UTAH CONSTRUCTION + DESIGN

APRIL 2026

Southern Utah Special

The marvelous new St. George City Hall is a testament to Southern Utah's sizzling growth.

+ Utah Mammoth Ice Center
+ Sustainability Trends
+ Construction Aggregates
+ Cyprus, Deseret Peak High Schools

FUTUREPROOF

TODAY FOR WHATEVER COMES TOMORROW.

New construction architecture requires special consideration for the inevitability of future upgrades. That's why modern construction projects need hanging solutions that are built for speed, versatility, and adaptability to ensure quick and seamless renovations.

To help meet that challenge, Vulcraft-Verco has developed the PinTail™ Anchor, an innovative hanging solution that works exclusively with our Next Generation Dovetail Floor Deck, and are specifically designed to futureproof today's construction projects for tomorrow's renovations.

PINTAIL™ ANCHOR THREADED ROD AND NUT NOT INCLUDED

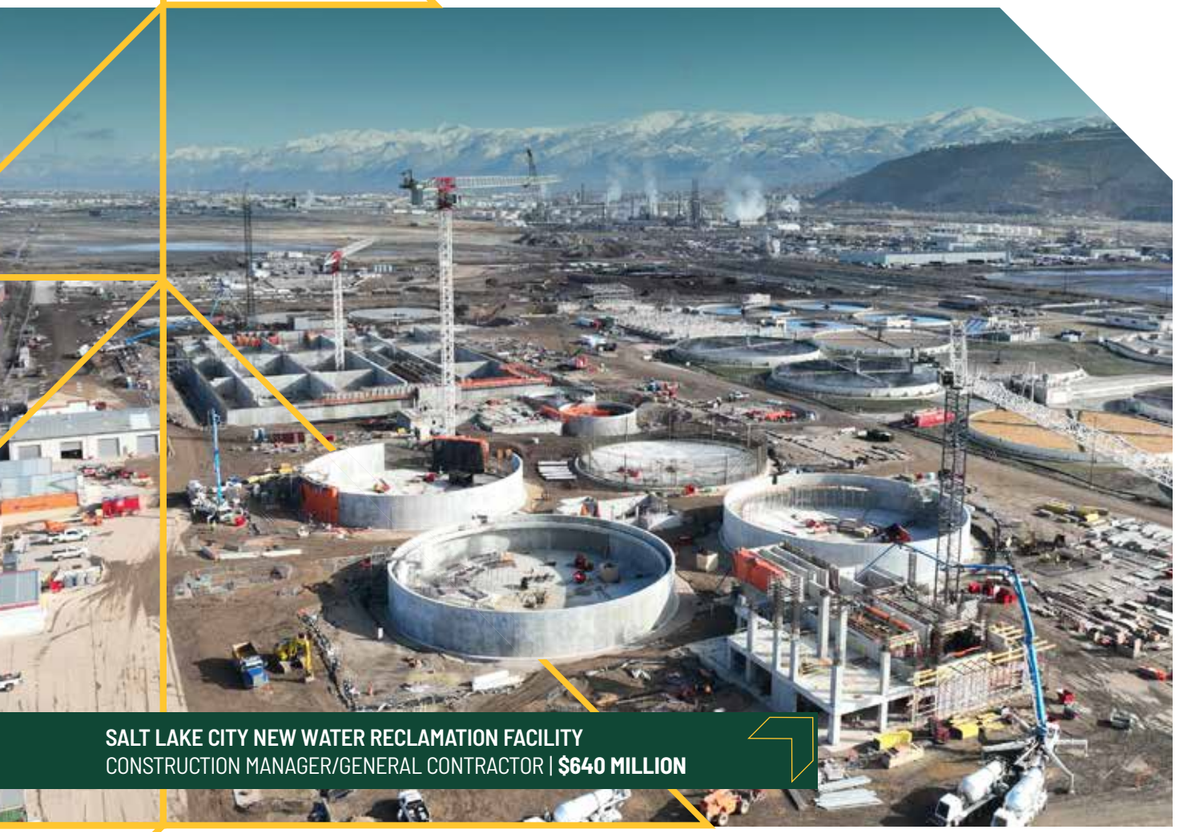
NEXT GENERATION
DOVETAIL DECK

NUCOR® VULCRAFT | VERCO DECKING, INC. A NUCOR company

HOGAN | UTAH'S COMMUNITY BUILDER™

VIEW MORE OF OUR
EDUCATION PROJECTS

Utah State University Moab Academic Building
UC&D Most Outstanding Green/Sustainable Project



SALT LAKE CITY NEW WATER RECLAMATION FACILITY
CONSTRUCTION MANAGER/GENERAL CONTRACTOR | **$640 MILLION**

YOUR TRUSTED PARTNER
FOR LARGE COMPLEX PROJECTS

No matter how big the project, success depends on teams with specialized skills and experience managing complexity. We partner with clients to deliver transparency, cost certainty, and lasting value on large-scale infrastructure projects. At PCL, we don't just build resilient water projects: we build trust by delivering on our promises, ensuring support and reliability beyond project completion.

Watch us build at PCL.com

TOGETHER WE BUILD SUCCESS

PCL CONSTRUCTION

HUGHES
GENERAL CONTRACTORS

RELATIONSHIPS
INNOVATION
COLLABORATION
OWNERSHIP

We build more than structures - we build futures.™

"Driven by excellence and innovation, we foster collaborative relationships transforming the construction experience into a journey of growth and success."

NORTH SALT LAKE | ST. GEORGE/WASHINGTON | CEDAR CITY | LYMAN, WYOMING

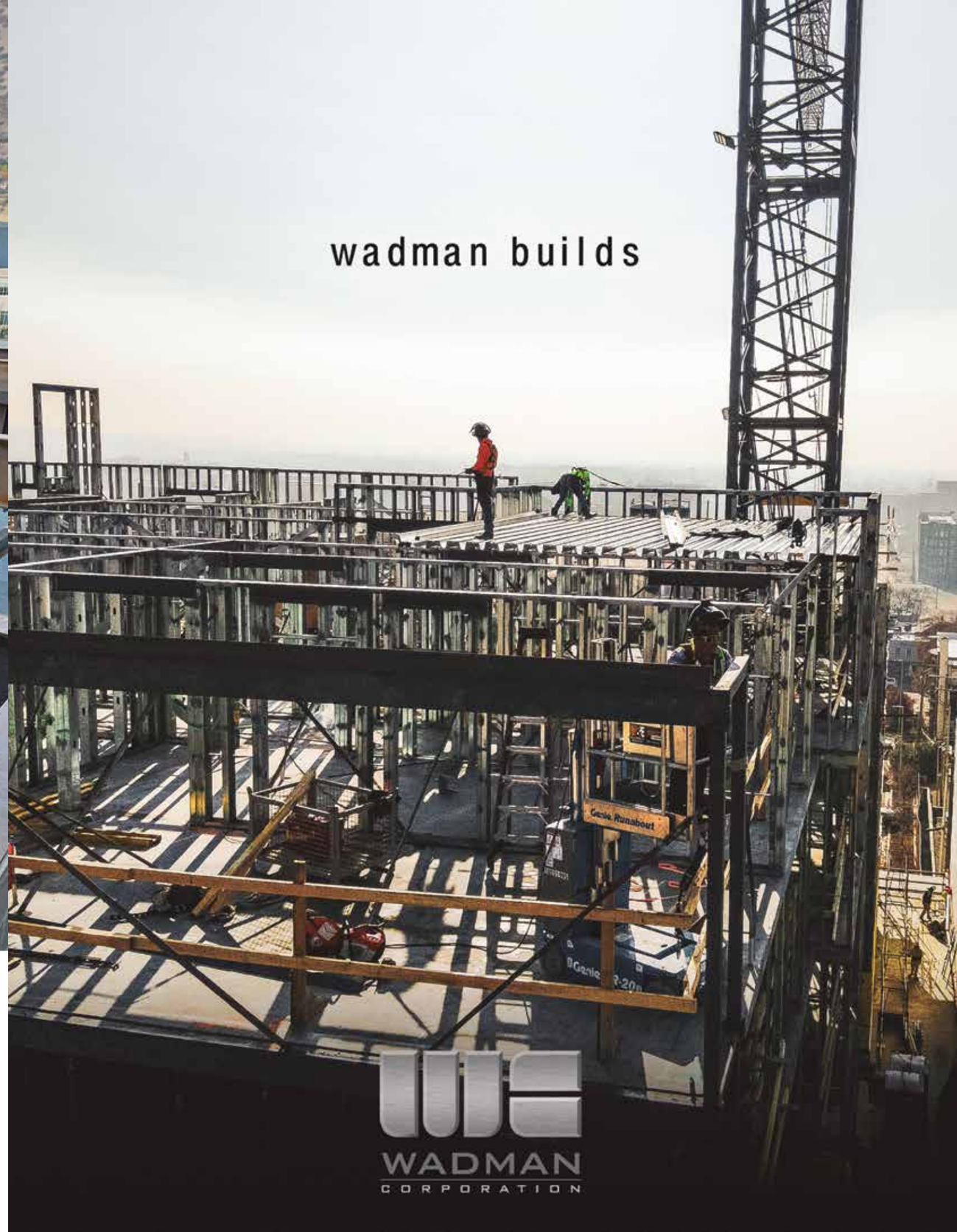
Phone (801) 292-1411
900 N. Redwood Rd. North Salt Lake, UT 84054
www.HughesGC.com

SANPETE STEEL

AISC CERTIFIED FABRICATOR

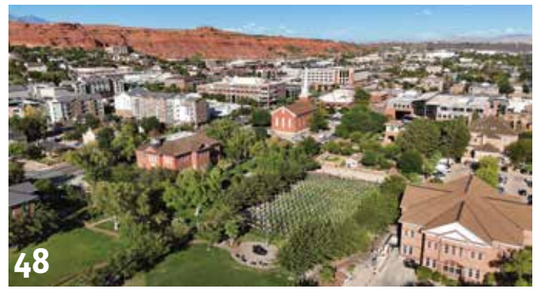
AT SANPETE STEEL WE HAVE A PASSION FOR ALL THINGS STEEL.

