

Category: 9 - Best Building Project – General Contractor (\$10 - \$40 Million)

Actual Cost: \$38,000,000

Contractor: Mortenson

Project Name: Mission Ballroom

The Mission Ballroom is a scalable, state-of-the art concert venue that opened in summer 2019. The 60,000-square-foot ballroom anchors North Wynkoop, a new 14-acre mixed-use project by Denver-developers Westfield Company, located at the north-end of the RiNo neighborhood. The Mission Ballroom features a movable stage that provides flexible capacity from 2,200 to 3,950 guests, unrivaled sight lines via tiered rows, state-of-the-art sound and lights, and a large dance floor. Full-service bars conveniently placed around the venue maximize flow, efficiency and patron experience. The Mission Ballroom is not only a premiere concert facility, but also serves as a unique special event space for corporate meetings and other functions, award shows, galas, weddings, receptions, launch parties, trade shows, private events, and more.

Mortenson has an extensive quality control program which includes a three-phase inspection process. Part of that process is a preparatory meeting in which an integrated work plan (IWP) is required which reviews how the work will be installed accurately and safely. On this project we wanted things to be as visual as possible, so we created a Quality Wall in which we had all IWP's posted as well as inspection frequency, completion of inspections, etc. This helped the entire project team including our craft to have great buy-in of the quality process.

With many projects these days, there was an extensive effort to align scope and budget. There were absolutes that couldn't be changed or altered, but we were able to create a cost log to evaluate what was a go/no-go change and how we can incorporate that change. Through collaborative meetings with the Owner, Architect, Mortenson and the end user (AEG), we evaluated each change to ensure scope alignment and cost savings. This process was so successful that it was also used during construction to help manage changes. Additionally, Mortenson subcontracted our key MEPF subs with design build contracts so we had more control to manage and oversee the design and change process.

The main stadia of the venue was built on raked steel. There was an extensive coordination process required to ensure the steel was installed in the exact location with extremely tight installation tolerances. The reason for this is that the concrete stadia had minimum and maximum thickness levels based on the location of the stadia. There was a multi-placement sequence on top of the raked steel. The initial process was placing a structural concrete slab on the steel decking. We then had to form each stadia riser with specific forms built for each area. The formwork is on a radius angle and each location is different. By self-performing this work effort, we had the ability to manage the entire process. With a project this unique, we were very fortunate not to encounter any difficulties or extenuating circumstances in completing the project.

The team totaled 330,864 man-hours for all disciplines included in our contract for this project. With this many hours and the number of subcontractors on site on any given day, we required accident reports and had a strict process in place for recording near-mis cases on the project. All on-site incidents regardless of severity were swarmed with on-site leadership and operating group leadership depending on the characteristics of the incident. All incidents were logged on our in-house Event Management Report; which is tracked and set out to the entire Company for review and awareness. Internally in the Denver Operating group we have a weekly safety call where we review incident descriptions, contributing factors, root cause and corrective actions moving forward. If the incident is severe we have an in person downtown with Denver operating group leadership, on-site leadership and Trade Partner leadership to review the Construction Incident Analysis (CIA) to get a thorough understanding of incidents, display on-site and Trade Partner engagement and commitment to prevent similar incidents in the future. An excel sheet is used for on-site tracking of incident tracking location, time, severity, individuals involved, and corrective actions. Additionally, we also have a workbook broken down by operating group recording incident that are a recordable or lost time.

Mortenson has consistently lived its values of Service, Stewardship, Teamwork, Trust, Responsibility, and Safety. One of our objectives on each of our projects is to make the communities in which we build better for everyone. The Mission Ballroom team kicked off a partnership with a local elementary school, Swansea Elementary in the early days of the project with this objective in mind. Throughout the duration of the Mission Ballroom development, our

team members partnered in mentoring and reading programs, outfitted the school library with new furniture and books, completed an outdoor improvement plan on their playground and fields and improved the landscaping around the school. Additionally, they have partnered with local Swansea businesses and Mile High United Way in various volunteer and service opportunities.



