Park Events Space in downtown Winter Park.

In the spring of 2014, Winter Park contracted with Semple Brown to design a permanent stage that would accommodate the existing uses of the summer concert and event series while allowing future programs to grow and accommodate year round usage into the future. Semple Brown's striking design, which features a 2,600 square foot handicapped accessible stage, will replace the Park's demountable structure used since 2008 for summer festivals and a variety of events programming. Designed to reflect the modern identity and character of one of Colorado's favorite mountain communities, the eye-catching stage will evoke the natural imagery of the snow sports and mountain terrain that surround the Town of Winter Park and Fraser Valley.

"This was such a special project for our design team as we all love Colorado's mountain communities and understand their significance to our state," said Tom Gallagher, AIA, principal of Semple Brown. "We are thrilled to have the opportunity to work with the Town of Winter Park, and to have created a design inspired by their long-term vision for their community and Hideaway Park."

The stage, a concrete and stone structure, will rise from a solid, earth-bound base. A large, dynamic canopy emulating "first tracks," drifts and moguls—consisting of white painted steel, a white membrane roof and wood slat ceiling—will float over the stage as it gently twists and curves skyward over the stage and structures below.

The front of the stage cascades down into the seating bowl to lessen the impact of its sightline-required height and provide seating areas facing back into the bowl to activate the stage during the non-festival uses. Because the bowl will be used as a sledding hill during the winter, the front stage seat-steps will provide a place for observers to watch the action and as they enjoy a panoramic view of the ski mountain and continental divide to the south.

A fully heated and cooled green room building opens onto a backstage plaza which looks out on Vasquez Creek through oversized operable glass walls. The uniquely shaped structure includes 835 square feet of assembly space, a kitchen, two restrooms, make-up area and mechanical room. Backstage loading and side stage monitor-mixing structures frame the main stage and serve as stone-clad anchors for the stage and soaring, undulating roof. A 12-space paved parking area and backstage loading complete the Park's master plan.

"This iconic stage design is truly the capstone of Hideaway Park," said Jimmy Lahrman, mayor of the Town of Winter Park. "Working with the creative design team of Semple Brown and the experienced construction firm of Big Valley has allowed us to enhance the guest experience as well as provide another year round amenity for our local community." Completion is projected for July 2017 and the general contractor is Big Valley Construction.

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SummitStone Health Partners to Lease in Renovated Orchards Corporate Center

Orchards Corporate Center in Loveland is currently undergoing a comprehensive interior and exterior renovation to rejuvenate its presence within the Northern Colorado office market to meet the demands of professional tenants searching for quality space. Extensive modernization to the mechanical, electrical, plumbing and data infrastructure are being implemented, along with exterior façade, entry and landscape upgrades. The project is the latest in a handful of changes within the Orchards Shopping Center including new restaurants, the expansion of King Soopers and the addition of PetCo.

Following construction in 1979, primary occupants of the building have included World Savings Bank, Duke Communications International and, most recently, Penton Media. Upon completion of the renovation, SummitStone Health Partners will lease approximately 11,000 square feet of the building.

The new location will replace an existing office in Loveland and move select services from two of the Fort Collins locations who have maxed out their space. SummitStone provides mental health and addiction intervention services to community members at 24 locations across Larimer County including one other clinic in Loveland.

"It's a great location," said Michael Allen, Chief Executive Officer of SummitStone Health Partners. "It is easily accessible for our clients and we believe it will be a good fit for our family behavioral health services."

Current plans for the SummitStone space

include 22 to 24 offices, two specialized therapy rooms, two play therapy rooms and four to five group therapy rooms. SummitStone plans to open for business in the new location in spring of 2017.

Brian Duke, who is managing the project on behalf of the landlord, believes the renovations are coming at the perfect time. "We are very excited to welcome SummitStone to the Orchards Corporate Center. The company provides invaluable services to the Loveland community and we believe they will continue to excel at this new location. The timing of the renovation is ideal as we are able to provide SummitStone the opportunity to fully customize the space to meet specific needs."

Andy Montgomery, Chief Executive Officer of the Northern Colorado Economic Alliance, agrees that SummitStone is a welcome addition to the neighborhood. "In many regions of the country, there is a growing deficit of mental health providers and services. We are very pleased to see SummitStone Health Partners continue to expand and invest in Northern Colorado. The great quality of our healthcare, including our mental healthcare, is a valuable asset for NCEA in attracting additional primary employers to the region."

The building's remaining space is available to lease. The core and shell renovations have begun on the property and are slated to finish by the end of the calendar year. The tenant finish options will be completed shortly after in the first quarter of 2017.

Nature Play, Regional Heritage, & New 21st Century Fairground Concepts Featured in New Park at Arapahoe Fairgrounds

Award-winning community and landscape architecture firm Design Concepts, revealed a progressive new design philosophy behind fairgrounds design. This approach is highlighted at the new 110-acre park, a new feature at Arapahoe Fairgrounds in Aurora.

Phase 1 of the new fairgrounds park opened this summer providing a new main entrance to the park and fairgrounds, a central green with walkways and a plaza and picnic shelter, multi-use fields, nature play area, accessible loop path, natural surface trails, and water features including two ponds and a naturally meandering stream play area.

The theme of the park design focuses on three central concepts including nature play, interpreting the history and heritage of the region, and 21st concepts of fairgrounds of

the future. The initial concept of the park is to blend the worlds of suburban park with fairground activities and where the two meet, 'nature play' occurs. A primary goal in nature play is to bring kids back to nature.

Another design goal was to interpret the history of the region and its natural areas. The design of the park honors the history and heritage of the original homesteaders who farmed and ranched the regional high plains. This area of abundant opportunity also came with unique challenges including a variety of harsh weather—occasions of drought, seasons of blistering heat to freezing temperatures, and open prairie lands offering little protection from harsh winds. The park takes cues from this environment and its rich history by interweaving cues of this story.

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Colorado Engineering Council's Golf Tournament Keeps Scholarship Funding on Course

On Aug. 1, 104 golfers took to the greens at Fossil Trace Golf Club in Golden, where they, along with 25 sponsors, raised more than \$11,000 for the American Council of Engineering Companies (ACEC) of Colorado Scholarship Program. This year's golf tournament included players from 34 local companies, including 29 ACEC Colorado member firms.

The annual golf tournament was initiated in 2002 and is the primary fundraiser for the ACEC Colorado Scholarship Program, which has provided more than \$400,000 to advance the education of engineering students since its inception in 1982. At a reception earlier this year the Council continued its commitment to this program by awarding more than \$35,000 in scholarships.

"As active participants in transforming our communities toward a brighter future, engineers have always been compelled to mentor, encourage, and support development of future talent. We know a robust continuum of talent will produce successful communities for future generations," said ACEC Colorado President Elizabeth Stolfus, PE.

Applications for the 2017 Colorado Scholarship Program will be available in late August for download from www.acec-co.org. The program is open to full-time students pursuing a bachelor's degree from a university engineering program in Colorado that is accredited by the Accreditation Board for Engineering Technology. Applicants must also be a college junior, senior or a fifth-year senior in a five-year program by fall of the 2017-18 academic year; be a U.S. citizen; and have an understanding of consulting engineering.



Mortenson Raises \$25,300 for American Military Families at Annual T-Bone Clay Shoot

Mortenson held its 11th annual T-Bone Memorial Clay Shoot on July 23rd. The event, hosted by Mortenson's Denver office, raised funds for American Military Families (AMF), an organization that supports returning servicemen and women and their families. The T-Bone Clay Shoot was established in 2005 to help build adaptive construction for veterans returning from duty with disabilities and the partnership with AMF was established in 2009. The annual event involves individual and team clay shooting competitions.

This year, more than 200 shooters were in attendance, the largest participation in the event's history. The support of the shooters' entry fees and the support of the event sponsors resulted in the \$25,000 donation.

"We are extremely appreciative of Mortenson's efforts, along with the support of their trade partners, for all the support that was so generously given," said American Military Family founder Debbie Quackenbush McElhinney.

"We're pleased to be able to support American Military Families and our veterans who have so selflessly served and sacrificed," said John Pole, Field Operations Manager for Mortenson's Denver office. "American Military Families helps those veterans who, upon return from active duty, find themselves struggling in one way or another," he added.

Sponsors for the event included Architectural Doors, Belair Builders, Bestway Concrete, Brundage Bone Casey Berquist, Inc., Concrete Pumping, Concrete Frame Associates, Dakota Riggers, Dewalt Tools, Easter Owens, Encore Electric, Feathered Fowl Outfitters, Fiore and Sons, H-E Equipment, HERC Equipment, Henrylyn Water, KL&A, KHS&S, Martin Baca, Martin Marietta Concrete, MSC Safety Solutions, Milwaukee Tools, Murphy & Company, Nagel & Associates, Proline, RK Mechanical, RMD Kwik Form, RMS Cranes, Rocky Mountain Prestress, Satellite Shelters, Spacecon, Sierra Rebar, Tool and Anchor Supply, United Rentals, United Site Services, U.S. Engineering, Wagner Equipment, Waste Management, Weifield Group, and White Cap.



Raising the roof gave Runyon Elementary a new life – and a new look



- **Structural issues at Runyon corrected to preserve neighborhood school**
- **Higher ceilings and additional windows bring in more natural light**
- **Designed by Yon Tanner Architecture**
- **Complex project resulted in a virtually brand new school**
- **2013 bond vote supported work for Littleton Public Schools**

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Pinkard Construction's Landmark Memory Care Begins Tours for the Public

With construction nearing seventy percent complete, Landmark Memory Care has begun public tours of the new 18-unit memory care facility.

As "The place where our family takes care of yours," The Landmark Memory Care Community is the brainchild of the Hanson family, which is a dedicated group of family members each with a specialty dedicated to the unique needs of memory care residents. The Hanson family, along with their committed staff of memory care specialists, will provide complete memory care services founded on the principle of "creating moments of joy" for residents and their families.

"We are excited to be at a point in construction that allows us to show off this wonderful facility," stated The Reverend Deborah Hanson, Deacon RN administrator for Landmark Memory Care. Phase One has been designed for comfort, socialization, encouragement and safety – from the layout of the community which includes a central park with walking paths for exercise and seating areas for socialization and soaking up the sun, to the raised flowerbeds that enable our senior adults to continue to participate in a favorite pastime – gardening, to the specially designed shower in each room to promote safety while bathing, to the carefully placed call bells and wander guard systems. The community includes a focus on simple acts of kindness such as a smile while eating a freshly baked cookie, or as momentous as enjoying a walk in the community's central park in the sunshine.



The new memory care community is currently in phase I of construction, which consists of the 9,395 square foot Building One, with 18 memory care units in a single-story, wood-framed building. It contains a commercial kitchen, dining room, common areas and lobby. At its current completion, mechanical electrical and plumbing rough-ins are underway, and drywall installation and stucco application has begun. Completion is slated for early November 2016.

Pinkard's value engineering efforts included mechanical system life cycle analysis for a \$350,000 savings for owner Hanson Health Holdings, LLC.

Largest Charter School Project in Colorado Opens

Stargate, a new \$51M charter school located on a 43-acre campus and part of a 70-acre mixed-use development in Thornton, opened recently. Stargate is the largest charter school project in Colorado, the largest gifted school in the state, and the second largest charter school project to be completed in the nation.

The school, which serves gifted children kindergarten through high school, is part of a mixed-use development in Thornton, in which five acres of retail space and/or commercial support property is planned adjacent to the educational facility. The mixed-use nature of the development is part of a public-private partnership between Stargate School, City of Thornton, the land owner, investors and the design/construction team.

"Stargate School has served gifted students in grades K-8 for over 20 years. We built our new K-12 campus to allow us to instruct gifted students The Stargate Way through their high school years," says Josh Cochran, executive director, Stargate School. "Our new learning spaces will allow us to provide differentiated instruction to 1,600 students in grades K-12 at full build-out. All of our students will experience our new passion based gifted class we call ADROIT. Combined with our gifted instruction, our Adroit students, who are

already clever or skillful using the hands or mind, will learn to develop a process for producing creative solutions to even the most complex challenges they tackle. We have designed new maker-spaces in each of our buildings where students will create through a Hands On Minds On approach that aligns with our values of gifted education," says Cochran.

The new campus includes two academic buildings, fieldhouse and amphitheater all designed by Denver-based architecture firm, Hord Coplan Macht, to cater to the gifted and talented student population. The expansion includes a high school with an enrollment goal of 1,600 total students K-12. The site design incorporates a quad-style campus, and each academic building includes breakout spaces and a learning commons/makerspace for kids to pursue "passion projects."

"The campus design and the variety of learning spaces we created reflects the innovative educational vision of the school leadership and board members that we worked with from the beginning. They were an inspiration to the design team," says Adele Willson, principal, Hord Coplan Macht. JHL Constructors is the general contractor and Inline Management is the owner's representative on the project.



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Moxy Hotel in Cherry Creek Takes Shape



The Moxy Hotel is under construction in Cherry Creek North at 240 Josephine Street, creating another hotel option to the neighborhood and shopping area. GE Johnson Construction Company broke ground on the project in April and as of September, has completed the installation of shotcrete and foundations for the facility. The post-tension steel frame structure for the eight-story hotel with 170 guest rooms is anticipated to be completed by April 2017 and open for business in September.

Hotel amenities include a fitness center, indoor and outdoor meeting space, and a lobby that includes a bar and lounge. Architect JNS has designed outdoor lounge spaces that will feature fire pits and plenty of comfortable seating to accommodate programming and events for area residents in addition to hotel guests.

Pinkard Construction Tops Out at Centura Health's Care Center in Lakewood

Pinkard Construction has completed steel erection and topped out Centura Health's newest combined emergency and urgency care center in Colorado.

The new center, located at Wadsworth and Girton Ave, is approximately 10,000 sf, with 10 exam rooms, trauma room, laboratory, digital radiology room, bariatrics room, CT scan room, med prep area, drive-up EMS entrance, and extensive med gas. The project began in May and is on schedule to open January 2017.



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Town of Avon & Eagle River Fire Protection District Break Ground on New Public Safety Facility

The Town of Avon and Eagle River Fire Protection District (ERFPD) hosted a groundbreaking ceremony the new Joint Public Safety Facility. Scott Nevin, Principal-In-Charge, and Will Bussard, Project Architect, from Davis Partnership Architects attended.

The 24,000 sf facility and structured parking will house a regional fire station for the ERFPD and police station for the Town of Avon. Denver based Davis Partnership Architects are designing the project and Avon local, Evans Chaffee Construction, is the general contractor.



Haselden Construction Turns Over Laramie High School to School District

In early August Haselden proudly watched as Wyoming Governor Matt Mead spoke to the crowd of hundreds at the ribbon cutting of the new Laramie High School, two years in the making. "Education is foundational to the future of our state and our country," stated Governor Mead, who went on to thank the legislature, school board, Wyoming School Facilities Department, architects, engineers, contractor, and workers. "Take a minute to recognize," he said, "that whatever their job was, all of the workers, the men and women who built this with their hands and expertise—the engineers, the architects, the contractors—we need to give them a round of applause for this beautiful facility."