Design Build experts: Contact us today for budget & design assistance on your next project.
Visit our website to view our full portfolio sanpete**steel**.com



UTAH CONSTRUCTION+DESIGN

Features



On the cover: The $53 million St. George City Hall will serve residents of the rapidly growing Southern Utah metropolis for the next 40-plus years. (photo courtesy Galloway & Company and Big-D Construction)

St. George: What a Difference 40 Years Makes!

It's been exactly (checks calendar) 40 years(!) since the curtain started closing on my spectacularly fun, eventful, and highly educational freshman year at the once-mighty **Dixie College** in then-sleepy St. George.

Many memories are still vivid of my nearly three-year stint at the school now dubbed Utah Tech University (*I would have gone with Red Rock University at St. George,* but they didn't ask)—I struggle to recall what I had for breakfast today (Scrambled eggs? Greek yogurt w/ honey? Count Chocula?) but I have consistent flashbacks of the profound experiences from the first leg of my college career.

From an educational standpoint, my time at Dixie College was unmatched from age 18 to 21. I was able to earn my associate degree by the skin of my teeth while serving as Sports Editor and then Editor-in-Chief of *The Dixie Sun* school newspaper, learning under the watchful eye of **Ed Rogers**, my advisor and a man I admire as much as anyone I've ever known. Ed was instrumental in helping me land a job at *The Daily Spectrum* as a sports reporter in my sophomore year, which was *awesome.*

I poured my heart and soul into the school paper, producing some solid articles while honing my craft. Among my favorites was a recap of a nuclear protest rally in January 1987 outside Mercury, Nevada, home of the fabled **Area 51** and who-knows-what government alien secrets. Speakers included legendary scientist/astronomer Carl Sagan, actor Martin Sheen, and several local politicians (Democrats, of course)—they all committed civil disobedience by trespassing onto restricted property.

I developed a rewarding kinship with fellow *Dixie Sun* staff members, particularly Bruce and Denna H.—and Bruce's faithful guide dog (and staff mascot), Griffen. They were "non-traditional" students in their mid-30s; Bruce served as a private in the Army before contracting retinitis pigmentosa and losing his eyesight at age 32.

I became close friends with the couple, helping them with various errands since they didn't have a car, and visiting them at their tiny off-campus apartment. Bruce would regale us with juicy tales from his acid-fueled past while listening to albums like *Pink Floyd's Obscured by Clouds* (check out the song "Free Four", a sublime deep cut) and smoking three-paper, European-style "trumpet cigarettes" that he somehow masterfully rolled, despite not being able to see. Bruce was also a wicked DJ on the local college station—*KRDC*—a massive 10-watt operation that you might be able to pick up on your radio a mile from campus.

Well, this train has certainly jumped the track—back to the gist of this message.

From 1985-88, St. George's population hovered around 22,000-25,000 people—a far cry from today's 110,000 residents. The city itself had a dearth of amenities, but it did have two Denny's, and yes, I washed dishes at one of them my frosh year—a brand-new one just off Bluff Street that opened in September 1985.

Fast forward four decades, and St. George is a thriving metropolis with a diverse economy, consistently ranking as one of the fastest-growing cities in the entire U.S., while earning national acclaim from a variety of sources.

According to an April article from *Axios Salt Lake City,* St. George ranked No. 8 nationally with 5,200 new residents (+2.5%) between 2024-25. Additionally, the city ranked No. 7 in job growth (+55%) from Feb. 2020 to Oct. 2025 (per *Indeed*), while an April 13 *WalletHub* article that factored in 18 different metrics had St. George ranked No. 1 (and Washington City No. 3) in its ranking of *Best & Worst Small Cities to Start a Business.*

Bottom line—I should have ditched the journalism career path and gone into real estate!

Our cover story on the sparkling new **St. George City Hall** (page 40) further illustrates the city's ascension as a rising metropolis and will serve residents for the next 50-plus years. Design was led by legendary architect **Jim Child** of Salt Lake-based **Galloway & Company**, who we also spotlight in this issue (page 46).

(continued on page 79)

UTAH CONSTRUCTION +DESIGN

Utah Construction + Design Magazine
2075 S. Pioneer Road Ste. B
Salt Lake City, UT 84104
O: 801.924.8788
www.utahcdmag.com

Bradley Fullmer
Publisher
bfullmer@utahcdmag.com

Ladd Marshall
General Manager/Sales Director
lmarshall@utahcdmag.com

Taylor Larsen
Editor
tlarsen@utahcdmag.com

Fara Asay
Graphic Design

Vol. 14 No. 2

Coming in the May/June issue of *UC+D:*
Multifamily Market Trends
Top Utah Architectural Firms Rankings
50th Anniversary Profiles:
FFKR, Jacoby, Prescott Muir

UDOT Kicks Off Another Busy Construction Season with $2.8 Billion in New and Ongoing Projects

Bowen's F1 championship trophy design goes viral; S-Line in Sugar House aims to expand to heart of business district.

Buckle up, Utahns, as the road/highway construction season gets ready to roll, with the Utah Department of Transportation (UDOT) kicking things off March 26 by announcing one of its most ambitious programs to date, with $2.8 billion in new and ongoing transportation projects.

UDOT's 2026 program includes 176 new projects starting this year, along with 57 projects already underway, reflecting a strong, continued investment in Utah's rapidly growing transportation network.

Department officials say the work is designed to improve safety, reduce congestion, and expand travel options across highways, local roads, and transit corridors.

"Every project we start is about taking care of the system Utahns rely on every day," said UDOT Deputy Director Lisa Wilson. "From preserving bridges to expanding transit and trail systems, our focus is on making travel safer, more reliable, and more accessible."

Statewide Focus: Maintenance, Mobility and Growth

The construction program spans a wide range of critical improvements, including:

- Rehabilitating aging pavement and bridges.
- Expanding capacity on high-demand traffic corridors.
- Reducing bottlenecks at key intersections.
- Enhancing pedestrian, cycling, and transit infrastructure.
- Improving off-road trail systems.

The Department emphasized that while some projects are long-planned expansions, many are focused on maintaining critical infrastructure as Utah's strong continued population growth adds pressure on the system.

"This is a big year," said John Gleason, UDOT Director of Public Relations. "And you know, most of the time people associate UDOT with roads and bridges, but we're really taking a big picture look at our overall transportation system and how we can create a reliable and safe system. Not only are we building new roads, we're also looking at connections to transit, along with walking and biking trails."

Gleason said having the trust of the Utah Legislature remains a boon to the Department, which isn't taken for granted internally. Each year, UDOT, along with its design and construction partners, push the envelope on ensuring top quality projects, while keeping them on schedule and on budget.

"[Legislators] like what we're delivering, and they want more," Gleason said. "Utah is one of the fastest growing states in the nation. It gets trickier to get around. We want to stay ahead of that as much as possible. We want to build a transportation system that we're proud of our kids inheriting, because we have to not only be looking at today, but also 20 to 30 years from now. And it can't all be roads. It has to be a comprehensive look at giving people options.

Gleason praised the engineers and contractors who design and build these intricate projects.

"They're out here every day, making these concepts become a reality," he said.

The press conference was held at the site of one of the more ambitious urban projects currently underway—I-215 West Reconstruction from SR-201 to just north of I-80 project, a $150 million project being built by Granite Construction.

John Montoya, UDOT Project Manager, said the project is progressing nicely, despite crews working adjacent to one of the busiest stretches of highway in the entire Salt Lake Valley.

"We started last July, and we've had a great winter with really warm temperatures and Granite's really kicking butt," said Montoya, adding the project is slated to finish in June 2027. "Skiers don't like [the lack of snow], but it's been great for construction."

Montoya added that moving traffic through the work zone is always the biggest challenge in a busy urban area, but this project includes copious material placement, along with the rehabilitation and improvements of 30 bridges along the 3.5-mile stretch of highway.

"On any given day, we have 150 workers out here just working their butts off, day and night," Montoya said. Bridge decks include a mix of steel and concrete girders, and surfaces will be paved with Hi-Mod Asphalt.

Top 15 UDOT Projects of 2026

1. 2100 North Freeway Connection (Utah County) — $621 million. A new 2.8-mile freeway-to-freeway connection from Mountain View Corridor to I-15. It includes construction of 14 new bridges, two pedes-trian bridges, and nearly two miles of shared-use paths. Expected completion Q4 2026.

2. 1800 North & I-15 Interchange (Davis County) — $385 million. Construction of a new interchange at 1800 North and I-15 in Clearfield includes widening 1800 North to 2000 West, shifting northbound I-15 onto a new alignment, and building an overpass at 500 West to cross the railroad. Completion anticipated in late 2027.

3. 5600 South Interchange (Weber County) — $361 million. This new interchange at I-15 and 5600 South in Roy and Riverdale will widen 5600 South from three lanes to five lanes between I-15 and 3500 West. Construction is expected to wrap up in Fall 2026.

4. SR-177 (West Davis Highway) Extension (Davis County) — $225 million. An extension of West Davis Highway (SR-177) 2.5 miles north to 1800 North in West Point. It's designed to improve regional connectivity and expand travel options, with major construction starting this summer and continuing through mid-2029.

5. I-15 St. George Widening (Washington County) — $175 million. A widening of I-15 from two to three lanes between Bluff Street (Exit 6) and St. George Boulevard (Exit 8). It includes construction of two new underpasses to improve traffic flow and connectivity. Construction is expected to begin in the summer and conclude in winter 2028.

6. I-215 West Reconstruction (Salt Lake County) — $150 million. A reconstruction of I-215 West from State Route 201 to just north of I-80. It includes rehabilitating 30 bridges and repaving 14 miles of ramps along I-80 and California Avenue. Aiming for a June 2027 completion.

7. US-189 Provo Canyon Widening (Wasatch County) — $105 million. Widening of US-189 in Provo Canyon to two lanes in each direction. Crews will excavate steep hillsides to prepare for future northbound lanes, and traffic will be temporarily shifted during construction. Expected completion late 2027.

8. SR-30/SR-23 to SR-252 (Cache County) — $91.6 million. Widening of SR-30 across Cache Valley, while adding a new trail for pedestrians and cyclists. Construction is expected to wrap up in early fall.

9. I-15 Hamilton Fort Climbing Lane (Iron County) — $91 million. A new 13-mile northbound climbing lane on I-15 from the Kanarraville rest stop to South Cedar interchange. It also includes reconstruction of a portion of the I-15 bridge at Hamilton Fort. Completion is expected Q4 2026.