Photo 1: Mortenson_Mission Ballroom_1

Caption: Mission Ballroom Rendering



Photo 2: Mortenson_Mission Ballroom_2

Caption: Mission Ballroom team photo



Photo 3: Mortenson_Mission Ballroom_3

Caption: Mission Ballroom first caissons



Photo 4: Mortenson_Mission Ballroom_4

Caption: Mission Ballroom site tour

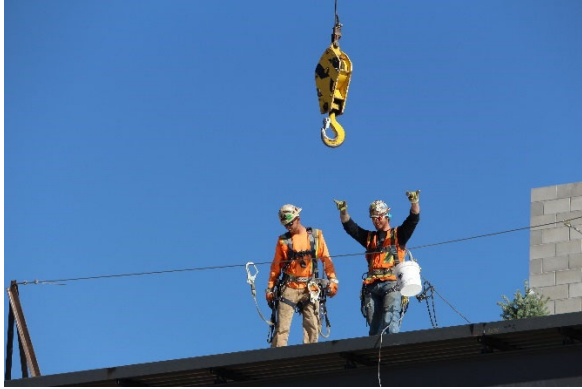


Photo 5: Mortenson_Mission Ballroom_5

Caption: Mission Ballroom topping out



Photo 6: Mortenson_Mission Ballroom_6

Caption: Mission Ballroom concrete pour



Photo 7: Mortenson_Mission Ballroom_7

Caption: Mission Ballroom team photo – stadia completion

Photo Credit: Lindsay Kotik

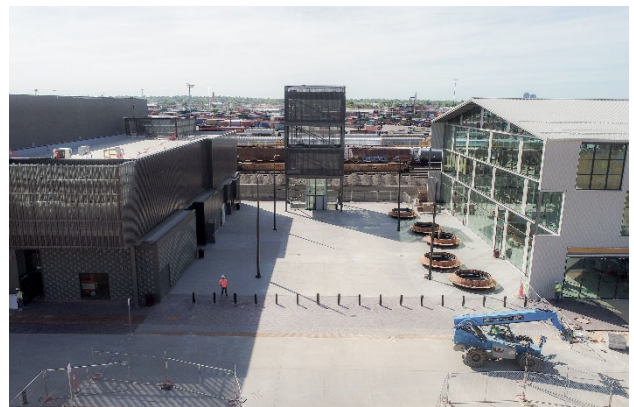


Photo 8: Mortenson_Mission Ballroom_8

Caption: Mission Ballroom drone site photo prior to completion

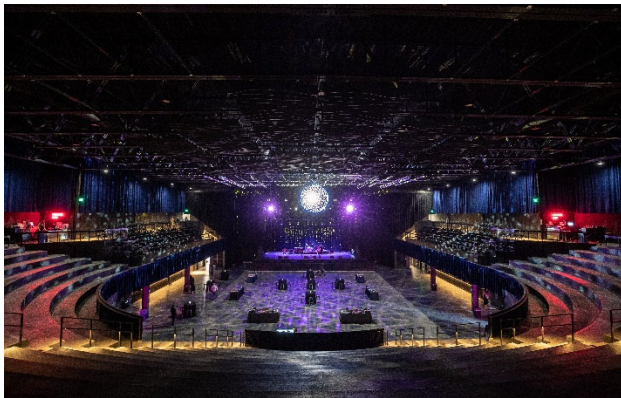


Photo 9: Mortenson_Mission Ballroom_9

Caption: Mission Ballroom completed venue with state-of-the-art lighting

Photo Credit: Michael Martin

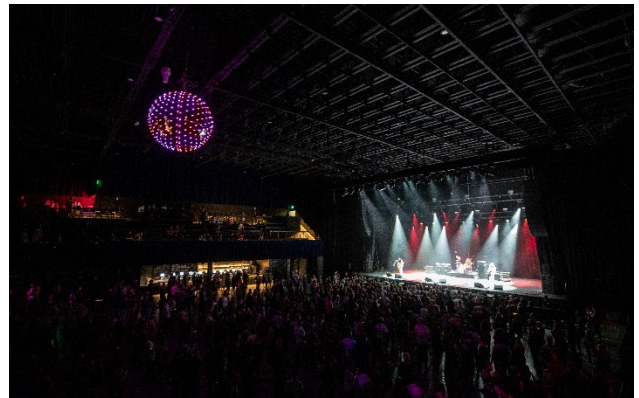


Photo 10: Mortenson_Mission Ballroom_10

Caption: Mission Ballroom stage – opening night

Photo Credit: Michael Martin