The new 300,000 square foot school sits on approximately 43 acres and is truly a state-of-the-art facility. With a multitude of classrooms including 12 science labs, 3 music rooms, 2 art labs, and 7 production labs (comprising auto shop, wood shop, welding, culinary arts, and flex labs), there are myriad specialized learning spaces, plus open areas for student and faculty to gather in both small and large groups. Other amenities on the school grounds include a phenomenal sta-

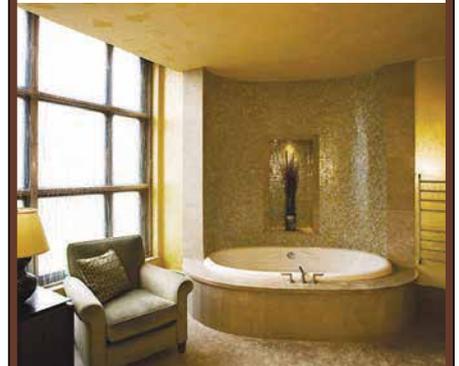
dium with synthetic turf, full practice field with synthetic turf, tennis courts, two full gymnasiums, three-tiered auditorium with reclaimed snow fence wall accents, Olympic-sized pool with concrete dive platforms, and large commons area with 30ft ceilings and amazing views. Security is also a priority in the new school which boasts multiple panic buttons throughout the facility and several safe zones within each pod.

"This was a fantastic project and we're honored to be a part of it," said Haselden Vice President Derek Oliver. "We had such a great team from the design team to the subcontractors—it was a seamless project."

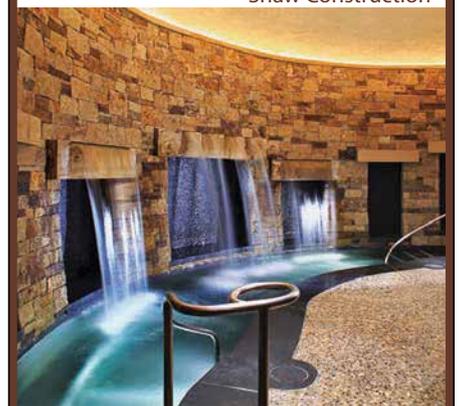
Incredibly, the \$87.15M project was completed in just 24 months. Governor Mead summed up the effort in his closing statement: "This project truly represents the best of what we can do when a community comes together, when the state comes together, when community leaders, educators, teachers, students come together and say, 'This is what we want, let's build it, it's a dream for the future.'"



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Stresscon Corporation is Named 2015 Recipient of The American Legion National Award Outstanding Employer of Veterans

The American Legion honored Stresscon Corporation as the 2015 recipient of their National Employer of Veterans Award for medium-sized employers (51-200 employees) at their 98th Annual National Convention. The award recognizes one employer in each state for the outstanding hiring and retention of veteran employees.

The National Employer of Veterans awards, created in 1969, are presented by The American Legion's National Veterans Employment & Education Commission, and given to recognize businesses across the country that have established outstanding records in employing and retaining veterans, workers with disabilities, and older members of the work force. In order to qualify for the Employer of Veterans Awards, a company must be a private-sector business operating for at least five years, cannot restrict employment to veterans-only, and must have at least 10 percent of its work force made up of veterans.

Stresscon was initially nominated for the 2015 award for active veteran recruiting and for dedication to hiring veterans. Winners from each category meeting all requirements are then eligible for the national award. Selections of the Employer of Veterans Awards are made by the National Economic Commission Award Subcommittee, which meets during the annual Washington Conference, and then presented at the annual convention. Stresscon employee, Rick Driver, Corporate Director of Safety, was onsite to accept both the 2015 annual and national Employer of Veterans Award for medium-sized employers on behalf of the company.

"Stresscon remains an active veteran supporter and diligently recruits from local military opportunities. We strive to place and retain this segment of our workforce," Driver, who is an influential factor to Stresscon's success in both recruiting and hiring. Stresscon began focusing on the importance of the Veterans First initiative last summer, and developed a hiring plan in collaboration with the Pikes Peak Workforce Center and the Wounded Warrior Project. Driver actively recruits through both programs. Stresscon workforce is comprised of almost 20% active veterans.

SMPS Colorado Announces New Board of Directors

In August, the Society for Marketing Professional Services' (SMPS) Colorado Chapter announced its newly elected 2016 – 2017 Executive Board of Directors.

The new Board members are:

President: Michele Decker, CPSM, 4240 Architecture

President-Elect: Rebecca Lavezzary,

Barker Rinker Seacat Architecture

Past President: Maggie Bolden, Palace Construction

Treasurer: Amanda Faith, MEP Engineering

Secretary: Jackie Sciarra, KTG Architecture + Planning

Director-at-Large: Amy Hopkins, CPSM, Jacobs Engineering

Director-at-Large: Michelle Ott, CPSM, JE Dunn Construction

The Board members' terms begin September 1 and run through August 31, 2017.

Stonebridge Companies Assumes Management at Marriott in Boulder

Stonebridge Companies is delighted to announce that they have assumed management of the Marriott Boulder in Boulder, Colorado, collaborating with Summit Properties Inc., a publicly traded REIT, which purchased the property and focuses primarily on owning premium-branded, select-service hotels in the upscale segment of the lodging industry. Stonebridge Companies will now undertake daily leadership of the hotel.

Nestled in the foothills of the Rocky Mountains, the 157-room full service Marriott hotel is located within a 1-mile walking distance of the Pearl Street Mall, the centrally located Marriott is also within walking distance of the University of Colorado campus, and Folsom Field.

"We want to foremost extend our gratitude to Summit on being an outstanding investor in the hospitality industry," said Navin C. Dimond, founder, president and CEO of Stonebridge Companies. "There is a mutual synergy with the Marriott Boulder that aligns with our other properties in Boulder County, and we are proud to share the common goal with Summit of outstanding customer service. This Marriott will continue to meet the needs of our guests by providing modern comfort and convenience along with our unique brand of Distinguished Hospitality."

The Marriott Boulder offers dining in Canyons Restaurant and Lounge or the convenience of in-room dining. It also includes roughly five thousand square feet of meeting space, offering incredible views of The University of Colorado and the Flatirons.

Marble Institute of America Recognize Brekhus Tile & Stone

Brekhus Tile & Stone Inc. based in Denver, has earned the coveted designation of Marble Institute of America (MIA) Accredited Commercial B Contractor and may now use the official accreditation logo. Accredited Natural Stone Fabricators are companies that fabricate and install natural dimension stone.

To become an Accredited Commercial B Contractor by the MIA, a company must have successfully completed three phases of a rigorous application process. Phase one was the completion of a lengthy application that required the applicant company to provide various documents and references which ensure that the company is in compliance with the 10 standards of accreditation as laid out by the MIA Accreditation Commission. Phase two required the company's qualifying agent to pass a 200-question exam, online or an immersion onsite course. The exam tested the applicant's knowledge and application of material usage, installation, fabrication, restoration, care and maintenance, administration, legal/contracts, and jobsite and shop safety. Phase three was a comprehensive site visit, which included a facility review, document review, and one or more installation site visits.

James A. (Jim) Hieb, CAE, Executive Vice President/CEO at the MIA said, "Brekhus Tile & Stone, Inc. is now able to proudly display the accreditation seal, symbolizing that they are among the finest in the natural stone industry with respect to craftsmanship, safety, and business practices."

Brekhus Tile & Stone, Inc. is the 8th location in North America to achieve the MIA Commercial B Contractor accreditation.

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Denver-based Architecture Firm Worthgroup Merges With TAAG Architects

Denver-based architecture and interior design firm, Worthgroup, is expanding. The firm opened its doors in 1990 and has since built a hefty national portfolio of projects in diverse markets including hospitality, commercial/mixed-use, and entertainment.

Now, Worthgroup is focusing its energy on its own backyard and is merging with fellow Denver architecture firm TAAG Architects to bolster its local presence and provide a superior collection of talented designers and leaders in Denver with one priority in mind: provide responsive architecture that yields human interaction. "Like Worthgroup, TAAG's strong reputation in the industry stems from a collaborative, client-focused design approach. We are all extremely committed to listening to the dreams our clients have for their projects, which is what makes this merger an ideal fit" said Worthgroup Principal and VP of Architecture Travis Bryan. Worthgroup and TAAG Principals said uniting their resources will allow them to strengthen their marketplace position on Denver's "unique development" scene.

TAAG has been providing architectural services to Denver and the surrounding areas for over 44 years. "I'm looking forward to merging the assets and the project portfolio I've built over the last forty-plus years into the Worthgroup brand moving forward." Said TAAG's Founding Principal Jim Allred. The two Denver-based firms will consolidate in the WORTHGROUP Architects & Designers headquarters on I-25 and Broadway in the renovated Gate's Building.

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Three ASID (Colorado) Crystal Awards Presented to Kimberley Timmons Interiors

Kimberly Timmons Interiors (KTI) was distinguished with three Crystal Awards from the American Society of Interior Designers (ASID), Colorado Chapter at the chapter's 18th annual gala held July 21st in Denver. Since 1997, KTI has excelled in a wide range of markets including hospitality, interior merchandising, custom residential and commercial projects. The awarded projects stretch across the breadth of KTI's portfolio and reflect the firm's commitment to creating distinctive spaces inspired by owner values, architectural context and local geographical references.

KTI's work on Robson Ranch Clubhouse, in Eloy, AZ, balances comfort and sophistication while taking inspiration from Arizona's sunsets, and won the award for the best hospitality project. Southwestern style textures and patterns presented from a high-end residential perspective impart a "homey" comfort throughout guest spaces. Marvella plan 7945, a model home, won for best Temporary Installation by presenting a lifestyle of elevated personal satisfaction. Luxurious and comfortable furnishings in textural linens, soft furs, plush velvets and buttoned-tufted leathers are animated by bold print patterns. Pradera Umbria (below) used earthen materials of teak, stone, and metal to connect to the surrounding natural beauty, which helped secure the award for best Outdoor Space. Soothing color choices in spaces designed to entertain groups of two to twenty are furnished with durable four-season pieces able to withstand Colorado's adventurous weather.



"We're very fortunate to work with so many diverse and exciting clients, all of whom want designs that are evocative and clearly communicate premium quality," says owner Kimberley Timmons-Beutner. She credits her team's exceptional talent and strong determination to consistently exceed expectations as the foundation of the firm's success. "We layer details by blending colors, textures, materials, scale and placement to create spaces that are unique experiences. A commitment to collaboration is what makes that happen."

These accolades join more than 100 others to illuminate a history of staying on the leading edge of sophistication and style while creating compelling spaces. Meanwhile, Kimberly and the KTI team prepares to deliver the next round of exceptional designs on a wide range of projects across Colorado and beyond.



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Bryan Construction Continues to Build Staff Across Colorado and Internationally



Bryan Construction hired Robert Michaels as President of Bryan International, and Matthew Johnson as Executive Manager of the Multifamily Group.

Michaels joins Bryan International after a distinguished career as Chief of Construction Division – US Army Corps of Engineers, Omaha District. He brings extensive international knowledge and construction expertise, and will be responsible for expanding opportunities for Bryan International around the world.

Johnson comes to Bryan Construction from Alliance Residential, one of the largest private U.S. multifamily builders. He has a broad range of experience in all aspects of multifamily construction. He will be based in the Denver office, overseeing statewide multifamily projects.



Hord Coplan Macht Announces Promotions

Hord Coplan Macht is proud to announce that the following team members have been promoted in recognition for their skills and leadership not only within the firm, but also throughout the community.

Promoted to Principal:

- Travis Bostic, AIA
- Lyn Eller, AIA, LEED AP
- Gwen Gilley, AIA, LEED AP BD+C

Promoted to Associate:

- Heather Bemis, AIA, LEED AP BD+C
- Christine Poppe, AIA, LEED AP BD+C
- Ryan Roberts, AIA, LEED AP

“Talented and strong personnel are the backbone of excellent design,” said Hord Coplan Macht CEO, Lee Coplan, AIA. “Professional development is a core focus in our firm and we believe that investing in our team members helps us to continue providing the highest level of service and care to our clients.”



Travis Bostic



Lyn Eller



Gwen Gilley



Heather Bemis



Christine Poppe



Ryan Roberts



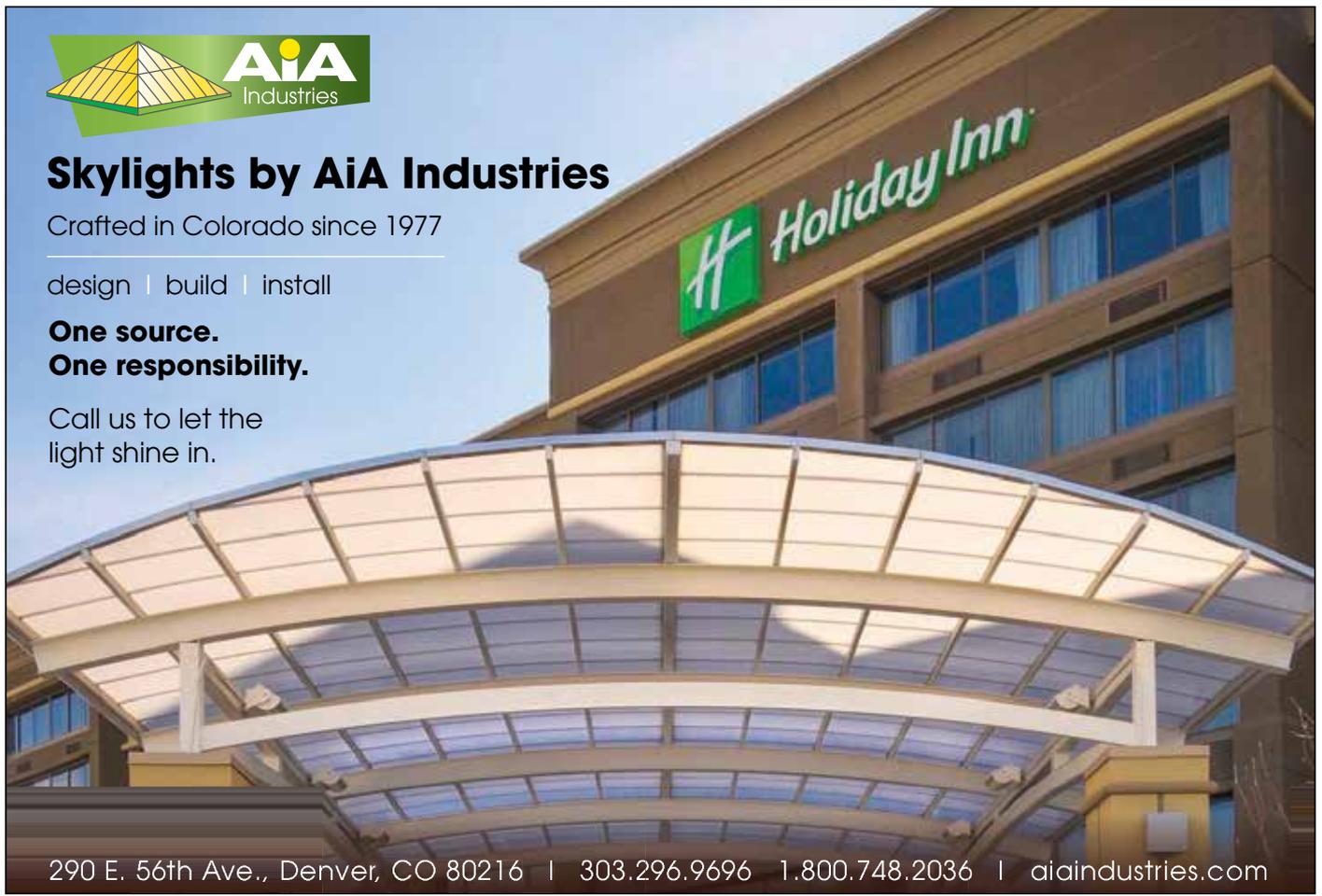
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CONSTRUCTION *People News*

The Neenan Company Names Mackenzie Daley to Director of Marketing

The Neenan Company is pleased to announce the promotion of Mackenzie Daley to director of marketing. The Neenan Company is a fully integrated design-build firm based in Colorado that specializes in the architecture and construction of commercial, education and healthcare facilities.