10. US-6 Safety Improvements (Utah County) — $87.8 million. Widening of U.S. 6 in Spanish Fork Canyon from Chicken Hollow to Tie Fork, with some sections reduced to one-way alternating traffic during the day. It also upgrades the intersection of US-6 and US-89 at Thistle Junction into a grade-separated crossing. Anticipated completion mid-2027.

11. I-80 Improvements (Salt Lake & Summit Counties) — $73 million. Repaving I-80 from Mountain Dell Reservoir to Lambs Canyon and from 2300 East to the mouth of Parleys Canyon. It replaces two bridges near Jeremy Ranch that are more than 50 years old and rehabilitates multiple bridge decks between Foothill Drive and Mountain Dell Reservoir. Work will begin in April and extend through late 2027.

12. Legacy Parkway Expansion (Davis County) — $65 million. This project adds a new lane in each direction of Legacy Parkway (SR-67) from I-215 in North Salt Lake to Farmington. Lanes will be constructed in the existing median to minimize disruptions and reduce lane closures. Schedule is from March to December 2026.

13. S-Line Extension (Salt Lake County) — $43.2 million. A key extension of the S-Line streetcar from its current terminus at Fairmont Station to the heart of the Sugar House business district. Construction will begin this spring and is expected to be completed in 2027.

14. SR-18 (Bluff Street) Upgrades (Washington County) — $38.3 million. A reconfiguration of Bluff Street from St. George Boulevard to Main Street. It includes resurfacing the roadway, repairing and installing drainage systems, and adding medians to reduce conflict points. Construction is expected to begin in May and finish in winter 2028.

15. I-15 Nephi to Levan Bridge Repairs in Juab County — $14.9 million. This project repairs or replaces 10 bridge decks along I-15 between Nephi and Levan and includes barrier repairs in the area. Drivers should expect lane closures during off-peak hours. The project is expected to be completed before the end of 2026.››

Bowen's Design of F-1 Championship Trophy Draws Half a Million Likes

Brent Bowen has carved out a unique career specializing in creating photorealistic 3D architectural renderings and animation videos. His firm, Salt Lake-based Bowen Studios, doesn't just help clients visualize spaces, it helps them tell a project's story.

Bowen is also a world-class astrophotographer, capturing dazzling images of eclipses, nebula, and other heavenly terrestrial and celestial images of the universe. His work is so good, one of his extraordinary photos of a solar eclipse, taken from Mexico on April 8, 2024, made the cover of *Astronomy* magazine, a significant achievement for any photographer.

His most recent interesting accomplishment might even top the eclipse cover shot.

For the past couple of years, Bowen has worked closely with Formula One racing (F1), initially to do renderings and 3D graphics/animation, which morphed into designing and being involved in the production of actual F1 Grand Prix trophies for victorious drivers.

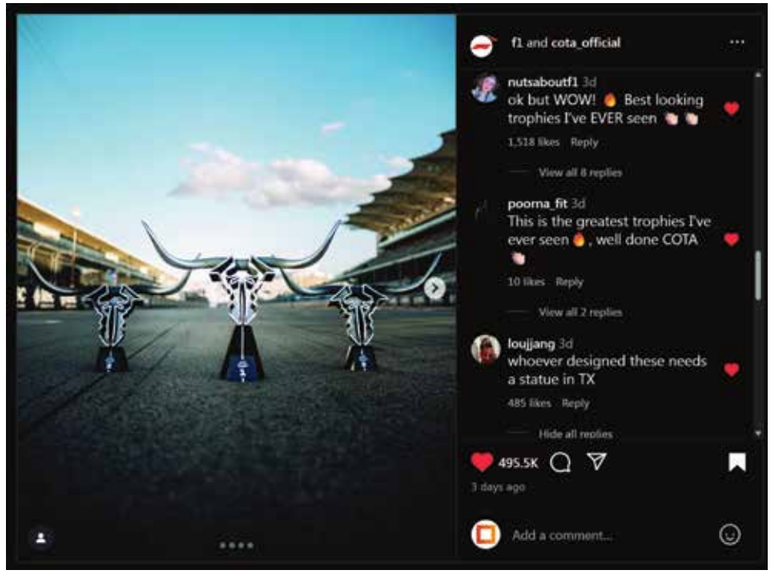
"It's been a wild ride," said Bowen (no pun intended), who founded his studio in 2002.

According to Bowen, it all started three years ago when the firm was approached to design renderings for the F1 Las Vegas Grand Prix (LVGP), before anything related to the actual track layout had been designed. Bowen Studios created complete 3D visuals and animations of the track and surrounding elements.

"From there, it escalated," said Bowen. "They asked us to design concepts for some interior spaces—not final design, just high-level ideas. But those concepts ended up getting approved and actually built. The Vegas team needed to submit our interior designs to Formula One for approval as the official look."

Things ratcheted up another notch when F1's LVGP creative director sketched some rough trophy ideas—"literally just a quick scribble"—and asked for a 3D model. "We built the model and that became the design for the actual trophy for the 2023, 2024 and 2025 races," he said.

Fast forward to last year, and the U.S. Grand Prix team (USGP), which holds its



annual race in Austin, Texas, submitted their own trophy concepts to Formula One execs, who roundly rejected the design. They picked up the phone and called Bowen. The LVGP creative director flew back to Salt Lake and sat down with Bowen and local manufacturer Shane Larson of Salt Lake-based Ore Designs, with the three of them coming up with six concepts. F1 picked Bowen's design with the track line and a mirrored track line forming the skull of a Texas Longhorn.

"We knocked it out of the park," he gushed.

The response from F1 and general racing fans was insane, with literally nearly a half million likes in 48 hours via an F1 Instagram post—viral status.

"Honestly, I expected mixed reactions, but every comment I saw was positive," Bowen noted, with the success of that trophy design leading to more trophy work for F1.

"We're now designing additional trophies, including sprint race trophies for events in Miami, Canada, the UK, Netherlands and Singapore," he added. "The Austin trophy is being used again because people loved it so much. And for Vegas—originally, Tiffany & Co. was supposed to take over—but after seeing our work for the USGP, they asked us to design the next Las Vegas trophy instead."

The crossover effect, and word-of-mouth promotion, has been astounding.

Brent Bowen holds the F1 United States Grand Prix trophy that he designed, which hit viral status on an F1 Instagram post with over half a million likes. The overwhelming popularity of the trophy design has led to more work for Formula One Racing.

Bowen said teams can order duplicate trophies, so drivers keep one and teams display others. Both Mercedes-AMG Petronas Formula One Team and Red Bull Racing ordered extras.

"We're actually flying to the U.K. to hand-deliver them to their factories,"

As for the work itself, he said, "it's not wildly lucrative, but it pays well enough. More importantly, it's just fun. It's months of brainstorming, sketching, modeling, collaborating. The three of us bounce ideas off each other constantly, refining everything in 3D until it's right. Honestly, it's some of the most enjoyable work we've ever done."

Sugar House S-Line Set to Expand

Construction of a $44 million expansion of Utah Transit Authority's S-Line streetcar is scheduled to begin this spring after Salt Lake City finalized an agreement clearing the way for the project to move forward.

The Salt Lake City Community Reinvestment Agency board approved an interlocal agreement with UTA in late March, one of the final steps before construction begins in May.

"This extension may seem short, but its impact is significant," said City Council member Sarah Young, whose district includes Sugar House. "It's part of a long-term effort to make transit a more attractive option, reduce traffic and support local businesses in the heart of Sugar House. This project reflects years of community vision, and I'm excited to see it come to life."

Plans to extend the S-Line have been under consideration for years, but momentum increased after the Utah Legislature first allocated funding in 2021.

The project will extend the line from its current eastern terminus at Fairmont Station to the west end of the Sugar House Shopping Center. The roughly quarter-mile addition will carry the line past Highland Drive via 1100 East and Simpson Drive, with the new terminus located just south of the Cinemark theater on Highland Drive.

In addition to the rail extension, the project includes redevelopment of Reinvestment Agency-owned land between Simpson Avenue and the Parleys Trail at Highland Drive, along with new traffic signals at McClelland Street, 1100 East and Highland Drive. These improvements are expected to address pedestrian safety concerns at key crossings.

Construction is expected to take about 13 months, with completion targeted for summer 2027. Service is anticipated to begin in August 2027 following testing.

City Council members expressed strong support for the project but emphasized the importance of keeping residents and businesses informed about construction impacts, including potential road closures. Their concerns stem from disruptions experienced during recent projects along 2100 South and 1100 East/ Highland Drive, which created tension with local businesses before those projects wrapped up last year. ■

ROCK SOLID INDUSTRY

The Jack B. Parson Heber City Pit and Batch Plant is an example of major Utah-based aggregate producing firms having multiple locations for their mining operations, which is critical to keeping transportation costs down. (courtesy Staker Parson Materials & Construction)

The passage of HB 355 in 2025 provided stability for Utah's construction aggregate producers. The question moving forward is: How long will the finite supply of materials last at existing operations along the Wasatch Front?

By Bradley Fullmer

Utah's growth trajectory remains solid, from the Wasatch Front to fast-expanding secondary markets, as the state continues to add population, housing, and infrastructure at a pace few regions can match. Roads are widening, subdivisions are multiplying, and commercial development remains steady despite broader economic fluctuations.

But beneath that momentum lies a critical—and often overlooked—constraint: access to construction aggregates.

Sand, gravel, and crushed rock are foundational to nearly every project type. But as development intensifies, the industry that supplies those materials is facing increasing pressure from land-use conflicts, regulatory complexity, and simple geography.

"About 90% of aggregates are consumed within 40 miles of where they are mined," said Dave Kallas, owner of Lobby Utah and Executive Director of the Critical Infrastructure Material Coalition. "That means there's real interaction between growing cities and aggregate operations—many of which have been in place for decades."

Those "legacy" operations, once located far from population centers, are now being encroached upon by residential and commercial development. The result is a growing tension between the need for local material supply and the realities of urban expansion.

When Growth Meets Geography

Utah is not short on aggregate resources. In fact, by most measures, the state is geologically well-positioned to support long-term construction demand. The problem isn't what exists—it's where it exists and whether it can be accessed.

"In terms of supply, Utah has abundant rock, sand, and gravel statewide," Kallas said. "But along the Wasatch Front, we're looking at 10 to 20 years before local supplies are effectively exhausted."

That projection stems not from resource depletion, but from land-use constraints. Many high-quality deposits are in areas where mining is no longer permitted—or where zoning conflicts make new operations difficult to establish.

"It's not that the material isn't there," Kallas said. "It's that there's a huge discrepancy between where the resources are and where mining is allowed."

If that gap continues to widen, the implications are significant.

"As we move operations farther out—into areas like the west desert—you're going to see direct impacts on the cost of housing, roads, and commercial construction," he said.

The Economics of Distance

Few industries are as sensitive to geography as aggregate production.

Transportation is the dominant cost factor, and even modest increases in hauling distance can dramatically affect pricing.

"Our biggest concern is access to quality materials in close proximity to the Wasatch Front," said Bill Gammell, Associate VP of Properties and Environmental at Clyde Companies. "It's not just a business issue—it's a community concern. If we have to truck aggregate in from farther distances, you're putting more trucks on the road, increasing wear and tear on infrastructure, and driving up costs." ››

Gammell pointed to a simple but powerful metric.

"About every 30 miles you haul material in a semi, the cost of that commodity essentially doubles," he said. "If you take a billion-dollar road budget and source aggregate from 30 miles farther away, you're dramatically increasing that cost."

Those dynamics influence everything from bid competitiveness to overall project feasibility.

"The producer closest to the project typically has the advantage because transportation is the biggest expense," Gammell said. "Whether it's infrastructure or vertical construction—especially on sites requiring significant structural fill—the farther you are from aggregate sources, the more expensive the project becomes."

Those pressures are already being felt across the industry.

"Utah's construction materials market remains strong, driven by growth and infrastructure investment, but we're operating in a more constrained environment," said Joey Gilbert, President/CEO of the Associated General Contractors of Utah. "The issue isn't demand—it's access to reliable, local supply. As local access tightens, those pressures ripple through the entire system."

Beyond Cost: Infrastructure and Environmental Impacts

The implications of longer hauling distances extend beyond project budgets.

"When local pits close, it doesn't just increase costs," Gilbert said. "It also means more truck traffic on our roads, added wear and tear on infrastructure, and higher overall emissions. Sourcing materials farther away can create greater environmental impacts than responsibly operating local sites."

That reality complicates the narrative around aggregate operations, which are often viewed through a purely local lens.

"There's an important public understanding here," he said. "These materials are essential to everything we build—they have to come from somewhere."

A Legislative Turning Point

Recognizing the growing disconnect between supply and policy, industry leaders turned to the Utah Legislature for solutions.

"We needed hard data," Kallas said. "So, we went to the Legislature as a coalition and asked for a comprehensive study."

That effort resulted in the passage of HB 502 in 2024, directing the Utah Division of Oil, Gas and Mining to conduct the state's first-ever statewide aggregate study, led by consultants from Stantec's Murray office. The study pulled from a wide range of sources, including U.S. Geological Survey data, state geological data, industry input, and feedback from municipalities.

"For us, the findings were eye-opening," Kallas said. "It illustrated that, within about 20 years, we could face an aggregate shortage in the Salt Lake Valley."

Just as important, the study reframed the conversation.

"It elevated the discussion beyond individual projects and local disputes," said Tyler Thorn, Vice President of Ready Mix at American Eagle Ready Mix. "It gave us a data-driven understanding of regional supply gaps and future demand."

Thorn added that aggregates are essential materials on every single construction project but not always fully considered in early planning discussions.

"Incorporating aggregate resource protection more formally into municipal and regional planning efforts would help balance community concerns with infrastructure needs," said Thorn. "It reduces conflicts later in the process and allows producers to plan investments that span decades rather than years."

HB 355: Stabilizing the Present

Armed with that data, lawmakers took the next step in 2025 with the passage of HB 355.

The legislation addressed two primary issues, according to Kallas.

"First, it allows legacy operations—legal non-conforming uses—to continue operating and expand onto land they already own," he said. "That breathed life into these operations and gave them the ability to plan for the future."

For long-standing producers, that certainty is critical.

"HB 355 was extremely beneficial in recognizing the importance of legacy operations and providing a practical path to continue serving Utah's construction needs," Thorn said. "It allows responsible expansion on already-disturbed properties, which helps preserve local supply and reduces the need to open new sites elsewhere."

The second component of the bill focused on local control.

"It gave clarity to local governments so this isn't a runaway train," Kallas said. "They still have authority over public health and safety, building permits, and environmental oversight."

Importantly, the bill does not exempt operators from air quality or environmental regulations. "It strikes a thoughtful balance between community interests and the realities of maintaining a reliable aggregate supply," Thorn said.

The Gap: Planning for Future Supply

While HB 355 addressed existing operations, it did not solve the broader issue of future supply.

"If you want to start a new aggregate operation, you're not vested," Kallas said. "You don't have a history. So while HB 355 is great for existing operations, it doesn't address greenfield development."

That leaves a critical question unanswered: where will the next generation of aggregate supply come from?

Industry leaders point to a common issue—lack of integration into long-term planning.

"We're talking about transportation, water, and housing," Gammell said. "But you rarely hear, 'Where are we going to get the aggregate to support that growth?'"

He argues that resource planning needs to be incorporated into comprehensive plans at both the local and state levels.

"We should be identifying and preserving high-quality aggregate deposits before they're built over," he said. "Once they're gone, they're gone."

Other states, he noted, have taken a more proactive approach.

"Arizona got ahead of this," Gammell said. "If we could go back, we would have done a much better job planning for the growth we're seeing today."

Workforce, Awareness and Industry Evolution

Beyond supply constraints, the industry is also navigating workforce challenges and shifting public perception.

"This is a great industry for people who want hands-on work and a solid career," said Jonas Staker, Performance Manager for the Mountain West Region at Staker Parson. "But we need to do a better job bringing in new workers as others retire."

He also emphasized the importance of education.

"As an industry, we need to help people understand how aggregates play an essential role in their everyday lives," Staker said. "That awareness helps build stronger partnerships with communities and policymakers."

At the same time, the industry continues to evolve.

"There's significant opportunity to streamline land use, permitting, and long-term resource planning," Staker said.»

Draper-based American Eagle Ready-Mix cement mixers at a jobsite. The 10-year-old firm is making a name for itself in Utah's competitive construction materials market. (courtesy AERM)

Images of Geneva Rock's mining operations at the Point of the Mountain. (courtesy Clyde Companies)

"Investing in innovation, technology, and workforce development will help us meet the demands of a growing state."

Environmental Stewardship and Permitting Challenges

Environmental considerations are increasingly central to the conversation.

"It can take years to get all the necessary permits," Kallas said. "We're working to improve that process while maintaining strong environmental standards."

The coalition is actively engaged with state agencies, including the Department of Environmental Quality, to streamline permitting timelines without compromising oversight.

At the same time, companies are investing in sustainability.

"There's a strong focus on improving air quality, reducing community impacts, and using water more efficiently," Kallas said. "With concerns around the Great Salt Lake, we're looking at ways to recycle and reuse water wherever possible."

Life After Mining

One of the industry's lesser-known strengths is its ability to transform sites into thriving developments after materials are exhausted.

"When these mines close, there is great use for the land," Kallas said, citing examples such as Quarry Bend and the South Towne area in Sandy and a current transit-oriented development underway in Lehi.

At Geneva Rock's Point of the Mountain operation, Gammell said reclamation is already underway, with two phases that are fully reclaimed, where the company is building a mix of multifamily and commercial projects.

"It's the largest producing aggregate pit in the state, but we're also planning for its future," he said.

A Critical Moment

Despite current challenges, industry leaders remain cautiously optimistic.

"The state of the industry is still healthy," Gammell said. "Demand is steady, even if it's softened slightly."

Kallas agreed, adding, "We're working collaboratively with local governments. This is an industry that's engaged and community-minded."

Utah has the materials it needs—at least for now. The question is whether the state can align policy, planning, and public understanding quickly enough to ensure those materials remain accessible where they're needed most.

"These materials are essential to everything we build," Gilbert added. "The opportunity is to plan ahead so Utah can continue to grow without putting unnecessary strain on our infrastructure, environment, or economy." ■

AHOY!

The eight-year odyssey to deliver Cyprus High was worth the voyage, as designers and builders created a stellar learning environment for Magna's growing community.

By Taylor Larsen | Photos by Jared Kenitzer

$238 million.

That's not the cost of a Utah high school—not yet, at least—but the amount Granite School District bonded for in 2017. Most of that voter-approved amount was set for designing and building new "sister" high schools at opposite ends of the Salt Lake Valley—Skyline High in Millcreek and Cyprus High in Magna.

While each school's trajectory diverged to meet their respective community's wants and needs, both schools would be guided by modern educational principles for state-of-the-art learning environments, with Cyprus High to rise from a new site on Magna's southwestern boundary.

Thus began the eight-year odyssey to bring Cyprus High to port for the beginning of the 2025/2026 school year.

Early Engagement and Partnerships

The ELEVATE design team, consisting of Salt Lake-based Naylor Wentworth Lund Architects (NWL) and Ohio-based Fanning Howey, engaged extensively with students, faculty, school district reps, and community members starting in 2017. Their goal was to design a school befitting Magna, a community that has historically played a major role in the nearby mining operations of Kennecott and Rio Tinto.

Michael Hall, now retired, was the Sr. Project Executive/Educational Planner for Fanning Howey, and served as ELEVATE's Key Knowledge Leader. He mentioned how feedback in these early meetings led directly to key design features for Cyprus. Those included adaptable learning spaces and robust career and technical education (CTE) areas with fully outfitted automotive, welding, wood shop, and culinary arts labs for students to get an early taste of potential professional interests.

Hall praised the partnership between the two design firms, crediting the NWL team for its extensive background in school design and willingness to bring in Fanning Howey to take Granite School District to the next level with an innovative, modern approach to learning environments.

"We could put a lot of ideas on the table that NWL could kick around and run with," said Hall, saying that he and fellow Fanning Howey teammates looked to deliver national insights that NWL team members could filter through a local lens. "[NWL] told us what works and what doesn't work across Salt Lake County—it was a good sharing type of relationship."

Construction Challenges

The team began a new leg of the journey in 2020, as construction crews, led by Orem-based Westland Construction, readied the site for the Cyprus Pirates' new school.