Daley has played an integral role in positioning The Neenan Company, one of Fort Collins' major employers, as a thought leader in its markets. As director of marketing, she develops and implements marketing initiatives with the business development team, manages public relations, identifies branding strategy and leads the project proposals strategy.

During her 13-year tenure with The Neenan Company, Daley's leadership has contributed to the design-build firm's recognition as the American Business Ethics Award winner by the Foundation for

Financial Service Professionals and as a finalist for the Colorado Ethics in Business Alliance's 2014 Bill Daniels Ethics Award. Additionally, The Neenan Company was recently named a finalist by the Colorado Society for Human Resource Management for its 2016 Best Companies to Work For in Colorado award.

Active in the Northern Colorado community, Daley serves on the board of directors and as a graphic designer for Berthoud Local, a nonprofit that cultivates community through food-focused projects, overseeing the operations of the Berthoud Farmers Market, community garden, seed library and community education events. She is also a member of the United Way of Larimer County, a volunteer for the Berthoud Chamber of Commerce, among others, and previously served on the Fort Collins Habitat for Humanity board of directors.



Studio NYL Elevates William P. Babbington to Principal Design Director



Boulder-based structural engineering and façade design firm Studio NYL has announced that William P. Babbington AIA, PE, LEED AP BD+C has been elevated to Principal | Façade Design Director, effective August 2016.

"Julian Lineham, and I are very excited to announce Will's addition to our leadership team," states Christopher O'Hara, PE, co-founder and principal of Studio NYL. "As our business continues to expand, both here in the Western Mountain Region and around the world, Will's natural leadership skills and unique background as both an architect and an engineer exemplifies the balance between structure and façade our firm has become known for."

Babbington, who started with Studio NYL

in 2012 as a Senior Façade Architect | Engineer, joins Founding Principals Lineham and O'Hara, and Principal Godfrey in guiding the firm through its next phase of growth. As the design lead on a number of the firm's most noteworthy, award winning projects, his well-rounded, holistic approach to marrying high design and high performance allows him to meet and exceed the needs of his clients in an elegant, yet dynamic way on a variety of building types, sizes and budgets.

"I'm thrilled to be playing a more central role in motivating our passionate, multidisciplinary team and keeping Studio NYL at the forefront of façade design within the Western Mountain Region, across the country and globally as well," states Colorado Native Babbington.

Angela Innes Joins the RMH Group as the Firm's New Marketing Manager



The RMH Group (RMH) is proud to announce that Angela Innes has recently joined the firm as RMH's new marketing manager. In her new position, Innes will manage RMH's project pursuits, branding, public relations, market research and strategic planning. In addition to having strong leadership and communications abilities, Innes is highly skilled at writing and

designing winning proposals and developing visually compelling marketing collateral.

"I have known Angela for years, and her knowledge of the market as well as her skills and experience in the AEC industry will be a great addition to our outstanding marketing team," said Bill Green, president of The RMH Group.

Prior to joining RMH, Innes served as the marketing manager of one of the nation's leading construction companies, as marketing director of a prominent Denver architecture firm and owner of a visual communication and marketing services firm. She holds a BA in apparel and merchandising from Colorado State University and a BFA in visual communications from Metropolitan State University of Denver.

Chris Morton Named ASPE Fellow



Chris Morton, Senior Estimator with Howell Construction, has been recognized as a Fellow by the American Society of Professional Estimators (ASPE). "ASPE confers its highest award of Fellow Member on those persons who have attained national recognition for their achievements in the art of construction estimating and who have made exceptional contributions to the Society." Morton has been an active member of ASPE, both locally and nationally, for the last 15 years.

Well respected in the local commercial construction community, Morton has been providing preconstruction services at Howell for more than 15 years and has more than 43 years of industry experience. Morton is responsible for schematic budgets, design-development budgets, proposals, preconstruction system selection, value engineering, preliminary schedules, subcontractor selection, and final estimates. Morton has also been recognized by the U.S. Green Building Council as a LEED® Accredited Professional.

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Honnen Equipment Elects Jon Asbury Vice President



With 18 years total heavy equipment industry experience, Honnen Equipment is pleased to announce that Jon Asbury was elected Vice President at a recent Shareholder's meeting. Jon oversees all sales operations for the Used, Wirtgen and Manitowoc divisions.

Jon started with Honnen as a Territory Manager in 2004 and became the Asphalt Division Sales Manager (Wirtgen Group) in 2009. Since then Jon's sales management responsibilities have been increasing and broadening to include the Used sales division and the Manitowoc Crane sales division as well.

Honnen Equipment is the authorized dealer for John Deere Construction & Forestry Equipment in the Rocky Mountain Region. It is our mission to partner with our customers to provide superior value through the lowest owning and operating costs. We provide parts, sales, service and rentals as well as customer support and technology solutions for today's heavy equipment.

IEC Welcomes New Executive Vice President/CEO Spenser Villwock



The Independent Electrical Contractors (IEC) welcomes Spenser Villwock, MNM, CAE, as Executive Vice President/CEO. Villwock exhibited outstanding leadership and knowledge of IEC during his six-month tenure as IEC's Interim CEO. He brings over two decades of business leadership to IEC, including six years of game-changing leadership and greatly realized success in the IEC network.

"I am overjoyed by this opportunity to lead the coun-

try's leading association for electrical and systems contractors, IEC," stated Villwock. "For nearly 60 years, IEC and our 50-chapter national network has blazed the trail for the merit-shop contracting industry. We are poised for continued greatness in the months and years ahead to further advance the mission of IEC for our members, students, and chapters from coast-to-coast."

In the position of Executive Vice President/CEO, Villwock is responsible for the management of the association in accordance with the budget, programs, and policies established by the Board of Directors. He was also recently appointed as CEO of the IEC Foundation, which focuses on growing IEC's apprenticeship and training programs through equipment grants, scholarship awards, and IEC chapter campus grants.

"IEC underwent an extensive four-month search to find the best individual to lead IEC far into the future," explained IEC National President Joe Hovanec. "With the unanimous selection of Spenser Villwock by our National Search Committee, we are confident he will bring his tremendous energy, enthusiasm, talent, and judgment to all facets of IEC. I look forward to working side by side with Spenser throughout the years ahead to take IEC and our industry to new heights."

Polly Emmons Named Editor and Creative Director for CC&D

Polly Emmons has joined Colorado Construction & Design magazine as Editor and Creative Director. Polly has 18 years experience in graphic design and business consulting and 13 years as a Software/Control Systems Engineer.



"She has a keen sense of how photos, images, and design elements complement and enhance the written word," says Mike Branigan, Publisher of CCD. "Polly is a gifted designer whose wide range of experience in the A/E/C industry will bring depth and new ideas to the future of CCD. As the editor, she will also be helping to bring in stories and writers and attend industry events and seminars. Polly also plans to improve our current website and boost our social media efforts."

Prior to becoming Editor and Creative Director, Polly held positions as a freelance graphic designer for her business CommOcean Media, LLC, was an email marketing campaign specialist at Invite Systems, and was a sporting event publication designer for State Publications based in Minnesota. She served as a Software/Control Systems Engineer for Control Systems, Inc., Honeywell Xceed, Samuel Engineering, and Comfort Systems USA. From 2009 to 2016 she worked as a graphic designer and marketing coordinator at Kumar & Associates, Inc., during which time she maintained and created positive working relationships with A/E/C industry professionals, writing qualification proposals and designing most of all K+A's marketing materials both in print and online including the newly redesigned kumarusa.com website.

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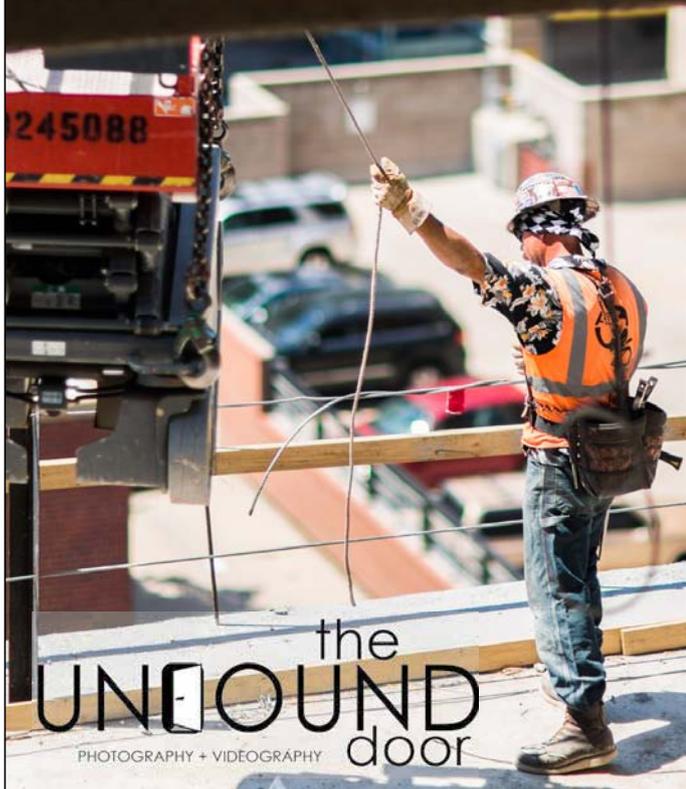


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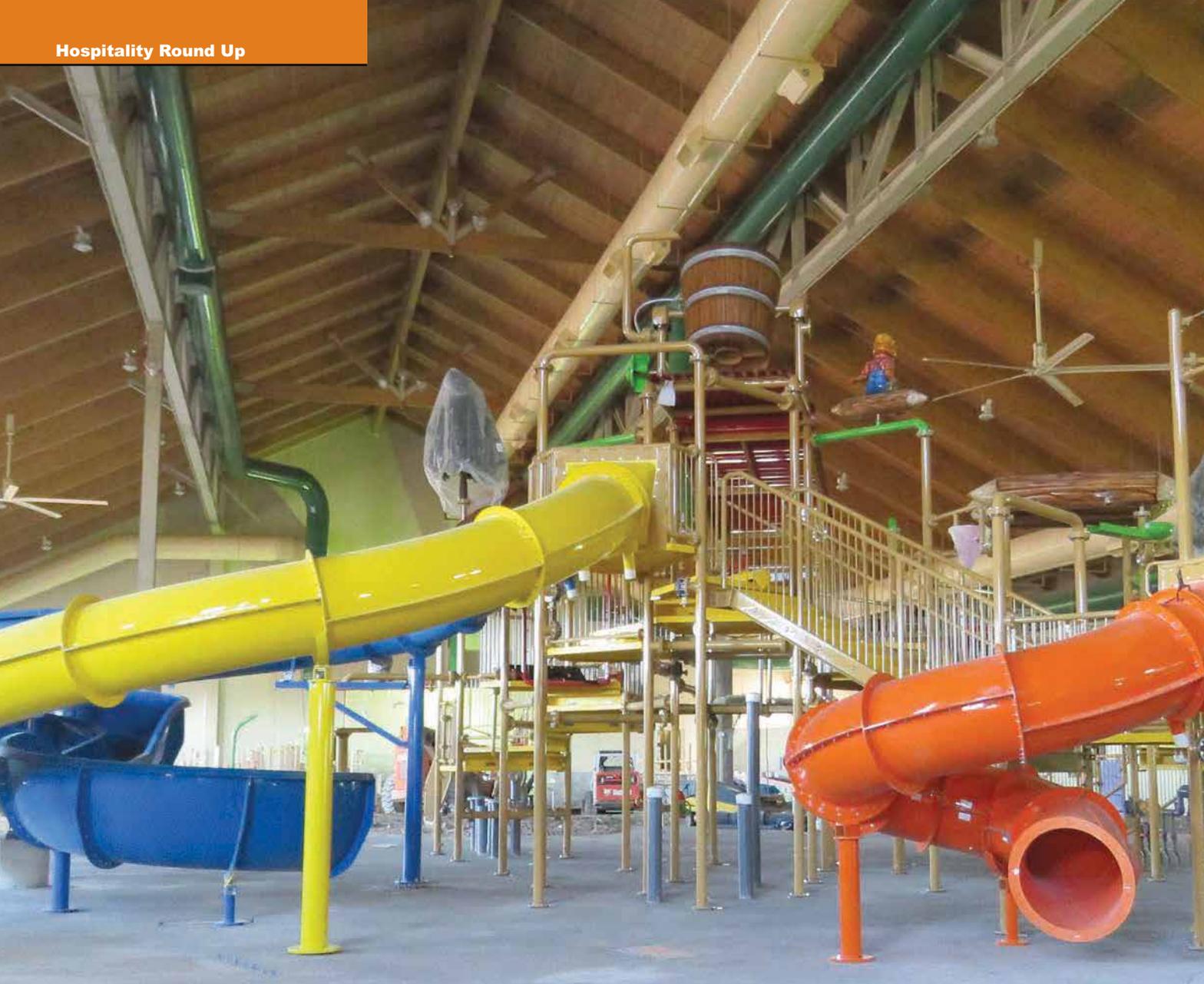
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Hospitality Round Up

by Sean O'Keefe

As

previous editions of the Round Up have shown, construction in Colorado continues to boom in virtually every market as the state's population surges. The latest Census Bureau data indicates that Colorado is the nation's second-fastest growing state with a 2% annual growth rate in 2015. And, of course, once people are here, settled in and making a living taking advantage of the state's abundant recreational opportunities is only logical. In this edition of the Round Up we look at the horizon of leisure – from waterparks to film centers, boutique hotels to drinking and dining out – there is a destination for most every appetite coming our way.