The school's 57-acre site may have seemed like a dream in terms of spatial availability, but posed plenty of challenges. The site required the full environmental remediation of lead-contaminated soil from its past life as a gun range, and future reinforcement to certain walls due to the school's proximity to an explosive ordnance facility, two of multiple site-related challenges that the Westland-led construction team overcame. ››

"One would think a large site would make the project logistically easier, but that is not always the case," said Scott Davies, Westland's Project Manager. "This site had soil conditions that were mostly dealt with prior to the beginning of construction, but there were still areas where the restored materials did not perform as expected in the geological reports."

Unstable soils reached 10 feet deep in certain areas, requiring extensive earthwork, soil stabilization, and phased site development to create suitable building pads for what would be the largest high school in Utah.

> "One would think a large site would make the project logistically easier, but that is not always the case."
>
> **— Scott Davies**

Once the site was ready for vertical construction, Westland's Davies and Project Superintendent Darin Farnworth emphasized careful logistical coordination for material staging, trade access, and utilities infrastructure. Through strategic sequencing and close collaboration among civil engineers and trade partners, the team successfully transformed a difficult site into a functional, organized campus environment.

Workhorse Materials and Systems

ELEVATE designed with a material palette that was practical and durable; ready for inspiration and flexibility to meet student and faculty needs for generations to come. Glass, metal panels, and concrete combine brilliantly to achieve the design goals, the latter material being a key structural and architectural element.

During a tour of the school, Farnworth pointed around the site, mentioning how the concrete teams built and rebuilt tilt-up casting beds across 12 locations. These casting beds were the genesis of Cyprus's 600-plus individually engineered concrete tilt-up panels, each requiring specialized and individual attention to coordinate electrical, mechanical, and plumbing elements. Form liner patterns in the casting beds created more visual interest and an aesthetic character and texture in the building's façade. Adding architectural flair turned the structural element into a key part of the school's modern identity—strong, resilient, and built to last.

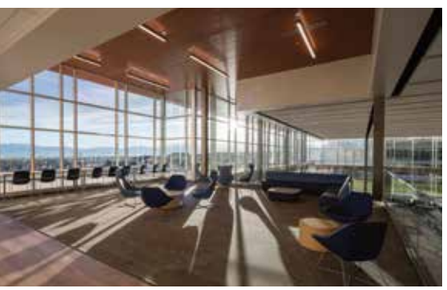
Metal panel accents complement the tilt-up structure by adding a contemporary character, while expansive glazing systems introduce natural daylight into academic spaces and build upon a central theme of transparency and connection throughout the campus.

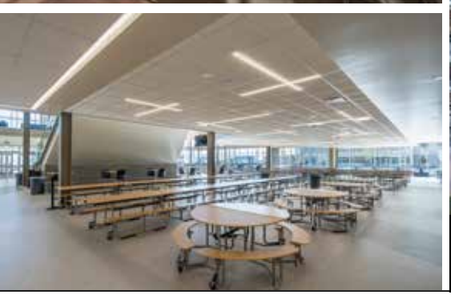
In hallways, concrete flooring, acoustic ceiling systems, wood accents, and unique, Cyprus-specific graphics and wall art combine for a cohesive and resilient environment for students and staff navigating between classes. Other high-performance flooring systems installed throughout learning commons and breakout areas further accommodate shifting furniture and heavy student traffic.

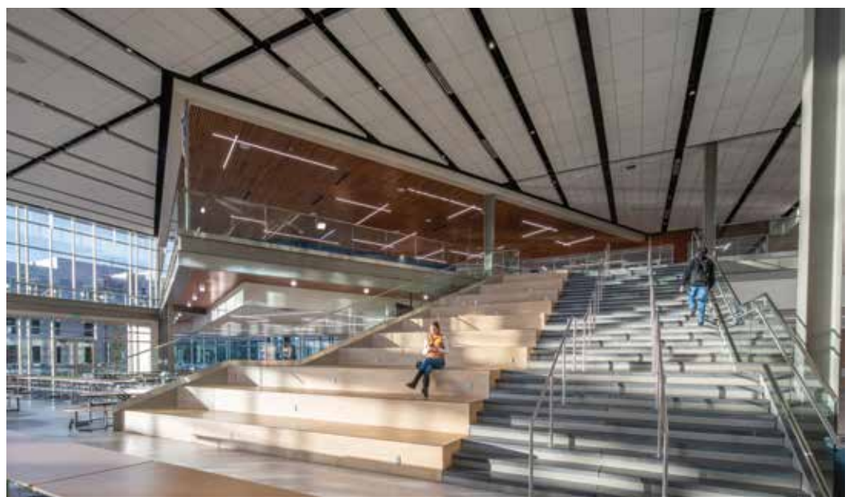
CTE spaces contain stainless steel fixtures and industrial-grade materials to reinforce functionality while maintaining a refined, professional appearance. The exposed structure and accessible utility routing in these areas allow equipment to be upgraded or reconfigured in the future as technologies advance and new needs arise.

The high school's massive, 505,000-SF footprint is buoyed by an impressive main floor mechanical room with two boilers and plenty of space for maintenance teams to keep facilities operating smoothly. A large chiller outside, a ground source heat pump system, and a total of 21 air handlers in other mechanical rooms throughout the building combine to deliver heating and cooling efficiently across the school.

The school even includes seismic-resistant structural elements that were requested long before a 5.7-magnitude earthquake rattled Magna in 2020. Those structural elements and durable materials ensure longevity and resilience, especially as enrollment is set to grow to 3,000 students—600 more than what was originally planned—as residential development boomed around the campus. These decisions, and the school's emphasis on flexibility, all go toward limiting renovations and operational costs for Granite School District in the future.







Cyprus High is chock full of impressive features, starting with the student commons and learning stair pictured here. The library sits just past the top of the stairs and adjacent to the snazzy study hall that extends out over a portion of the commons (bottom left). To the right of the stairs sits the "crow's nest" (top left) that overlooks the commons with grand views east over the Salt Lake Valley.

> "We ended up doing a lot of glass in the student commons, with deep overhangs at the roof level for some intermediate shading. But the interesting thing is how the student commons connects upstairs with a view between the two that carries on."
>
> **— Erin Youngberg**

Flexibility and Connection at Volume

Maximizing the flexibility of large spaces was a key design feature across Cyprus High and shines in multiple areas. It starts at the main entrance and the two-story student commons and its expansive curtain wall installed by Springville-based Skyview Glass. This gathering space remains Erin Youngberg's favorite of the design features.

"We ended up doing a lot of glass in the student commons, with deep overhangs at the roof level for some intermediate shading," said Youngberg, NWL's Sr. Project Architect. "But the interesting thing is how the student commons connects upstairs with a view between the two that carries on."

There's a degree of grandeur in the volume of space at play in this common area—the views east to the Wasatch Mountains from the second floor are tremendous. The main floor area wraps around a staircase and adjoining learning stair that slowly tapers with each step in elevation. At the second level, students can turn left to enjoy a study hall overhang that connects to the library, or turn right from the stairs to look out from the "crow's nest"—a must for the Cyprus Pirates—which rests above the school's administrative offices.

Design elements, rather than walls, create degrees of delineation where, Youngberg said, "You get the volume, but its differentiated in a way to feel separate."

The performing arts wing on the south side of the school is another example of flexibility and connectivity at scale. The two-part auditorium can seat a total of 1,110 people and contains arguably the best example of a prescriptive program designed for performance, flexibility, and resilience. Farnworth explained that, due to the auditorium's sloped floor and enclosed nature, the construction team built a "dance floor" scaffolding system high above the ground to aid the different trade partners building auditorium infrastructure.

"We built the dance floor to where [workers] could access their scopes with 10-foot ladders," he said. Doing so allowed the electrical, mechanical, lighting, and fire sprinkler teams to complete their scopes ››

(pictured) The project team expertly navigated the project's 57-acre site, building out a school and an impressive sports complex with views up to the Oquirrhs. (above) Views down to the auditorium stage showcase the project team's impressive ability to design and deliver flexibility within massive volumes, where the expanded bleachers visible at the bottom of the image can be collapsed to make way for a sizable multi-use space for students and staff.

without having to use ground level boom lifts. As those trades finished, acoustical teams utilized carts on the dance floor scaffolding as they shaped and installed the different ceiling treatments. Their combined efforts delivered an auditorium with 564 fixed seats, expert millwork, acoustical treatments, and finishes that rival professional venues.

The flexibility component of this space involves the auditorium's split, one of Philip Wentworth's favorite features. A retractable wall at the back of the sloped auditorium reveals not just 546 seats in collapsible bleachers, but a level-plane multi-purpose area with concrete floors.

"When they're not using the full seating capacity of the auditorium, they can close off that area to work as a dance studio or cheer space, a banquet area, or for a robotics or STEM competition," said Wentworth, Principal/Vice President for NWL who served as ELEVATE's Project Design Architect.

Sailing down the hall to the north and west takes students and faculty to the athletics wing, where one way leads to an indoor natatorium and an eight-lane pool. The other way leads to an elevated walking track above an expansive gymnasium recessed below ground level. The hardwood basketball court there can be further divided for multiple sporting uses, with locker rooms close by on the same basement floor.

A few steps beyond the west vestibule back at ground level leads to all of the outdoor athletic facilities that function for student and community use. There are baseball and softball diamonds, a football field, six tennis courts, and a soccer field—each with plenty of bleacher seating for family and friends to watch on.

Ross Wentworth, the Project Leader for ELEVATE and since-retired NWL Principal, said watching a recent softball game reiterated how special it was to design such a transformative campus. He recalled watching on as the sun set, mesmerized by the sky and how Cyprus High was seemingly carved into the Oquirrh foothills.

21st Century Learning and Safety Environment Takes Shape

Collaboration spaces, and maybe collaboration itself, is entering buzzword status, but designers sought to deliver buzz-worthy spaces that would host the interactions that turns students into learners.

School design has long since moved away from the siloed classrooms and "egg crate" designs of yesteryear, according to Hall. In their place have come learning communities, a welcome and functional design element in Cyprus's spatial organization. These smaller, flexible clusters of classrooms and collaboration spaces are specifically designed to support interdisciplinary teaching, adaptable learning, and teacher interactions, where partitions and adaptable casework systems further support evolving learning environments.