Sean O'Keefe has more than 16 years of experience writing about the design and construction industry. He provides integration communications services to architects, engineers, and contractors ranging from public relations to marketing strategy. He can be reached at sean@sokpr.com





National Indoor Water Park Is Coming to Northern Colorado Springs in 2016

A new Great Wolf Lodge Indoor Waterpark Resort will soon be open in Colorado Springs, with the national chain taking charge of a partially complete hotel property that has stood vacant for more than six years. Originally being developed as the Renaissance Hotel, this property east of I-25 at Interquest Parkway has stood incomplete and unoccupied since 2009 when the developer stopped construction. The Wisconsin-based water park operators Great Wolf Lodge purchased the property to complete the 311-room hotel and add in a 60,000sq.ft. rustic-theme waterpark on the site that will include a ropes course area, restaurants and arcades, bowling alley, mini golf, meeting space and a spa.

Flintco, LLC of Tulsa, Oklahoma is leading construction services on the project, which broke ground in September 2015 and is expected to be ready for a winter 2016 opening in December. At a total of 384,000sq.ft. the project involved significant structural demolition and rework to the original hotel to accommodate the Great Wolf Lodge theme and waterpark components. Design services were managed by a combination of Architectural Design Consultants, Inc. (Design Architect) and Butler Rosenbury & Partners (Architect of Record). When complete the resort is expected to employ between 400 and 500 people in a combination of full- and part-time positions.

Image Credit: Flintco



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The Limelight Hotel Part of Substantial Upgrades at Snowmass Base Village

More than a decade in the making, a complete destination make-over that began in 2002 is finally ready to move forward at the base of Snowmass Mountain. Though portions of the original plan were built, much of the anticipated developed was derailed by city permitting and entitlement procedures, a series of lawsuits, and eventually the 2008 recession. OZ Architecture has maintained a connection to the development and proceedings for all of these years and is finally ready to join the developers Related Snowmass and Aspen Skiing Co. in reaping the rewards for seeing the full vision to fruition.

Aspen Skiing Co. will open its third Limelight Hotel following successes in Aspen and Ketchikan, Id. The 102-room, 105,000 sq.ft. hotel will feature 15 condo units, spaces designed for multi-generational uses and a diversity of

programs, along with a pool, fitness center and clubhouse and boasts an eco-friendly, outdoor adventure mentality. The Limelight is expected to break ground in the spring of 2017 with a fall 2018 completion.

Related Snowmass is expected to also deliver several long-planned updates including new arrival buildings and site improvements. In the center of the village OZ Architecture is partnering with Aspen-based Harry Teague Architects on the Snowmass Discovery building, which is anticipated to house the future Ice Age Discovery Exhibition. Other plans for the Snowmass Base Village Plaza improvements include transforming the existing, partially constructed garage and buildings into the village of tomorrow.

Image Credit: OZ Architecture



Aspen's Historic Hotel Jerome to Add Eight Keys in 2017

Design services are in progress for renovation and expansion of the Hotel Jerome and the Aspen Times Building in Aspen, Colorado with Rowland+Broughton Architecture in the lead role. Built in 1889 and listed on the National Register of Historic Places, Hotel Jerome is an Aspen landmark recognized as one of the great hotels of the American West. The design seeks to expand the hotel's guest capacity by adding a total of eight new keys, through renovations to existing spaces and an addition adjacent to the Aspen Times Building. The new rooms will enable the Hotel Jerome to attract multi-generational families who desire a residential designed room. The new units can be configured in a variety

of different ways with a maximum unit size of 1,864 sq.ft. per floor.

The design received approval from the Aspen City Council in May of 2016 and is appreciated for both adding new beds to the town's hospitality profile while also respecting the historic heritage of the existing streetscape. New amenities added to Hotel Jerome include a revitalized courtyard between the two buildings with a pool deck and patio. Ground breaking for the project is anticipated for April of 2017 with construction completion projected for December 2017.

Image Credit: Rowland+Broughton Architecture



Harvest Restaurant and New Fitness Center Added to Vail's Sonnenalp Hotel

Harvest, a new restaurant by owners Kelly Liken and Rick Colomitz has been added to the iconic Sonnenalp hotel in Vail. Completed in the summer of 2016, Harvest was designed by OZ Architecture and general contracting services were led by RA Nelson. The design takes advantage of the site's stunning views of the surrounding mountains through the incorporation of floor-to-ceiling windows along the southern exposure. A 30-foot vaulted wood panel ceiling frames expansive views and gives the space a deep openness.

The interiors emulate a rustic, country, farmhouse style by combining dark Arrigoni wood floors with sleek white quartz countertops and custom reclaimed wood community tables. Ornate patterns on furnishings and tiles are complimented by a replica pressed tin ceiling to give the modern space a historic sensibility. The renovation also adds a 10,000 sf fitness center featuring three independent studios and inspiring scenic views to the hotel's guest amenities.

Image Credit: OZ Architecture



The Stanley Film Center Planned for Estes Park

Estes Park's iconic Stanley Hotel is the planned home of the Stanley Film Center, which is expected to become the figurative epicenter of the horror film genre. The Stanley Hotel currently hosts that Stanley Film Festival, which is regarded as the "Sundance of Horror" and the new facilities will thrill horror film fans from around the world.

Designed by Denver's MOA Architecture, the Stanley Film Center will include a world-class, 500-seat auditorium capable of hosting film premieres as well as an outdoor theater for films under the stars. A 13,000 sf film discovery center, which is part of the project, will house important film artifacts as well as rare films from around the world. Designed as both an entertainment venue and a learning center, the program includes a collection of creative classrooms and workshop spaces, digital audio and film mixing studios, and a sound stage.

At more than 100-years old, the iconic Stanley Hotel has long been associated with horror films after having being the inspiration for Stephen King's novel *The Shining*, and as the set for director Stanley Kubrick's film adaptation.



Currently, the project is still in a fund raising stage and the construction start or completion dates remain unknown while the project's leadership continues to push forward with gaining support for the project.

Image Credit: MOA Architecture



Hotel Indigo, a Feature Figure in Union Tower West

A new mixed-use tower that will take advantage of Union Station proximity will feature Hotel Indigo, a 180-room hotel by InterContinental Hotels Group (IHG). Hotel Indigo's brand message is Travel like an explorer, stay like a local, and the hotel strives to create an ambiance based on authentic local experiences, modern design and intimate service.

The overall development, Union Tower West, includes a total of 210,000 square feet, including 100,000 square feet of Class A office space and 10,000 square feet of restaurant and retail space, and a 216-stall garage. Located on the corner of 18th and Wewatta, north of Union Station, hotel guests will

enjoy the walkability, connectivity, and energy of Denver's vibrant urban core.

Developer Portman Holdings is part of the Portman group of companies, which includes John Portman & Associates, a renowned architectural firm, intrinsically linking the design vision and strategic development insight. Hensel Phelps is nearing completion of the 20-month construction schedule with plans to open the Hotel Indigo to the public in January of 2017.

Image Credit: John Portman & Associates



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Dual-Hotels Rise Above 15th and California in the Heart of Denver

Construction progresses in the heart of the city as a dual-brand hotel complex rises on the corner of 15th and California in Denver's Central Business District near the Convention Center. The 20-story development features an AC Hotel by Marriott and a Le Méridien Hotel, which is part of Starwood Hotels & Resorts, with the overall development expected to be complete in the late summer of 2017. Developer White Lodging is creating a total of 495 rooms between the two properties that will represent distinct points of view for travelers.

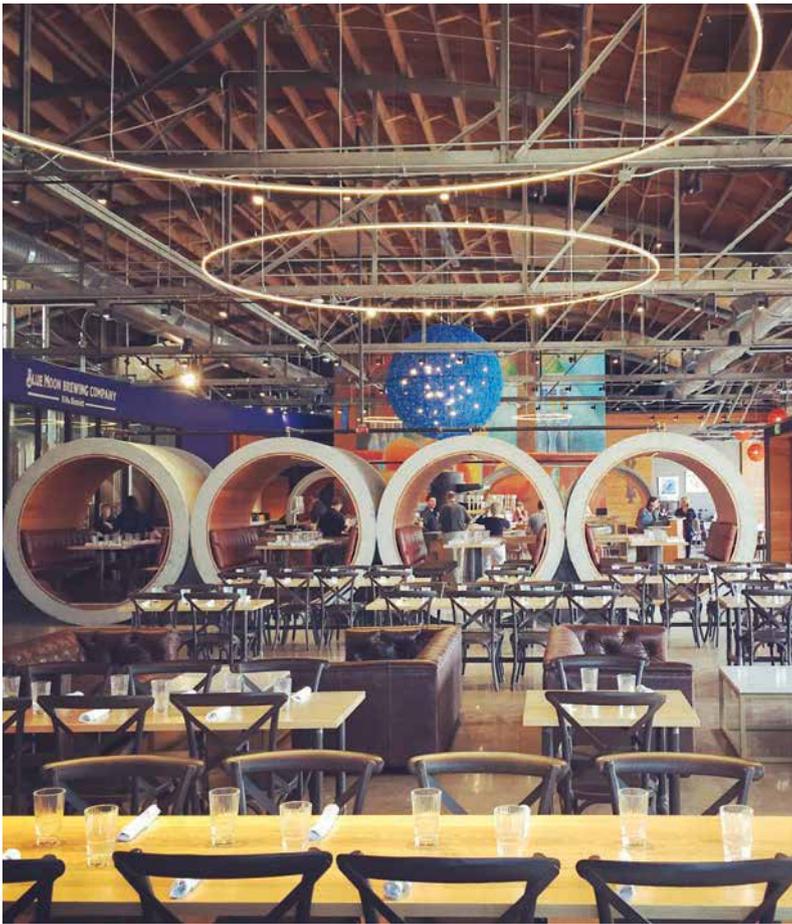
The AC Hotel Denver, featuring 223 rooms, is a European brand that has enjoyed success in Spain, Italy, Portugal and

France and has recently expanded to the U.S. Inspired by a high fashion lifestyle, the hotel will marry a sophisticated, modern European style with approachable design and a distinctly urban feel. Le Méridien will feature 272 rooms and offer the Le Méridien Hub, which re-interprets the traditional lobby into a social gathering place and further builds on the brand's award-winning arrival experience and coffee culture.

HKS Architects led design services and construction is being managed by Swinerton-Hunt.

Image Credit: HKS





Blue Moon Brewing Company Opens RiNo Brewery and Restaurant

The Blue Moon Brewing Company opened a new brewery in Denver's River North District (RiNo) in the summer of 2016 and the space has come to life. Designed by Roth Sheppard Architects, the program transformed some 26,000 sf of a 1950's era bow truss warehouse space into a new brewery, bar, restaurant and lounge. Building on Blue Moon's visual theme of the Moon and Valencia Orange, a glowing 8-foot moon is suspended above the circular bar, illuminating glassware below. The circular bar, booths and lighting are complimented by large glass windows that allow views into the brewing process and tours of the production facility are available. The design is also marked by the creative use of many different industrial materials throughout the space which feels memorably eclectic.

Interior and exterior spaces can be merged when weather allows by opening large garage doors that connect to the patio area. The variety of seating options imparts an old world beer garden quality that sits well with locals and tourists alike. Construction services were led by Hyder Construction.

Image Credit: Roth Sheppard Architects

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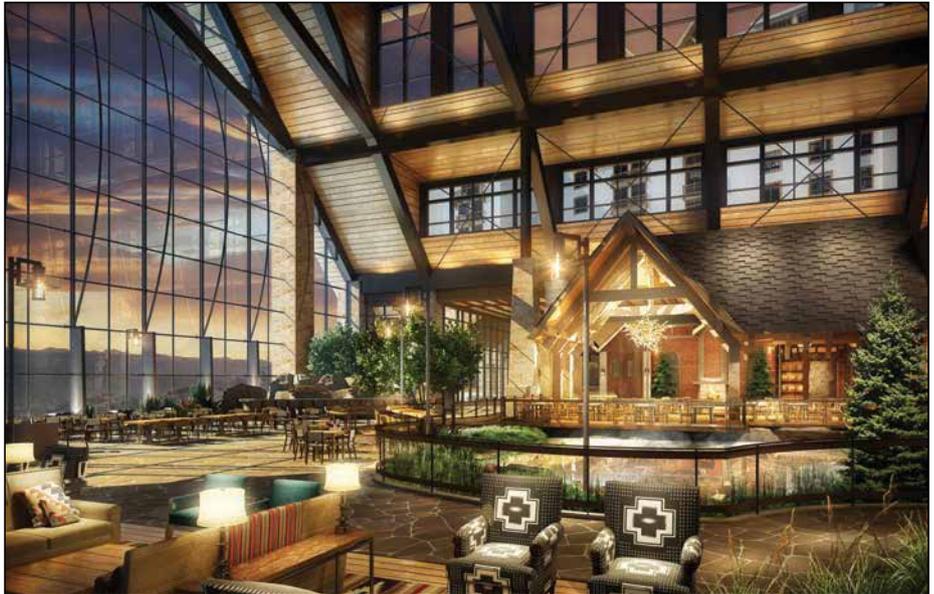


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Gaylord of the Rockies Resort Underway for 2018 Opening

A new large-scale convention hotel and resort is underway along Pena Boulevard between Denver International Airport and the Green Valley Ranch community. When complete, the Gaylord will provide 1,507 new guest rooms adjoined by 485,000 sf of convention center space along with a water park on an 85-acre site. Part of the Marriott portfolio, The Gaylord will be Colorado's largest combined hotel and convention center and also one of the largest non-casino hotels in the U.S. The resort's expansive outdoor water park will include multiple pools and water slides, lazy river, family lagoon, private cabanas and a Colorado 'hot springs' experience.



The Gaylord Rockies Resort & Convention Center, formally broke ground in January 2016 with an expected completion in late 2018. A joint venture of Mortenson/WELBRO leads general contracting services on the project, which is expected to draw some 450,000 new visitors annually and

contribute some \$273 million in new money to the state's economy. The developer is RIDA Development Corporation and design services were led by HKS Architects for this multi-dimensional resort that will also feature a collection of restaurants, retail spaces, and a luxurious spa and salon. During construction, the project is expected to account for approximately 10,000 construction jobs and an estimated 1,500 permanent resort jobs when the project is complete.