The NWL team explained how the school district was willing to commit a significant part of its square footage to collaborative spaces within the learning communities. In science-related spaces, labs with modular floor systems connect to two classrooms, while other learning communities have four or five classrooms that connect to the breakout areas. Interior and exterior-facing glass brings light in while providing a degree of visibility between classrooms and breakout areas.

"If I were a teacher that had kids that are working ahead of the rest of the class, I can send them out to work in that [breakout] area where I can still see them," said Wentworth. "Whereas when I was in class, you just got sent to the back of the room."

Farnworth said teachers are still coming to grips with the visibility from classrooms out to shared breakout zones and open circulation paths—paying attention is hard for adults, let alone high school students—and Cyprus High educators and administrators will need time to acclimate to a contemporary learning environment. However, creating a larger learning area separated into smaller spaces holds plenty of promise as the school prepares students for modern life, one where focus is still expected amidst a plethora of distractions.

Working to Help Students Build an Enduring Legacy

Cyprus High's dedicated CTE facilities are another major design strength, which the NWL team said both the school district and the Magna community emphasized in their desire to help students navigate their respective futures.

The inclusion of purpose-built, industry-grade labs for welding, carpentry, automotive repair, and culinary arts reflects a commitment to hands-on, real-world learning. Construction teams answered the design call with reinforced slabs, ventilation systems, and commercial utility infrastructure to support each trade-specific space, delivering a supporting infrastructure that Cyprus students and staff deserve; potentially advancing the next generation of top-notch craftspeople, mechanics, and chefs.

"These spaces are not only functional, but designed with professional-level finishes and layouts to simulate real industry environments," said Philip Wentworth. Designing to this level, he continued, is less about designing a K-12 environment. Instead, "it's having the expertise and experience of designing these spaces at an industry level, then bringing it into these CTE classrooms."

These spaces may be far different than the other classrooms, but an unsung part of these trade-specific classrooms is that they reside within the school's footprint. Keeping them as part of the main structure may be an obvious financial and student-safety choice, but doing so helps to reinforce a philosophy that values all types of learning, where practice and hands-on education is just as important as theory and research.

CTE spaces are just one of many examples of how alignment across ownership, design, and construction leads to future-ready learning environments. Whether in these trade-based classrooms or across the many examples of spatial flexibility and adaptability, Cyprus High students, captained and championed by educators and administrators, can anchor down within a modern school built for their success.

The project timeline may have been an odyssey that began in 2017, but what each member of the project team delivered will help the Cyprus High Pirates embark on a bright new future. ■

The belle(s) of the ball within the school are the lab and workshop spaces. CTE spaces, like the automotive workshop (pictured) with its hydraulic lifts and exhaust ventilation systems, and the culinary arts lab (bottom left) with its demonstration kitchen, were designed to commercial grade. The science lab (top left) connects to multiple classrooms to deliver another flexible, modern learning environment.

The natatorium may not be able to fit a ship for the Cyprus High Pirates, but it does include eight lanes for swimmers to practice and compete.

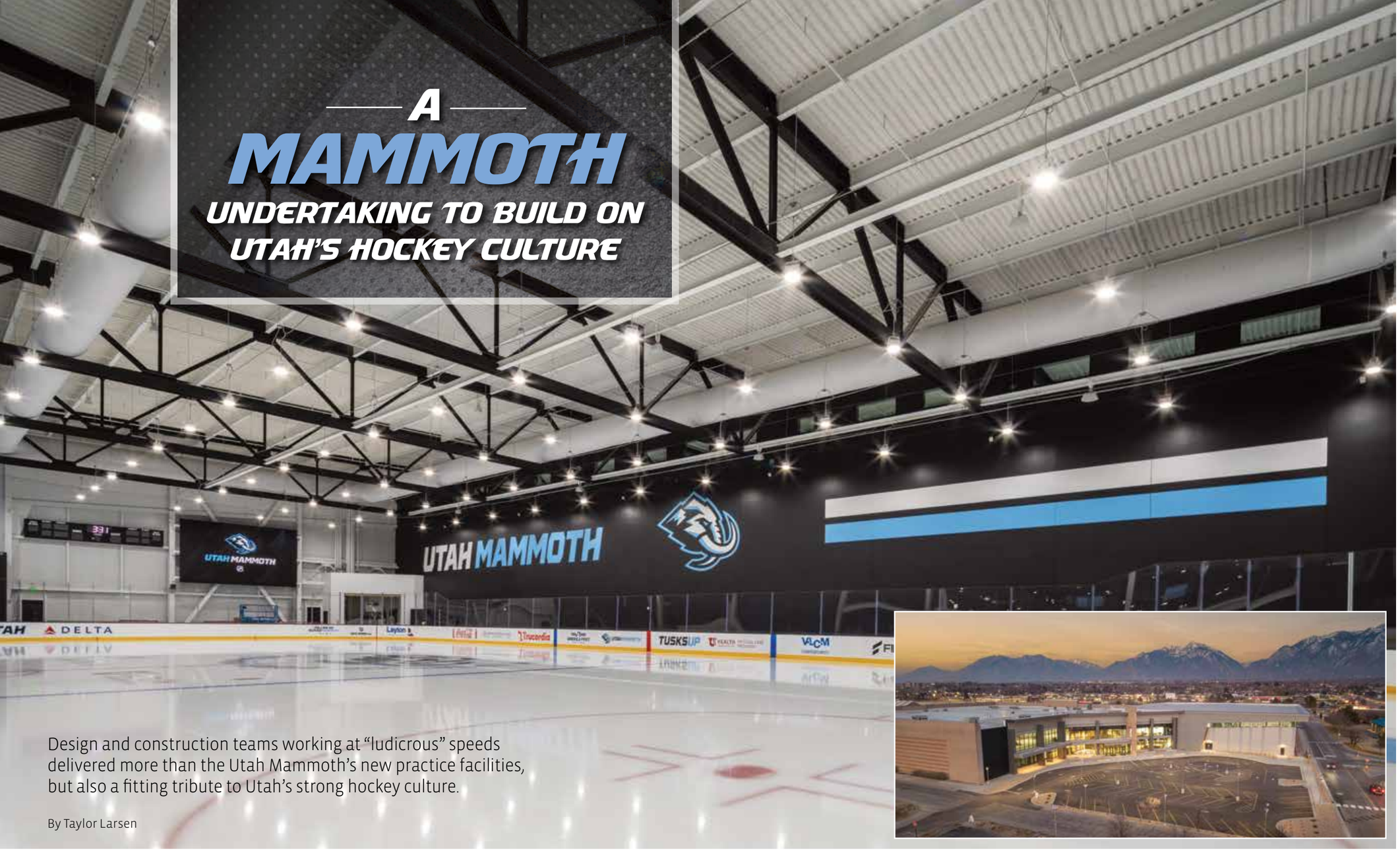
Cyprus High School
Location: 8575 W Cordero Drive, Magna
Square Footage: 505,000
Levels/Stories: Four stories (three above ground)
Owner: Granite School District
Owner's Rep: BDK

Design Team
Architect: ELEVATE (Naylor Wentworth Lund Architects, Fanning Howey)
Civil: Ensign Engineering
Electrical: Envision Engineering
Mechanical: Resolut
Structural: BHB Structural
Geotechnical: Consolidated Engineering Laboratories
Interior Design & Furniture: Fanning Howey
Landscape: E.A. Lyman Landscape Architects

Construction Team
General Contractor: Westland Construction
Plumbing & HVAC: U.S. Mechanical
Electrical: CR Lighting & Electric
Concrete: Suntec, Kenny Seng Construction
Steel Fabrication: Clegg Steel
Steel Erection: L.L. Welding
Glazing/Curtain Wall: Skyview Glass
Masonry: Buxton Masonry
Drywall: J & L Contracting
Acoustics: Golder
Painting: Prolific Painting
Tile/Stone: Metro Surfaces
Carpentry: Westland Construction, RJP Construction
Flooring: Comflors (hardwood), Wall 2 Wall Flooring (LVT, carpet)
Roofing: UTR
Waterproofing: Western States Waterproofing
Excavation: Kenny Seng Construction
Precast: Brailsford Cast Stone (manufacturing), C&K Tile (installation)
Finish Carpentry: ISEC
Metal Panels & Soffits: Southam & Associates
Doors & Hardware: Architectural Building Supply, Bedier Construction
Visual Display Boards: ADP Lemco
Toilet & Bath Accessories: Cannon Sales

Auditorium Seating & Telescoping
Bleachers: Norcon Industries
Swimming Pool: CEM Aquatics
Stage Rigging: Oasis Stage Werks
Shades: Midwest D-Vision Solutions
Fencing: Outback Fencing

A MAMMOTH UNDERTAKING TO BUILD ON UTAH'S HOCKEY CULTURE



Design and construction teams working at "ludicrous" speeds delivered more than the Utah Mammoth's new practice facilities, but also a fitting tribute to Utah's strong hockey culture.

By Taylor Larsen

I was shocked at the response from the owner of Play-It-Again Sports when I asked him in spring 2020, "What equipment surprises you at how fast it sells out?"

"Ice skates," he answered, specifically referencing the amount of hockey equipment purchased from his sporting goods store for all levels and ages of players. "You wouldn't believe how hard it is to keep them in stock. We sell out every year."

Hockey in Utah, unbeknownst to me, was skating under the radar. But when Ryan Smith purchased the Phoenix Coyotes NHL franchise and moved it to Utah in 2024, hockey talk buzzed. From that point on, the gears were in motion to honor the state's underrated hockey culture with more than an NHL team, but with the facilities that Utah's hockey-playing community has long deserved.

Foundational Plans

Culture changes are organic and often slow to evolve, especially in hockey. Case in point, the NHL didn't mandate helmet use until the 1979 season. So many exceptions were made to that rule that the 1996/1997 season was the last one where a player competed without a helmet.

But culture can change quickly, too. Smith Entertainment Group (SEG), the owners of Utah's new hockey franchise, sought to build on an existing culture, where the Utah Mammoth Ice Center would be built for NHL-level player development and community engagement. Jim Olson, SEG's executive representative on all facilities projects, mentioned how touring practice facilities for the Seattle Kraken and Vegas Golden Knights, two of the NHL's newest teams, helped to reinforce some of the decisions on the Mammoth's location and amenities.

"This place had to have a great flow and a great vibe for the team," said Olson, referencing the questions SEG proposed during design: "How do these athletes go from skating to treatment? And since these athletes are here for so long, would this be a place that they would want to hang out? Where they would want to be?"