Image Credit: HKS Architects



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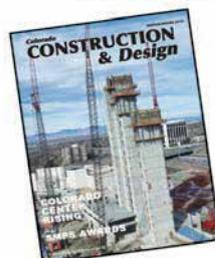
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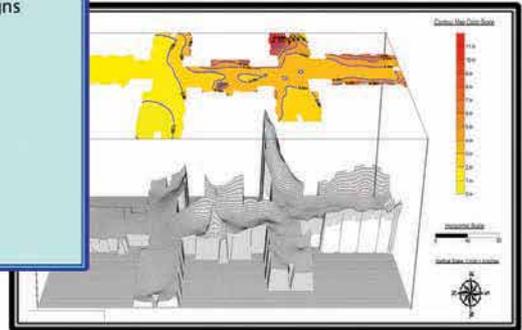
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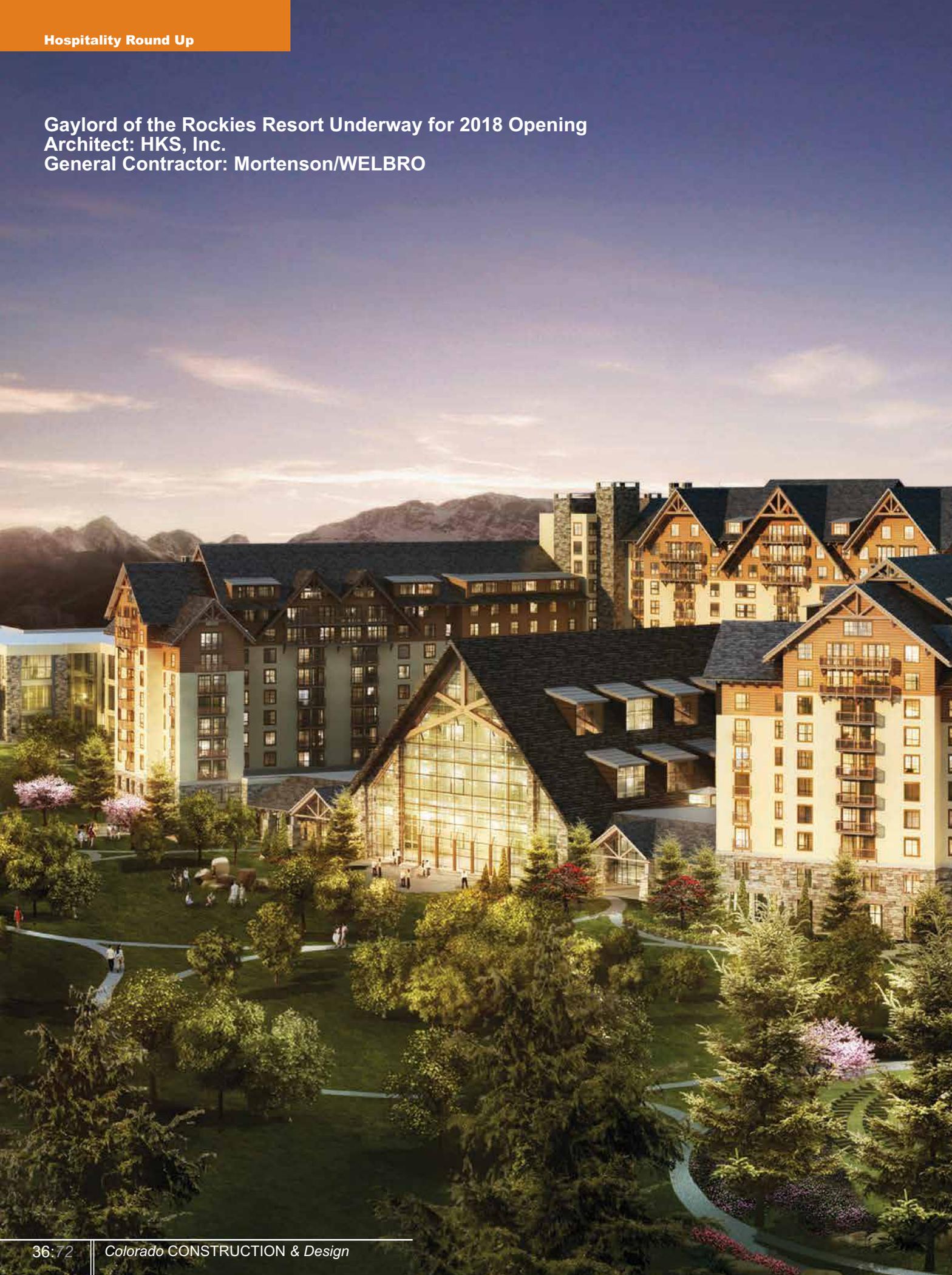
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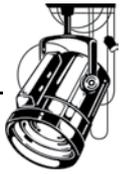
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Gaylord of the Rockies Resort Underway for 2018 Opening
Architect: HKS, Inc.
General Contractor: Mortenson/WELBRO







Monroe & Newell Engineers, Inc. 25 Years of Making Dreams Come True

Twenty-five years ago Peter Monroe and Bill Newell joined forces for the second time to create a structural engineering firm with the sole purpose of making dreams come true – dreams of owners, architects and end-users who envisioned environments and experiences that would endure the test of time in spaces to live, work and play. More than two and a half decades later, the partners, now two of seven principals, are still making those dreams a reality, while enjoying their working relationship spanning over 40 years that is personal, professional and importantly, evolving to meet the needs of a changing world.

Filled with exceptional people who love what they do, Monroe & Newell continues to work for most of the clients they began with 25 years ago, evolving with them and making their visions a reality. Averaging more than 400 local and national projects a year, the structural engineering firm employs over 30 professionals who are located in Denver and Vail offices.

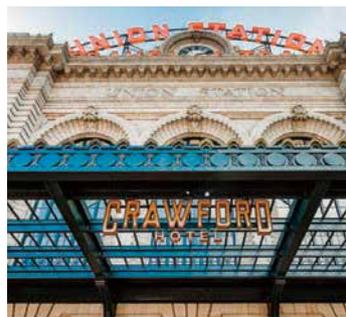
Monroe and Newell credit the firm's success to its people and the outstanding clients they have been privileged to work with, who are not just considered employees or clients, but family and friends. They also cite the firm's passion for getting involved, whether it be serving on the State Board of Licensure, or volunteering their services for Friends of the Haven. They have always felt that the human experience drives passion, and when passion is diverse you can touch a lot of people and make a profound difference in the world.



Peter Monroe, PE, and Bill Newell, PE.

Another cornerstone of the firm's success is a prowess in a vast range of projects from large mountain resorts to intimate private residences. Among their most iconic projects are The Arrabelle at Vail Square and The Crawford Hotel at Union Station.

Engineering the The Arrabelle at Vail, the grand centerpiece of the Lionshead portal that will carry Vail into its second 50 years, was both logistically challenging and exciting.



After being tenants in Union Station for 13 years, the firm considered it an honor to be involved in preserving the grand old centerpiece of Denver for its second hundred years.

A grand sense of humor. Genuine support. Superior problem solving. Technologically advanced. Bountiful creativity. These are the core attributes of Monroe & Newell.



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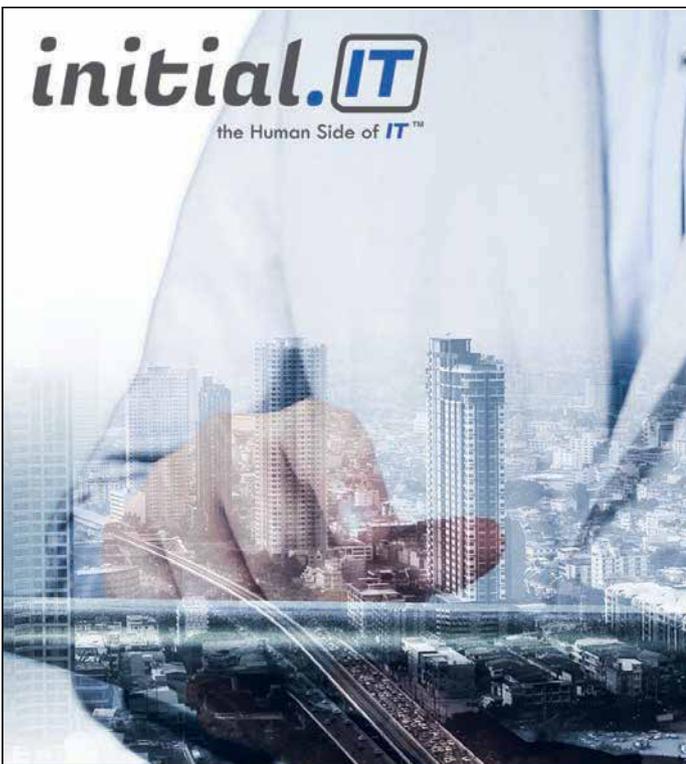
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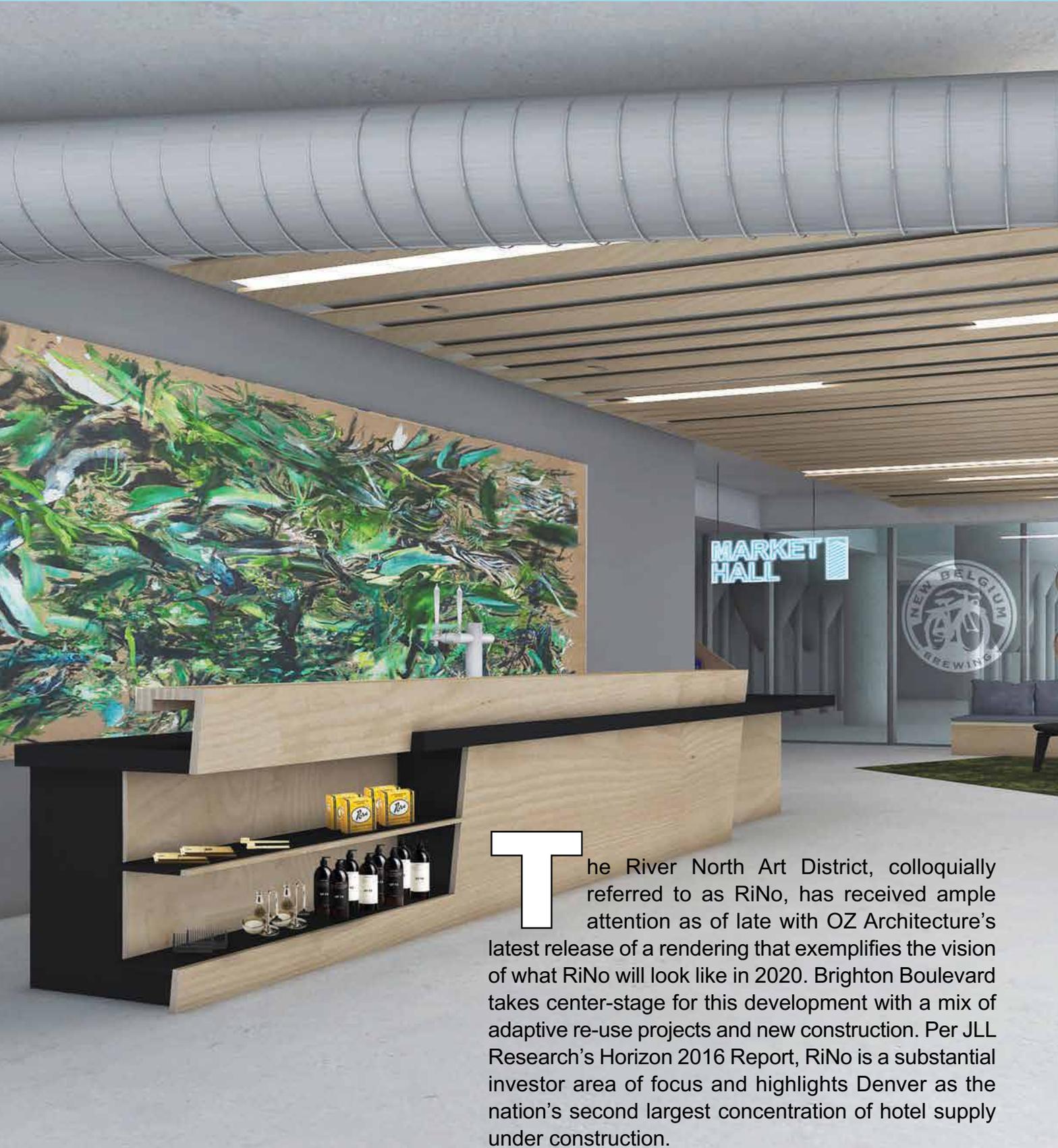
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Boutique Hotel Enlivening Brighton Blvd in RiNo

by Julie Wanzer
LEED AP



The River North Art District, colloquially referred to as RiNo, has received ample attention as of late with OZ Architecture's latest release of a rendering that exemplifies the vision of what RiNo will look like in 2020. Brighton Boulevard takes center-stage for this development with a mix of adaptive re-use projects and new construction. Per JLL Research's Horizon 2016 Report, RiNo is a substantial investor area of focus and highlights Denver as the nation's second largest concentration of hotel supply under construction.

“The biggest challenge on this project is the logistics because we’re on such a tight site. We have to be very strategic about staging.”





L to R: CCD Reporter Julie Wanzer, Superintendent Jeff Noffsinger, Project Manager Russell Clark & Project Engineer Flinn Fowler on-site.



Foundation walls are currently going in on The Source Hotel site.



PM Russell Clark demonstrates how each board represents one-week in the Last Planner® system used on the site.

One of these new construction hospitality projects includes The Source Hotel, an 88,226 SF, eight-story hotel that will connect to the existing retail hub, also called The Source. Kyle Zeppelin, principal of Zeppelin Development, one of the main partners of 3330 Brighton Blvd, LLC, the named developer of the hotel project, comments, “The success of The Source created the momentum for us to offer a 24-hour experience, which includes a 100-room hotel and an expanded market hall of accomplished, independent culinary producers.” When asked about how the development team determined that RiNo was ready for a boutique hotel, Kyle responded, “RiNo has emerged as a hotbed of innovation, attracting the biggest concentration of high-tech and creative business, surrounded by the state’s largest art district and a center for new generation retail and food and beverage.”

The project team for The Source Hotel includes the following:

- Contractor: Alliance Construction Solutions
- Design Architect: Dynia Architects
- Architect of Record: gkkworks
- Structural Engineering: KL&A
- MEP Engineer: M.E. Group
- Electrical Contractor: Berg Electric
- HVAC: Hytek Air
- Plumbing Contractor: Utal Mechanical

Russell Clark, Alliance’s Project Manager for The Source Hotel, commented, “We built a qualified team where we hold each other accountable. To me, we can’t do our job without our subcontractors.”





Colorado Leadership Team

Larry Franklin, President (center)

Mike Franklin, V.P. Field Operations (left)

Nate Otterson, V.P. Operations (right)

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With an average of 45 workers on-site currently, ramping up to about 100 workers once finishes are being added in, technology plays an important factor to keeping all parties up to date on the construction progress. Per Mr. Clark, Alliance is utilizing PlanGrid for document control with RFI's (Requests for Information) posted directly on the drawings. The team is also making use of Raken – a daily reporting system that functions in real-time where users can post progress pictures, check on the weather report and verify the number of man-hours logged to date. All Alliance employees have iPads on this job with about 60%-70% of the subcontractors using iPads with access to PlanGrid.

Despite the proliferation and advancements in technology, construction is still vulnerable to challenges that need to be solved by actual people. One such obstacle The Source Hotel project team encountered was that the bedrock was not at elevation as shown on the soils report; it was actually 5 – 6 feet deeper. Due to the further depth, new rebar had to be brought on-site. This delivery of new materials at first may seem trivial in the long run, but according to Alliance's Structural Superintendent, Jeff Noffsinger, "The biggest challenge on this project is the logistics because we're on such a tight site. We have to be very strategic about staging."



Above & Below: Rebar serves as a tension device in the reinforced concrete that Alliance Construction is self-performing.



"With our pull-planning schedule, we can ensure everyone is working towards the same goal," PE Flinn Fowler (on L).

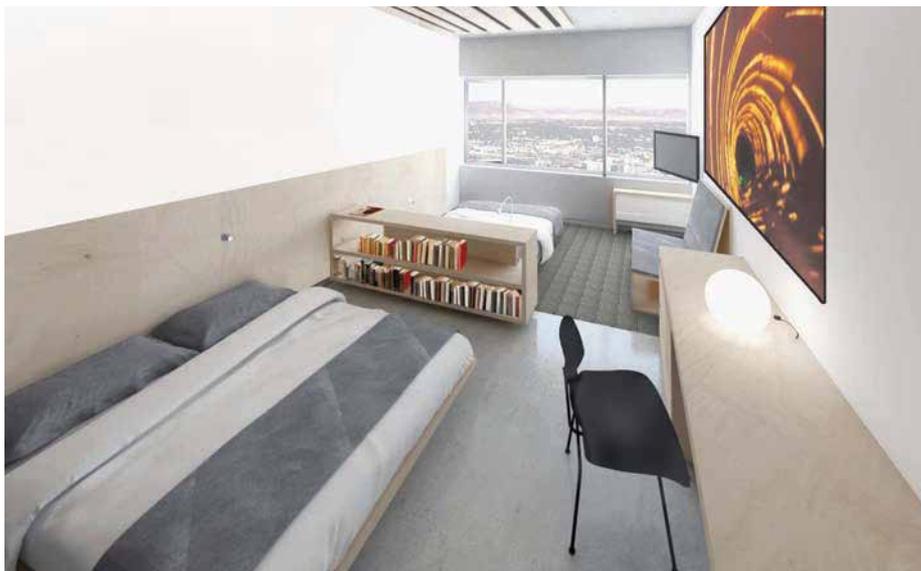
Another noted challenge for this 100-key hotel project is the design of the hotel itself. According to Stephen Dynia, FAIA, Founder and Design Director of Dynia Architects, "The Source Hotel is a tall building in a low rise industrial context. The form of the hotel is one of stacked boxes shifted east and west - this shifting creates overhead protection of alternate floors with garage doors that open the hotel rooms to the landscape and city views." This custom boutique hotel design has proved challenging to the construction such that nothing is standard. "It's a complicated build, asymmetrical in shape with cantilever slabs," commented Russell Clark. He adds, "Alliance likes these complicated jobs. We identify the issues and work to solve them. We're not firemen putting out fires; we plan and stay ahead of them."

The boutique hotel, designed to be LEED certified, will include a pedestrian bridge on level two of the hotel connecting to the existing Source market. Dynia Architects' design narrative describes other amenities to include a "food-centric retail space with two distinctive restaurants, a New Belgium brewery, a knife shop, and centrally located kiosks featuring rotating vendors in the podium levels." The hotel broke ground in July of 2016 and is expected to be completed in the Fall of 2017.

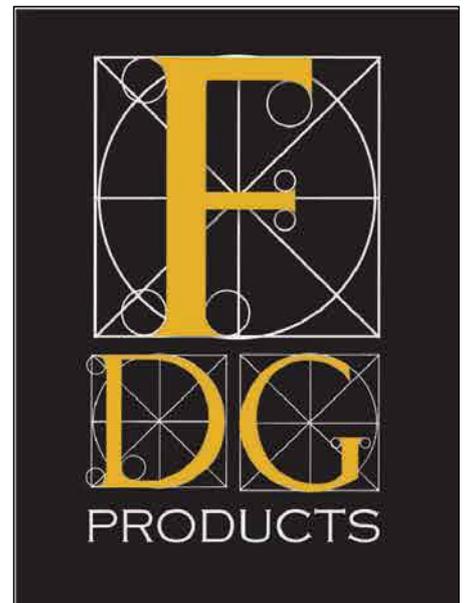


Renderings by:
Dynia Architects

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Jackie Shumaker
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Dynia Architects designed innovative layouts oriented out towards the views of city and mountains.



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UAVs on the Construction Site – Several Points to Consider Before You Take Flight

by Richard Lopez, VDCO at Hensel Phelps Construction and Stan Hennigh, Consulting Services Manager at CAD-1



Recent changes in the Federal Aviation Administration’s regulations around whom and how unmanned aerial vehicles (UAV) can be used (in the context of this article, on the construction site) have a lot of people excited about the potential of using these aerial based data and imaging reality capture platforms as a part of their firm’s reality capture processes. There are however a number of important considerations to plan for as your firm consider how to launch their UAV strategy.

Things UAV Programs Must Adhere to for Safety and Success.

Firms are already very familiar with the importance of safety, planning, communication and coordination. The use of UAVs as an on-site tool adds additional elements to this equation. FAA regulation may have changed a bit recently but the main premise for UAVs remains firm. This is a checklist of some of the things UAV teams will need to have in place.

Company and UAV Team Prep

- Fly only registered UAVs with proper “tail end numbers”.
- Plan missions together with the project P. Develop a clear understanding of all data and imagery to be secured.
- Select the proper UAV equipment, data and image capturing equipment, considering the project size, expected weather conditions, surrounding environment, hazards and anything else that must be considered. One size does not fit all.
- Prepare the flight plan for the actual flight. You must also prepare for battery life, emergency landing locations, spotter positions and so forth.

“FAA regulations may have changed recently, but the main premise for UAVs remains firm”

Safety and Compliance Prep

- Local jurisdictional officials’ approval.
- Project owner’s and surrounding property owner’s consent.
- Notify the project construction team that there will be a flight.
- Perform a hazards check for airports, helipads, power lines, structures and other hazards potentially encountered.
- Notify air traffic control in any project areas inside designated FAA regulations restricted airspace.
- File a notice to airmen (NOTAM) before flight.
- Call to tower before flight commences.
- Monitor an airport traffic receiver at all times during take-off and during the flight.
- Run a standard flight inspection before flight similar to the inspection of a manned aircraft.
- Have a spotter or spotters depending on the scope of the flight making sure that the UAV is visible at all times, that it does not stray from the flight boundaries and hazards are avoided.
- Radio communication is essential for all members of the flight crew.
- Mark the flight area with signs, especially in areas with public traffic to avoid undue interference and suspicion.
- Have clear take-off area and an emergency landing location.
- Maintain a service log for all equipment and file required reporting.
- Have on-site a current, “Unmanned Vehicle System Flight Operations Manual for Flying Within 500 Feet of People, Structures and Vehicles”.
- File monthly flight reports with the FAA.

These are just some of the key factors that really are mandatory for a safe and successful UAV program and/or the decision to hire specialty contractors that perform these tasks as part of their business.



Beyond the ‘Pretty Pictures’ – Why Use UAVs?

Reality Capture Systems, a Denver based reality capture firm says they often hear beginning UAV users say, “we’re not really sure what to do with the ‘pretty pictures’ we get and we’re questioning the value of the UAV.”

The real issue for many firms thinking they want to benefit from UAV image capture platforms is that they gather their first few photographs but then do not know how to put the images to work. Remember a UAV is just a platform to lift imaging and data collection equipment into an advantageous position for collection. The actual value is knowing the methods and technologies for making your data or images to make it truly effective.

Typical areas for UAV based data and imaging:

- Safety and security,
- 4D modeling,
- Volume and stockpile calculations,
- Construction to design verification,
- Crane and hard to reach area inspection,
- Overlays and heat maps,

Some firms jump right in and some firms do not or cannot make the investment in the technologies and employee talent required to perform many of these things. With any new venture, begin with reasonable, attainable goals and build from there or, of course, hire a specialty firm to assist with the project at hand.



Image Notes:

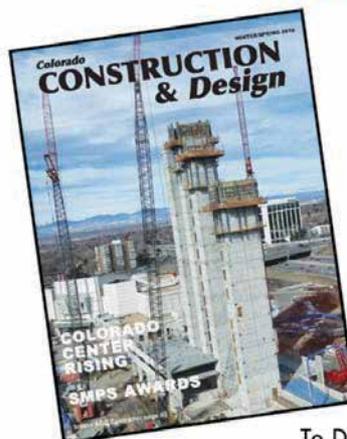
Onsite crane inspection as the crane is being erected. Reality Capture Systems preparing for take-off. Landing mats are always used to keep debris out of the rotors. 3 in 1 reality capture image containing the 4D construction model, site images and construction progress images. In context overall site area image with grading, construction and phasing images making it easy for stakeholders and construction teams to follow project progress. Site imagery with phasing overlays from Skycatch image management and measurement tools. 4D visualization in context with the actual project location imagery. Images provided by Reality Capture Systems www.realitycapturesystems.com, in conjunction with Hensel Phelps Construction.

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The author Sean Hanlon is a Partner at Holland & Hart, LLP. He helps construction firms, real estate companies and financial institutions resolve complex litigation. He can be reached at: 303-295-8270 or SMHanlon@hollandHart.com

Public-Private Partnerships in Higher Education

The Summer/Fall 2016 edition of CC&D featured many exciting projects in the education sector. As evident by the project descriptions, many school districts and higher education institutions in Colorado have been able to rely on traditional project delivery systems to complete the design and construction of their facilities.

But higher education institutions are continually faced with deferred maintenance, tuition pressures, and budget concerns. Many higher education institutions cannot always rely on debt capacity, budget surpluses, public capital investment, or reserves to maintain and expand their assets under traditional project delivery systems. Due to these realities, the higher education sector is increasingly turning to innovative public-private-partnerships (P3s) for its project development needs.

Under a P3, the public institution enters into agreements with private sector entities that allow the delivery of a service or facility for public use. The skills and assets of public and private sectors are shared to deliver that service or facility. Typically, a private sector consortium made up of a designer, general contractor, maintenance company, and equity investors forms a special purpose entity to develop, design, build, maintain, and operate the facility for the contractual period. The private sector also assumes substantial financial, technical, and operational risk in the project.

When properly structured and utilized, P3s offer many advantages to public institutions. Some of these advantages include:

- Access to private capital, which is important through all phases of the project, but can be particularly beneficial early in a project to cover the costs associated with feasibility studies, predevelopment activities, and architectural services necessary to turn a concept into reality. The public sector often turns to P3s because it cannot afford to invest in necessary projects through traditional public procurement.
- Access to specialized expertise. The public sector's ability to tap into private sector technology, innovation, and operational efficiency can lead to better public services or facilities for public consumption.
- Accelerated project development. The private sector can be incentivized to deliver projects on time and within budget.
- Sharing of the risks and rewards. The public institution can transfer fiscal risks associated with providing services or facilities to the private sector. In exchange, a revenue stream from the project flows to the private sector throughout the contracted period. (For instance, the typical horizontal P3 project is a toll road, and a typical vertical P3 project is a building. The private entity designs, builds, operates, and maintains the facility for the contractual term, and

collects the money flowing from the projects through tolls or lease payments.)

- Deferral and spreading of payments. The public sector defers payments until the construction is complete and then spreads them out over the length of the contractual term.

Student housing offers a clear choice for the revenue stream necessary to make higher education P3 projects viable for both sectors. Increased competition for students, coupled with decreased capital project funding has prompted higher education institutions to look beyond relying on residence hall revenue streams for P3 models.

For instance, on August 16, 2016, the Regents of the University of California reached commercial and financial close on a \$1.3 billion project, involving the design, construction, financing, operation, and maintenance of a mix of academic, residential, student life, and recreational facilities (the "UC Merced 2020 Project"). 790,000 assigned square feet of facilities will be delivered in phases by 2020, practically doubling the physical capacity of the campus necessary to accommodate projected enrollment growth.

The UC Merced 2020 Project is the first higher education availability payment P3 project awarded in the United States, and will likely serve as a template for future higher education projects across the country. An availability payment is a payment for performance achieved (irrespective of demand or user concession fees). Availability payments are triggered by the availability of a facility. The facility must be open, functioning, unobstructed, and allow for full use by the public. The private sector (lenders and equity investors) finance the construction of availability payment projects based solely on the expectation of repayment through successful earning of the future availability payments spread over the contractual term. The UC Merced 2020 Project has a 39-year term.

Other notable higher education P3 projects include The Ohio State University's energy P3, the University of Utah's solar panel P3, and Kansas University's Central District mixed-use project consisting of a science building, student housing, a student union, a dining hall, and a utility plant and parking.

P3 projects are becoming more and more common in the higher education sector. By teaming with the private sector, the public institutions can free up funds for other academic purposes and increase their ability to pursue and realize their academic mission. P3 projects in the higher education sector, as in other sectors, are seemingly limited only by the imagination. So long as the public institution jumps in with both eyes open, P3 projects in the higher education sector can be very rewarding.



John Mayerle

The author is Director of Risk Control at CCIG (Cherry Creek Insurance Group) he can be reached at: johnm@thinkccig.com



Drones in Construction: Are You Covered?

Invasion of privacy. Cyber laws. Even acts of war.

Use of unmanned aerial drones in the construction industry raises all kinds of risks, few of which are addressed in general liability insurance policies, which typically include aviation exclusions.

Despite that, the use of camera-mounted drones in coming years is expected to become commonplace at construction sites, helping to reduce the industry's reliance on cranes, helicopters and other heavy equipment, saving companies money and delivering greater accuracy.

Construction companies already have embraced drones to get a bird's eye view of the progress of their jobs as well as to survey, map and create three dimensional modeling of sites. Drones also are helping companies keep their employees out of harm's way.

Use of drones is expected to rise even more dramatically under new Federal Aviation Administration rules that went into effect in August this year.

Sometimes, companies hire drone contractors to do the work for them. Sometimes they do it themselves. In either case, there are a number of points to consider to ensure you're protecting your workers, your company and its future.

For starters, FAA approval is required for any commercial use of a drone. Companies must submit a Section 333 application with the FAA in order to obtain a civil Certificate of Authorization. This can be a time-consuming process, taking several months, but going without it could nullify any insurance policy.

Your pilot-operator – whether someone on staff or someone you've hired – must be properly licensed. The drone owner also must be registered with the FAA.

Assuming the FAA gives its OK and your pilot checks out, what are the personal injury or property damage risks?

These can be significant, especially with the heavier drones used in the construction industry. Even smaller drones travel with enough force to cause plenty of damage.

You'll want to check whether your insurance policy includes an exclusion for bodily injury or property damage caused by the use of an "aircraft." If it does, you need better coverage. Be sure to look whether a drone is, in fact, viewed as an aircraft under the policy.

Also, the use of high-resolution cameras or video, as well as data-gathering capabilities, could lead to privacy and data-hacking concerns and liability. That is because drones often capture data that someone might not want anyone having. This includes images of people in their homes.

As rare as it is likely to be, drones can be hacked during a flight by someone who overrides the controls and then crashes the drone into, say, a group of people or a public utility. That qualifies as an act of war – and serves as yet another good reason to get drone coverage.

If you're hiring a drone operator as a contractor, be sure there is an indemnification clause in the contract, and that your firm is named as an additional insured. The drone operator's insurance policy should hold you harmless for any mishaps.

The bottom line: A property and casualty insurer who knows the construction trade but little about aviation and aerospace risks and exposures, isn't the place to go to buy drone coverage.





Marilen Reimer

The author is Executive Director of the American Council of Engineering Companies (ACEC) of Colorado.



The Power of Personal Involvement

Long time American Council of Engineering Companies (ACEC) of Colorado member Richard Weingardt would often remind us, “the world is run by those who show up as leaders, not just bystanders.”