The second key component was getting the public space right, where visitors would have a high degree of visibility and access as they went from the parking lot into the lobby and locker rooms before heading to the ice sheets.

Lingering over both desires was speed—Connor McDavid-level speed—to deliver the facility before the 2025/2026 NHL season, just over a year after Smith and SEG purchased the team and brought it to Utah.

SEG hired Babcock Design and Layton Construction in a CM/GC contract that included many team members and firms who helped deliver the Olympic Oval in Kearns over 20 years ago. This team would design and build a new, NHL-level facility in an impressive 14 months, well ahead of typical timelines for a project of this scale.

Design History and Experience Push Ice Box Forward

Much like building culture, building expertise in design and construction takes time and repetition.

For Rob Cottle, expertise in ice rink design began before the new millennium. He said the prospect of designing the Olympic Oval in Kearns for the 2002 Winter Olympics lured him back to Salt Lake-based GSBS Architects. There, he served as Project Architect and later Project Manager on the GSBS team designing the facility, with Sandy-based Layton Construction leading efforts to build the iconic speed skating venue.

"It was a good three years of my life," said Cottle, now Babcock Design's Principal and CEO. He smiled as he recounted learning so much—maybe more than he ever wanted to—from researching and traveling to visit Olympic-level and other speed skating rinks in North America. At the time, the Olympic Oval would be the 12th indoor speed skating oval in the world, and just the fourth built to Olympic standards.»

Branding and graphics are key in professional sports facilities, but so are well-executed design choices pictured here. Architects and interior designers combined to mix cool, industrial materials like steel and concrete with soft lighting and warmth from wood features and finishes. (Next page) But the backbone of the Utah Mammoth Ice Center is found in the high-end mechanical system that keeps two ice rinks at the perfect temperature for peak skating performance. (all photos courtesy Layton Construction)

As design on the facility's long-term viability beyond the 2002 Olympic Winter Games concluded, Cottle was sure he would never use his ice-making design expertise again. He remembered a conversation with Kevin Miller, his then-supervisor (now President) at GSBS, who told Cottle: "Congratulations. You're an expert on the rarest building type on the planet."

But if the opportunity ever presented itself to build professional-grade sports ice again, Cottle said, "I could certainly fill the role."

When SEG presented the opportunity to work with the Layton team again on another ice skating venue, Cottle was ready and willing.

"I've worked for my entire career on different projects with Layton," said Cottle, detailing how good relationships with the builders were key in winning the job. "I dusted off my memories of how to make ice—it certainly came in handy."

Rick Millward, Sr. Project Manager for Layton Construction, explained how the general contractor's expertise in ice-making capabilities and supporting infrastructure also came in handy to support the two ice rinks that would go up on the south end of The Shops at South Towne in Sandy.

One critical decision made hay—ice in this case—as the project team designed for and procured an ammonia refrigeration plant system engineered and installed by Canadian refrigeration specialists CIMCO. Millward praised the CIMCO team for its efforts to design-build a system that serves as the backbone of the facility.

"The system is responsible for not only ice production, but also integrates with the building's HVAC to regulate overall climate conditions," said Millward. The plant integration shaved at least two months off the construction schedule. He continued, "It saved a lot of money and time as, without that integration, we would have had to provide two separate systems, one to support each part of the building."

The "ice box" that houses the two ice sheets and supporting infrastructure is economical and architecturally unique, with a tapered roof form providing architectural flair. Insulated metal panels, where two metal panels sit either side of four inches of insulation, serve as the exterior and interior skins. Panels are an all-in-one assembly that allowed for quick installation as they work in tandem with the HVAC system to keep temperatures inside between 55 and 60 degrees.

Moving at "Ludicrous Speed"

While the ice box served as the critical path, the whole project required the same level of dedication, expertise, and precision driven by ownership and executed by the design and construction teams.

"SEG, to their credit, bit off a huge task," said Cottle. The gas pedal would be on the floor for everyone involved to deliver the entire project—a 146,000-SF, state-of-the-art complex for Utah's new NHL franchise, with the two previously mentioned rinks, a 8,082-SF dry gym, player recovery suite, team offices, equipment management spaces, and a commercial kitchen with dining and lounge areas—to be ready for player use by October 2025.

"We were moving at ludicrous speed," said Cottle, quoting the infamous line from the 1987 cult classic *Spaceballs*. He credited a stellar consultant team who worked within evolving design constraints to help push the project forward, saying, "It was a lot to figure out in a short period of time. […] Lots of on-the-fly modifications, where the team had to be flexible and roll with it."

Millward agreed, saying, "The design team, owner representatives, and the Layton Construction team met multiple times a week, and daily at times, to review the status, make decisions, plan design deadlines, and work that all into the construction schedule."

Working with an active and open mall environment was another challenge that required careful safety planning, constant construction coordination, and communication with South Towne management so that deliveries, material staging areas, construction parking, and other activities didn't disrupt the nearby shops and restaurants.

"It wasn't the simple—complete design, order material, start work," said Millward. "Design items and construction plans were being created, and we were building as fast as we could get information."

He and the other Layton teammates accommodated for both speed and quality by scheduling frequent walk-throughs of the emerging construction, ensuring what was on paper matched the vision and intent of all the end users. Considerations from ownership and hockey team personnel made for an evolving project, even as construction teams were putting up walls and installing equipment.

"But we all knew and understood this," said Millward, "so all parties were extremely flexible to work with the additions, changes, and needs that came out."

Core trade partners came aboard fully committed to the timeline and goals. Each provided the needed manpower for two-shift days to move the project forward, with Millward crediting the following firms for their precision, speed, and attention to detail:

- Lundahl Ironworks Company—ice rink structural steel fabrication and roof trusses;
- Wasatch Electric—building electrical systems;
- Automated Mechanical—main rooftop unit mechanical equipment procurement and installation for air circulation;
- Palmer-Christiansen—plumbing and pumps for custom-built cooling equipment that tied into CIMCO's ammonia refrigeration plant;
- Wallboard Specialties and Contempo Cabinet & Mill—custom design on interior finishes and locker room millwork.

Alignment was crucial in delivering something so important to the team and community.

"There is no question this singular building will have a lasting impact on our community," said Layton Executive Vice President Dave Whimpey. "Delivering it within such a tight window required every partner—including Sandy City—to come to the table with solutions."

Cottle said Sandy City helped move the project along with a standing weekly design review meeting held on Mondays with the City's team leads. "They didn't waive any requirements—we still had to follow their rules and submittal processes to the letter," said Cottle. "But the thing they did was be available and do what they could to expedite reviews. They were a good, cooperative partner."

Smith Entertainment Group Establishes New Basecamp

The facility is mixed-use to the max, with design incorporating offices for SEG's Utah Mammoth staff. Whitney Reynolds, Head of Interior Design with Alpine-based Ezra Lee Design + Build, said her firm's scope involved designing these offices to a high-end hospitality standard. With a generous amount of space to work with, she and the Ezra Lee team worked closely with the Babcock team to ensure cohesion across the separately designed player and office spaces.

"We wanted people to feel like it's a hockey space, but without overly branding it with logos and hockey sticks," said Reynolds of the offices. Instead, design choices are "little easter eggs", like the lighting fixture in the reception area shaped in a mammoth tusk, the subtle pill-shaped break lounge sectional and integrated planter that nod to ice rink geometry, and ombré ice-blue glass side tables that reference the team's color and hockey's playing surface.

While the offices are spacious, the interior design was constrained as the offices do not contain exterior-facing windows to bring in natural light.

"It was very important to bring natural life into the space," she said of the challenge. Design brought in high-quality silk plantings and sandstone and granite colors that accentuated a more natural feel rooted in Utah geology. Colors, heavy weave and other textures, as well as natural and nature-inspired materials help soften and reflect the light.

"We worked hard in this space to ensure that we had a mixture of light that played off each other," said Reynolds. Spatial constraints brought out their design best as they dialed in correct light temperatures for an elevated, focused, and comfortable work environment.

Breathing life into the space led Reynolds and her team to a favorite design feature, where executive office ››

Interior designers were tasked with delivering a training facility where Utah Mammoth players would feel at home. The player's lounge (above) delivers that hospitality-level warmth and welcoming in spades. The locker room (pictured) is the same layout as the Mammoth's game day version at the Delta Center for a practice facility that feels like a home game. (Below) The SEG offices are filled with intentional design by incorporating high end hospitality standards while at the same time making the space blend with the rest of the facility and allowing the staff to feed off the teams energy during practices and training.

windows overlook the rink. Prioritizing the link between team, management, and community surpasses fandom—it's culture-defining.

"Hockey is a community sport," Reynolds began, "And [the Utah Mammoth] welcomes that and wants people to come watch them practice—they feed off of the crowd." The offices follow that same trajectory, where staff can feel the hockey team's energy during practices, harnessing it into their work to build up the Utah Mammoth and the community's connection to hockey.

Interior Architecture Elements and Amenities

The curtain wall glazing at ground level continues that connection, where a high degree of visibility inside and out engages the public and team as they enter or exit the facility. Cottle noted how design keeps direct sunlight, ice's kryptonite, limited to public spaces and away from the rinks. Blinds were also incorporated to further black out the sun from reaching the ice at certain points of the day.

Beyond the ice box and entrance, the facility contains notable player-specific training and wellness features. For starters, the locker room is an exact match of the Mammoth's game day locker room at the Delta Center. On the ice, a "Local Positioning System" above each rink tracks player performance analytics to optimize performance. After the skates are off, players can enjoy the 22-foot therapy pool inside a recovery suite swimming in other features and amenities. The facility even contains a barber shop and commercial-grade kitchen to serve up delicious meals.

For Jackie Black, FF&E Managing Partner for Babcock Design, the diverse mix of programming had to remain cohesive within the larger whole while still clearly communicating each space's respective purpose.

High-performance spaces such as the ice rinks, locker rooms, and training areas are intentionally more dramatic, featuring higher contrast and moodier palettes to cue focus, intensity, and energy.

In contrast, wellness areas, like the spa»

and recovery rooms, shift to lighter palettes and softer lighting temperatures, creating an environment that supports restoration and healing.