These words continue to have relevance as we are now in the midst of election campaign advertising overload on radio, television and through direct mail pieces that stuff our mailbox. We know that there is something significant going on and that we need to show up – we need to vote! Election time isn't just about voting for candidates; it's also the time we're asked to make decisions about what we want our communities, schools and state to look like moving forward. Sometimes these choices aren't always clear or easy, but nonetheless, these are the choices we are given and the decisions we must make.

Of the 35 state Senate seats, 18 are up for election, eight of which were (are) term limited. Of the 65 state House seats, 15 incumbents are either term limited or not running for re-election. Will the state Senate Republicans hold their one-seat majority in the Senate to maintain a split legislature? Or will the Democrats, who hold a three-seat majority in the House, take control of both legislative chambers and the executive branch? It all matters and that's why we must show up.

ACEC Colorado has participated at candidate interviews and met candidates at fundraising receptions. Currently we are asking members to participate in the process by hand-delivering our state PAC checks, which allows members to get to know the candidates who are running in their district, and to explain ACEC Colorado's business agenda, which simply stated is that consulting engineers stand as stewards of society, our environment and quality of life. It is also beneficial to know how incumbents have voted in previous sessions by going to the Colorado General Assembly page or to <http://openstates.org/co/>.

The ACEC Colorado board of directors has taken a position on two of the upcoming ballot initiatives:

- We oppose Amendment 69 – State Healthcare System – that will establish Colorado as the only state with a governmental entity that determines the way health care will be funded for all

Coloradoans. It will be paid for by payroll taxes and non-payroll income, and governed by a 21-member board. At our May general meeting, the proponents didn't have many answers to our members' questions, because decisions on the health-care program will be made AFTER passage by a board that is selected by the governor and legislators. The board will have control over a \$25 million budget; in comparison, the state budget is \$27 million. Half of ACEC Colorado's member firms and their employees now have the choice of several plans offered by the ACEC Life/Trust for the medical coverage that is best suited their needs and budgets. That choice will not be available with passage of Amendment 69; the choice will be left in the hands of this governmental entity. Colorado's relatively new health exchange would also be disbanded.

- We support Amendment 71 – Requirements for Initiated Constitutional Amendments – that will make it more difficult for initiatives to get on the ballot. If passed, the initiative would require support from registered voters who reside in all of the state senate district before it can be placed on the ballot, and passage of the initiative would require at least 55 percent of the votes. Currently only 5 percent of the total number of votes cast in the preceding general election is needed to get a citizen's initiative on the ballot, and if passed by a simple majority, it goes into the state constitution. Under the current system, one could obtain the necessary signatures for a statewide initiative by standing on a corner of 16th Street Mall, with little or no input from the rest of the state's electorate.

ACEC Colorado is dedicated to assisting our members by keeping them informed about ballot initiatives that can impact their businesses and communities. We encourage all industry associations to do the same to ensure that our industry is educated and involved in making these important decisions.

We also encourage members to visit the Ballotpedia website, which is a solid resource to view both sides of the ballot initiatives and propositions.

Ballots will be mailed on October 17, so do your homework, get involved and be prepared. Whether it's voting at the kitchen table or at the polling place, it's time to “show up.”

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SMPS UPCOMING A/E/C MARKETING EVENTS



POWERFUL NETWORKING: Education Event

November 17, 2016 | 11:30 am - 1:00 pm | JE Dunn Construction - Colorado Center Tower 1 | 2000 S. Colorado Blvd. | Denver

Your job responsibility includes, either directly or indirectly, bringing in new opportunities for your company. For the marketing professional or someone new to business development, how can you most effectively use your time cultivating relationships? Design and construction industry leaders share effective techniques that increase your sales by building strong client relationships. At this luncheon, you will gain insight into key strategies and how to adjust your own communication style to strengthen your relationships and conversations.

ADDITIONAL UPCOMING SMPS EVENTS



8 ON 8 DEVELOPERS PRIVATE, RETAIL, HOUSING: Denver Luncheon Program

November 9, 2016 | 11:30 am - 1:00 pm | Denver Athletic Club | 1325 Glenarm Place
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2017 FORECAST: Denver Luncheon Program

December 14, 2016 | 11:30 am - 1:00 pm | Denver Athletic Club | 1325 Glenarm Place
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The Author is Executive Director at ULI Colorado



Michael Leccese

Checking in With Hotel Trends

As the world's oldest millennial, I often use Airbnb when traveling for business or pleasure. I simply prefer the authenticity of moldy towels and sketchy neighborhoods to the safe sterility of corporate hotel chains.

And I am not alone. There are 173,000 Airbnb listings in the US (vs. about 5 million hotel rooms) but this “disruptive technology” is growing at a faster rate. In 2015, one in three travelers used such “private accommodations” in lieu of traditional hotel booking. The number of business travelers using such services tripled in recent years.

With all that competition, why then is Colorado experiencing a boom in the construction of new hotels? CBRE’s “Denver Pipeline Report” lists 73 current and recent projects ranging from the boutique to the massive and exceeding \$1.9 billion in development value.

Chalk it up to robust market fundamentals, says Larry Kaplan, senior VP for hotel brokerage at CBRE’s Denver office. “Metro Denver has a strong economy,” says Kaplan. “It’s anchored by corporate business, convention business, and leisure destinations. And that’s a good combination for hotel business.”

In mountain resorts, he adds, hotels have been buoyed by the efforts of Vail Associates and others to make the summer season as big a draw as winter. That has led to repositioning of existing hotels for a higher-end clientele (that does not include campers and couch-surfers like me).



For example, the 292-room Vail Cascade Resort sold last December for \$89.5 million. Owners commissioned a \$35 million renovation and “upbranding” (I learned a new word here—this is also called “De-Leccese-ing”) to Starwood’s Luxury Collection. In January the humble 115-room Holiday Inn Vail sold for \$22.4 million and is undergoing a \$10 million renovation/conversion to a Doubletree by Hilton.

Kaplan says “the Airbnb factor is overblown and is not a big influence in Denver.” Yet hotel managers and developers are still being proactive by personalizing their product for a new generation of travelers. Developed by Sage Hospitality and BMC Investments, designed by Denver’s Johnson Nathan Strohe and built by Mortenson Construction, the new 154-room Halcyon Hotel in Cherry Creek features rooms stocked with long-playing records, a “gear garage” packed with bikes and fly rods ready for check out, and, (gasp) full-size shampoo bottles.

The only element that could slow this hotel party are “the laws of supply and demand, which do not take a holiday,” notes Kaplan. After a record 2015, Metro Denver occupancy rates have dropped slightly this year. Air bnb faces its own challenges from unhappy neighbors and municipalities worry of erosion of revenues from hotel occupancy taxes.

Leccese has been executive director of the 1,250-member ULI Colorado since 2005. He always requests the room farthest from the ice machine, and advises you to book ahead for ULI’s coming events at <http://colorado.uli.org/events>. On December 7, 2016, ULI will host its annual Holiday Party Explorer Series at a new hotel TBA.



Above and right: The new 154-room Halcyon Hotel in Cherry Creek



The author is an AIA Colorado member and LEED AP BD+C, has worked in the education design field at RB+B Architects for the last 9 years.



The Business Case for Funding School Improvements

As early as 1993, the US Office of the Budget concluded that American human capital was of more value to the United States than physical assets and land value combined.

Paradoxically, the educational infrastructure in place to develop America's human capital for the future – the schools and classrooms across the country – has struggled to achieve the funding necessary to update and replace environments conducive to learning in the 21st Century. This combination begs the question, "What is the return on investment for funding improvements to educational facilities, and what does the United States risk losing by not improving the structures in which its children learn?"

In the last several years, there has been significant discussion of how to best educate children, and a plethora of educational delivery models have emerged. However, the condition of the building in which that education is being delivered is frequently not discussed. The Government Accountability Office has reported that school districts across the nation have underspent on maintenance by a combined \$270 billion. A 2014 National Center for Education Statistics study of the condition of America's Public School facilities also noted that "53% of public schools need to spend money on repairs, renovations, and modernization to put the schools' onsite buildings into good overall condition," meaning the roofs, structure, exterior walls, windows, doors, interior finishes, plumbing, HVAC systems, ventilation, electrical and lighting systems, energy management systems, life safety features, and security systems that comprise schools are often inadequate. Other challenges for school districts include having insufficient space per child, the presence of materials that are hazardous and/or promote the spread of disease, inadequate accessible bathroom facilities, acoustics that unsatisfactorily enable students to hear and understand instruction, and insufficient electrical and data infrastructure for a modern education.

These inadequate environments affect students' ability to learn. A 2015 study from the University of Salford, Manchester suggests that as much as 16% of the progress made in the classroom across the academic year is directly tied to the quality of the environment alone. The classroom itself and its natural light,

temperature, air quality, appropriate stimulation, and ownership and flexibility play a significant role in the learning process. This is self-evident – most people would acknowledge that it is difficult to learn in stuffy spaces that are too dark or not a comfortable temperature. Yet, day-after-day, many students and staff are required to function in such environments without adequate financial support to improve their condition.

The dollars spent on education often provide a significantly better return on investment than traditional investment options, however. In 2012, the Economic Policy Institute reported "rigorous research has demonstrated that investments in both educational facilities and in providing high-quality pre-kindergarten education would yield extraordinary returns." For example, a study based in California (Cellini, Ferreira, and Rothstein, 2010) indicated that referendums passed to improve school facilities resulted in the willingness of marginal homebuyers to spend \$1.50 for every \$1 of investment. From a different perspective, economist and Nobel Laureate James Heckman argues that targeted high-quality early education programs and facilities results in a 12:1 benefit to program cost ratio for society as a whole by reducing crime and abuse costs for the same population later in life. Further, 50% of U.S. Mayors surveyed in 2015 indicated their city would experience more economic growth if they had access to a more educated workforce, far exceeding other options like better infrastructure and less restrictive zoning laws.

But what if we went beyond good enough, to create educational spaces that are truly inspiring? What if the quality of our community's school buildings symbolized the value we place on raising future generations to lead our country and a place that staff, students, and parents want to be? These intangible benefits would lead to tangible results, like reducing rampant absenteeism in our schools, attracting and retaining more qualified staff, and enhancing the quality of our communities. "I never teach my pupils, I only provide the conditions in which they can learn," Einstein claimed. As a people, we must take a hard look at the condition of our schools, and decide if we've given our children the "conditions in which they can learn" – recognizing that great school buildings are an investment in the human capital of our country with returns that benefit academic progress, community value, and quality of life for all.



Tiffany Dahlberg

Tiffany Dahlberg is a principal at Ready2ACT, a Colorado-based company who help construction, engineering, and energy firms increase profitability by improving project success through assessments, consulting, and training.

Six Ways to Make Better Decisions

Every day we are faced with making decisions; some are easy and quick and others are difficult and time-consuming. For those decisions that require deep thinking, it's helpful to use a simple systematic methodology that not only saves time, but also ensures you have thoroughly examined the situation. I first learned Edward DeBono's powerfully simple tool the "Six Thinking Hats" in 2000 and share it with others as a critical thinking method.

The idea is that thinking can be conducted in a way that more fully explores topics employing formal techniques based on the brain's behavior. What makes thinking difficult is the conflicting thoughts of our heart (emotions), our head (logic and information), and our soul (hope and creativity). "Six Thinking Hats" provides a way for us to separate these thoughts and then focus on one thinking mode at a time. These modes are represented by six different hats.

Six Thinking Hats:

1. White Hat: Understanding data, facts, and figures in a neutral and objective manner.
2. Red Hat: Listening to and expressing your intuition, feelings, and what your gut says.
3. Black Hat: Pointing out risks, cons, and concerns to apply cautious thinking.
4. Yellow Hat: Listing the benefits, pros, and good reasons to support ideas and actions.
5. Green Hat: Brainstorming ideas, creating alternatives, and thinking "outside the box"
6. Blue Hat: Summarizing, organizing, and facilitating the thinking styles and outcome.

Many of us have "default" hats that we tend to wear most often; for example, I prefer the yellow, green, and white hats. Because we may wear only a few hats automatically, this technique encourages us to examine all sides of an issue by trying on all six hats, one at a time.

This critical thinking tool is easy to remember and apply to your own thoughts as well with others' thoughts, especially during problem-solving meetings. In fact, Precision Industrial Contractors effectively used this tool during their strategic planning retreat to identify which markets to pursue and which ones to let go. This concrete decision making process is helping them improve their productivity, close rate, and profitability on projects.

There are several applications of this technique. In your next meeting consider starting with the blue hat to summarize the problem or decision to make, what you already know, and what's still pending. Then move to the white hat to get the facts on the table. Use the yellow hat next to document the pros and the black hat to express concerns about your choices. Briefly put on the red hat to understand what people's guts are saying about your existing options. If they don't like it for whatever reason, it probably won't work. Then call on the green hat to create alternatives. Repeat the process until you come to agreement on what options to pursue further.

Contact me at Tiffany@Ready2ACT if you're interested in helping your team come to decisions more quickly and solve problems thoroughly.



Z. J. Czupor

The author is the Special Projects Coordinator for RTD FasTracks.



FasTracks is RTD's 2004 voter-approved transit expansion plan to build 122 miles of commuter rail and light rail, 18 miles of bus rapid transit service, add 21,000 new parking spaces, redevelop Denver Union Station and redirect bus service to better connect the eight-county District. For more information, visit www.rtd-denver.com

RTD's Civic Center Station is getting a \$26 million facelift this year

The Regional Transportation District's Civic Center Station—the agency's busiest regional bus transit center located at Colfax Avenue and Broadway in downtown Denver—is getting a \$26 million facelift. The renovation is integral to improving passenger connections throughout the Denver metro region.

Over the next 12-18 months, Mortensen Construction will renovate the aging Civic Center Station into a multi-modal, modern transit center to complement Union Station.

A total of 18 routes and an average of 15,000 passengers pass through the station daily, which is also the turnaround point for RTD's free 16th Street MallRide and Free MetroRide downtown shuttle. The facility was built in 1982 as part of the 16th Street Mall project.

Tom Tobiassen, RTD Board chair, said, "Once the project is complete, it will be a state-of-the-art transit hub to complement Union Station that will provide improved connections and convenience for our passengers."

The new open and welcoming building design includes a rebuild of the bus concourse with nine bus bays and a bus ramp extension connecting Broadway to Lincoln Street. Plus, the redesign creates a new terminal building enclosed in glass and constructed in such a way that pedestrians will have a clear view from the 16th Street Mall to the State Capitol.

Perkins Eastman is the design architect and SEH is the architect of record for the project.

Meanwhile, RTD and the city and county of Denver, in partnership with the Downtown Denver Partnership and Downtown Denver Business Improvement District, have prepared a Civic Center Transit District Plan (CCTDP) to look at how the station could be revitalized as an urban transit hub and new downtown anchor.

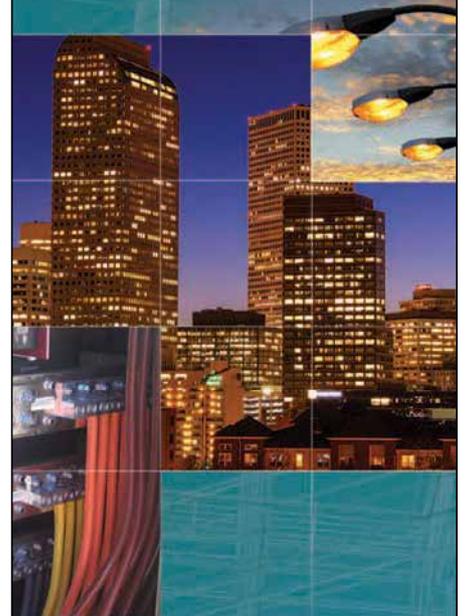
The plan also analyzes strategies to develop a 20,000-square-foot parcel of land along the north side of Colfax Avenue between Broadway and Lincoln Street. In addition to anchoring the southeast end of the 16th Street Mall, the center is also within walking distance of the Denver Public Library, Denver Art Museum, History Colorado Center, the city and county of Denver offices and the State Capitol.

The appealing new civic space will integrate transit with culture, have a unique district identity, and encourage new development in the area.



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Michael Gifford

Author Michael Gifford is President and CEO of the Associated General Contractors (AGC) of Colorado



President's Letter

Nov. 2016 Election - Blue Book Breakdown

At AGC we are actively engaged in opposing or supporting key measures that could make or break the Colorado economy and construction & design industry. I am on several campaign committees raising funds, conducting polls, and designing ads to help our industry. Based on that experience, and the needs of our members, here are our recommendations for the Nov. 8, 2016 election.*

Amendment 69 - State Health Care System

Amends the constitution to create a state run health insurance system. Levies \$25 billion in new taxes (two times the size of the state general fund!!!) via a new 10% income tax on all income. Benefit to C&D industry - none! Vote **NO** on Amendment 69

Amendment 71 - Raise the Bar (Requirements for Initiated Constitutional Amendments)

In Colorado we have amended our constitution 157 times vs. only 27 times for the U.S. Constitution. Colorado is the third most active amender after California and Oregon. The proposed Constitutional Amendment would require collecting 2% of signatures in each of 35 state senate districts and would increase the approval required from 50% to 55%. Benefit to the C & D industry? This helps stop the madness!

Vote **YES** on Amendment 71

Proposition 107 - Let Colorado Vote (Presidential Primary Election) and Proposition 108 - Let Colorado Vote (Open Primary Elections)

Unaffiliated voters are 37% of electorate (versus D-31% and R 31%). Colorado's unaffiliated voters are the fastest growing in the U.S. The proposed statute change Proposition 107 would bring back a Presidential Primary versus the caucus system (our last Presidential Primary was in 2000). The proposed statute change, Proposition 108, would open the democratic and republican primary election to unaffiliated voters. Benefit to C & D industry? More moderate & business friendly candidates, less political gridlock!

Vote **YES** on Propositions 107 & 108

Ballot Issue 4B - Denver Metropolitan Scientific and Cultural Facilities District

Ballot Issue 4B renews the successful Denver Metropolitan Scientific and Cultural District. It extends a 0.1% sales tax which funds critical museum and arts organizations and programs in the Denver Metro Region. It appears on the ballot in the following counties: Adams, Arapahoe, Broomfield, Boulder, Denver, Douglas (except Castle Rock and Larkspur), and Jefferson.

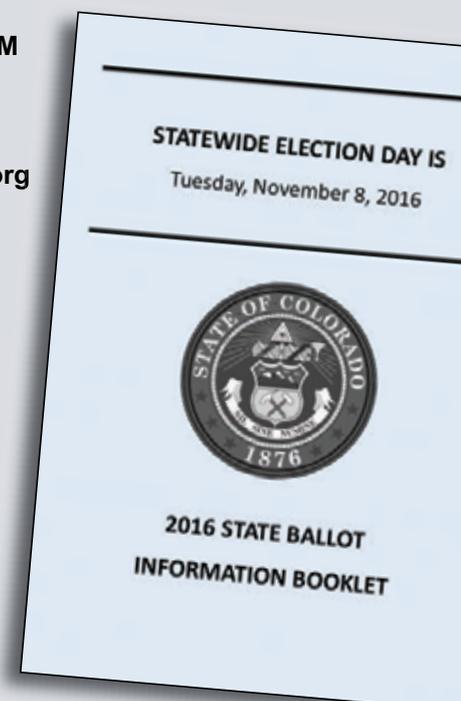
Vote **YES** on Ballot Issue 4B

AGC has also interviewed candidates for the 2017-18 legislature and is making PAC contributions to selected candidates to help them get elected in November. Look for our complete AGC Voter Guide in October that you can share with customers, employees and others before the Nov. 8, 2016 election.

*There are other measures on the ballot where AGC has taken no position.

Michael Gifford, MPA, IOM

President
AGC of Colorado
mgifford@agccolorado.org



Contractor Call to Action – Support Construction Careers Now

According to the most recent Construction Workforce Shortage Survey released by AGC of America on August 31, 2016, 89% of Colorado firms report having trouble filling hourly craft positions. As the third fastest growing construction market in the country, Colorado is facing a dire construction workforce shortage where supply cannot keep up with demand.

In order to keep pace with the growth in Colorado and provide the industry access to a qualified workforce, the Construction Careers Now (CCN) program serves as a pre-apprenticeship training program. Graduates of the program will have completed a 10-Hour OSHA training, will have the ability to read basic construction drawings, develop an understanding of various building techniques, as well as time management, work ethics and other communication/management skills.

However, the CCN program is only as successful as the support that is received from contractors eager to hire. “The best way contractors can support the program is by doing any one of these three things:

1. Participate at the monthly hiring fairs for \$500/each
2. Donate construction related materials for the hands-on-training classes
3. Be an industry presenter at one of the weekly classes,” commented Bryan Cook, Chapter Operations Director at AGC of Colorado.

With 100 participants already signed up for the inaugural September program, contractors will have ample opportunity to screen and hire qualified individuals to help meet labor shortages in the industry. Hiring fairs are taking place during the third week of every four-week training program for the next eight programs that are currently scheduled through June of 2017.

By supporting the CCN program, contractors can take advantage of this win-win program by filling hourly craft positions with qualified individuals, all while meeting the continued demand for construction growth in Colorado.

To contribute go to BuildColorado.com For questions regarding how you can support CCN as a contractor, please call Lisa Seaman at AGC at 303-388-2422 or via email lisa@agccolorado.org The future of our industry relies on your support.

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Hyatt Regency Denver Convention
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November 10

A3LC +20 Networking Event

Stoney's Bar & Grill, Denver

November 16

Breakfast with the Board

Loveland

December 14

Breakfast with the Board: Annual Meeting and Associate/Supplier Showcase

Denver

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Contractor Action Steps

1. Volunteer to present at a class as a trade expert

- 30 minutes
- Need 1 per week – 32 total

2. Purchase booth at Hiring Fairs

- Sponsors participant program tuition

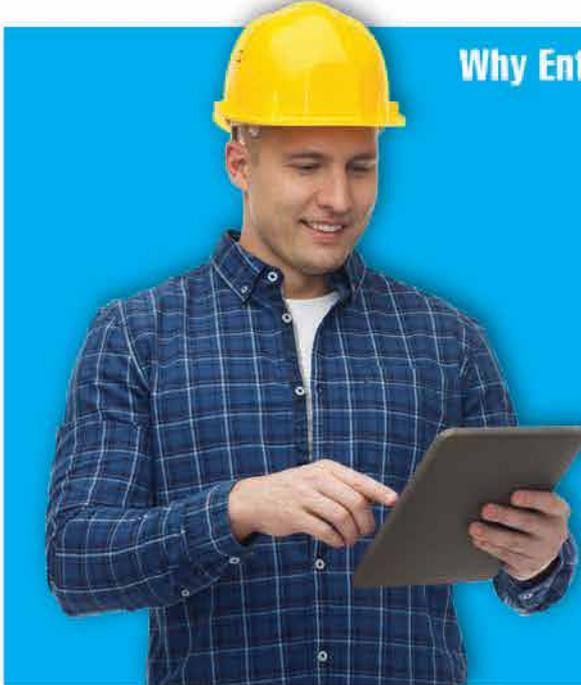
3. Help supply materials needed for the classes

Contact Lisa Seaman at AGC



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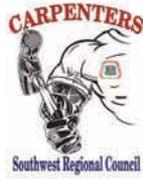
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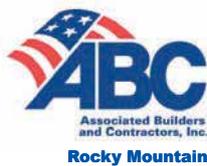
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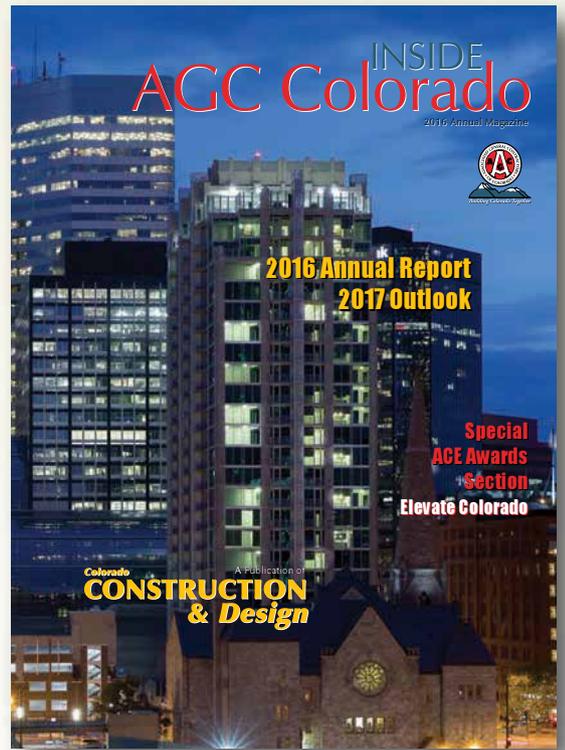
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**Concrete Frame Associates' 25th Anniversary Event,
Mile High Station September 1, 2016**



CFA President Shayne Yeisley addresses the crowd.



Jim Bosshart, Calcon Constructors, CFA past president Dave Morrill, and Brian Cook, AGC Colorado.



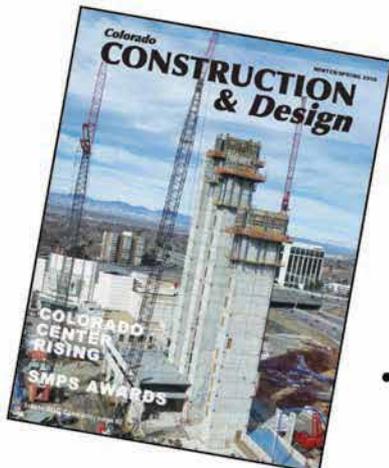
CFA employees enjoy the event.



President of CFA Shayne Yeisley (left) shares a joke.

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Building Jobs4Colorado Legislative Reception, AGC Classroom, August 31, 2016



Michael Gifford (center), President and CEO of AGC Colorado with AGC incoming Chairman Brian Laartz, Golden Triangle Construction (left) and Matt Gray, candidate for Colorado House District 33 (right).



Ralph Lufen, NECA, Helga Grunerud, HCC, Marilen Reimer, Executive Director of ACEC Colorado and Mark Latimer, ABC Rocky Mountain



Bud Starker, Jenn Penn, Bob Gardner, Dave Davia, Executive Director of Colorado Association of Mechanical and Plumbing Contractors and Mark Latimer, Executive Director of AGC Rocky Mountain.

ACEC General Meeting, Hilton Garden Inn Denver/Cherry Creek, September 27, 2016



Desmond Hazley with Vanasse Hangen Brustlin, Inc. and Tom Basil with ISU



San Lee with CDOT and Rob Marone with Colorado State Patrol



William Siegel with William Siegel Consultants (speaker)



Nancy Clanton with Clanton and Associates, Inc. (Vice President)

The Kick Ass Women's Leadership Group Annual Event at Jake's Sports & Spirits Raised \$2010 for Hope House of Colorado.



Sandra Scanlon, SSG MEP, Inc.; Nancy D’Rosario, The CE Group; Grant Adams, NINE dot ARTS; Liberty Lewis, SBSA, Inc.



Katy Corrigan, McCarthy Building; Ted Laszlo, Vertix Builders; Ryan Bonner, Vertix Builders; Crystal Pedersen, The CPI Group; Lesa Shkolnik, Dynalectric.



Melissa Marlow, Acquilano Leslie; Laura McGee, St. Paul’s School; Molly Casey, NINE dot ARTS



Drew Kraft, Development Advisors, LLC; Maggie Bolden, Palace Construction; Bruce Porter, Weitz Construction.



Upper Row: Tristin Gleason, Project One; Deb Snyder, Manhard Consulting; Martha Weidmann, NINE dot ARTS; Mary Morissette, Page. Lower Row: Renee Azerbergi, Ambient Energy; Rachelle Smith, Ground Engineering; Sandra Scanlon, SSG MEP Inc.; Dana Houglund, SMW; Victoria Hatfield, TreanorHL; Nancy D’Rosario, The CE Group. Back Row: Soul Patch Brothers Band Members: Scott Rigsby, CRESA Denver; Steve Rogers, Golder Associates; Paul Lee, Office Depot; and Paul Lapan, NetSuite.

Annual Déjà vu Rendezvous Steering Committee Kickoff Meeting, Denver Country Club. September 21, 2016



CU President Bruce Benson congratulates the Déjà vu Rendezvous Steering Committee. Front Row – Ron Norby (retired) Hensel Phelps; Tracy Palumbo, RK Mechanical; Mrs. and Mr. Bruce Benson, President-University of Colorado; Cathy Bodine PhD, Director of the University of Colorado Health Sciences' Assistive Technology Partners. Back Row - Committee Chairman Marc Able PE, Able Consulting Group; Bill Caile, (retired) Trautman Shreve; Tom Falcone, MTech Mechanical; Rick Kinning, RK Mechanical; Mike Harms, PCL Construction; Robert Soebel, Saunders Construction and Mike Branigan, Publisher of Colorado Construction & Design Magazine. Save the Date for Déjà vu Rendezvous, May 19th 2017.

Alliance Construction Solutions. Construction Commencement Event, The Source Hotel, July, 2016



L-R- Bill Joyner, Jeremy Nothdurft, Greg Conger, Brian Weinmaster, Alliance Construction Executives.



Brant Lahnert, KL&A, Steven Dynia FAIA, Mickey Zeppelin, Kyle Zeppelin and Brian Bulatovic, Zeppelin Development.



General contractor, Brian Weinmaster of Alliance Construction Solutions with architect Steven Dynia FAIA and developer Mickey Zeppelin.



The Source Hotel job site.

Advertiser Index

SMPS Colorado Education Luncheon, Denver Athletic Club, Sept. 14, 2016



Panelists- L-R- Tim Reed, Jefferson County Schools; Greg Rabenhorst, Weld County School District RE-3J; David Henderson, Cherry Creek Schools; Amy Spatz-Aurora Public Schools and Margi Ammon, Adams 12 Five Star Schools.



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