Black detailed how even transition spaces became equally important moments within the design that surpass the functional, signaling to end users a shift in purpose and mindset. The stick storage area is a prime example, acting as a threshold as players move from the residential-feeling lounge and into the high-performance zones beyond. Darker materials, dimmed lighting, and more pronounced branding offer subtle cues to players as they mentally shift into preparation mode.

The player lounge epitomizes this cohesive design ethos. There, intentionally blurred boundaries between commercial, hospitality, and residential design combine for a space that feels like home while maintaining the durability required for a high-use facility.

"More than any single element, this space demonstrates our belief that great design is not just about how something looks, but how it feels, and how it influences behavior," she said, detailing how the 30-person harvest table, fireplace lounge, and flexible seating areas within the lounge further encourage gathering, conversation, and relationship-building. "For Mammoth players, many of whom are new to Utah and rely heavily on their teammates for community, the facility needed to support both high-performance training and meaningful personal connection."

The main focal wall in the player lounge is a definitive example of this intent and Black's personal favorite. The composition unifies integrated shelving, a central fireplace, a media wall, and a continuous stone bench via a cohesive material palette. Each element is carefully detailed to stand on its own while working in harmony to create a dynamic, balanced whole.

"In many ways, that wall reflects the essence of a team: a collection of strong individuals, each contributing their own strengths, while collectively forming something more cohesive and impactful," she said. "It's a subtle but powerful expression of the values the space was designed to support."

Delivering Beyond NHL-caliber Facilities

As a whole, the facility holds special meaning, especially for the industry.

"The Utah Mammoth Ice Center proves Utah's A/E/C community can compete at a national level," said Layton Executive Vice President Jeff Palmer. "This facility competes against anything in the NHL— all delivered by Utah talent."

Deconstructing the Utah Mammoth Ice Center—an ice box with two rinks, offices, lockers, wellness facilities, and more on the south end of a suburban mall—doesn't tell the full story of what it can accomplish for Utah. As Black explained of the focal wall within the player's lounge, the whole is more than the sum of its parts—in hockey or the built environment. But there are levels to this that extend beyond exemplary programming, architecture, and construction to create a jumping off point for something bigger.

While team facilities finished in fall 2025, ground floor public spaces finished a few months later, with SEG hosting a three-day grand opening for visitors in February 2026. The event welcomed 5,500 folks to see the Utah Mammoth practice, tour the training facilities, and test out the ice in free skates and hockey training sessions. There, visitors could see the seamless flow between professional and public zones for skate rentals, concessions, and public locker rooms, reflecting SEG's mission to be deeply rooted in the community.

Ownership sees the vision beyond just one facility, as Smith and the SEG team have gone public with plans to help finance up to 20 additional rinks across the state, building on Utah's ongoing hockey legacy.

"Hockey has been here. This facility gives younger players a chance to join in on hockey and grow sportsmen," said Reynolds of the arrival of the Utah Mammoth Ice Center. It's more than an NHL-caliber facility, it's the beginning of a new era for the sport in Utah, where a Utahn who grew up skating here—or even the Utah Mammoth—may one day hoist the Stanley Cup. ■

Utah Mammoth Ice Center
Location: 10450 South State Street Suite 2200A, Sandy

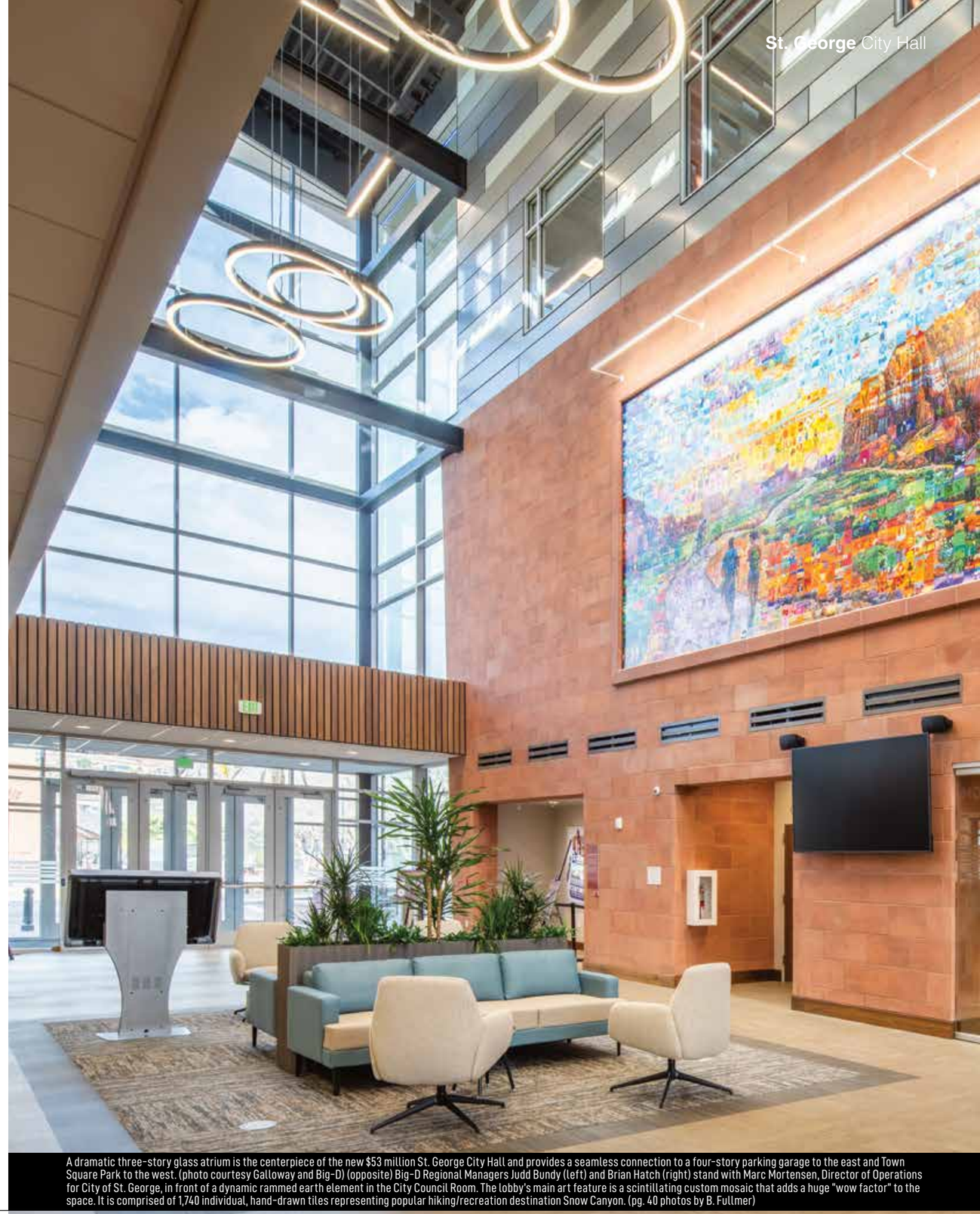
Owner: Smith Entertainment Group
Architect: Babcock Design
Civil Engineer: Ensign Engineering
Electrical Engineer: Resolut
Mechanical Engineer: Resolut
Structural Engineer: Dunn Associates
Interior Design: Babcock Design
Landscape Design: ArcSitio Design
Geotechnical: Terracon

General Contractor: Layton Construction
Concrete: Flatiron Development
Ice Sheet Refrigeration and Construction: CIMCO
Steel Fabrication: Lundahl Ironworks Company
Steel Erection: Unlimited Steel
Plumbing: Palmer-Christiansen
HVAC: Automated Mechanical
Electrical: Wasatch Electric
Masonry: Allen's Masonry Company
Tile/Stone: CP Build
Glass/Curtain Wall: LCG Facades
Drywall: Wallboard Specialties
Painting: Bruin Painting
Carpentry: Contempo Cabinet & Mill, Montgomery Cabinets
Flooring: Spectra Contract Flooring
Roofing: Superior Roofing
Waterproofing: Hooley Caulking
Excavation: Siri Contracting
Demolition: Red Rock Demolition
Landscaping: Western Meadows Landscape

SOUTHERN AH SPECIAL

The new St. George City Hall is a shining example of a collaborative process between owner, architect, and general contractor, producing a world-class facility that will serve the community for the next 40-plus years.

By Bradley Fullmer



St. George City Hall

A dramatic three-story glass atrium is the centerpiece of the new $53 million St. George City Hall and provides a seamless connection to a four-story parking garage to the east and Town Square Park to the west. (photo courtesy Galloway and Big-D) (opposite) Big-D Regional Managers Judd Bundy (left) and Brian Hatch (right) stand with Marc Mortensen, Director of Operations for City of St. George, in front of a dynamic rammed earth element in the City Council Room. The lobby's main art feature is a scintillating custom mosaic that adds a huge "wow factor" to the space. It is comprised of 1,740 individual, hand-drawn tiles representing popular hiking/recreation destination Snow Canyon. (pg. 40 photos by B. Fullmer)

In response to the City of St. George's unprecedented growth in recent years, City officials recognized a pressing need more than a decade ago for a new City Hall—a prominent, modern building, preferably located in the heart of historic downtown that was both aesthetically pleasing and highly functional, one that would allow the City to house vital government and administrative operations with adequate space for future growth.

Mission accomplished!

The spectacular new $53 million, three-story St. George City Hall is a testament to a collaborative design and construction process between the City, architect Galloway & Company, and general contractor Big-D Construction, producing a truly world-class facility that will serve the community for the next 40-plus years.

"It's a very significant project—we've been bursting at the seams at the old City Hall for the last decade, and so this was a much-needed upgrade," said Marc Mortensen, Director of Operations for the City of St. George. "It really reflects who we have become as a city. The level of sophistication has increased, and so, too, has the [level of] service we provide in this new City Hall. The location couldn't be more iconic."

> "We wanted to create a building that looked like it was built in the 2000s, and yet it needed to tie into the old historic buildings. We tried to use colors and materials that would tie it in, and we think we've done a pretty good job."
>
> — Marc Mortensen

Designed to Mesh with Historic District

Located at 61 South Main in the Historic Town Square—across from the iconic St. George Tabernacle (originally completed in 1876) and Town Square Park (built between 2006-2007)—the new 78,200-SF City Hall was designed to seamlessly blend with neighboring buildings.

"We're located right in the very heart of our downtown, next to some of the most historically significant buildings in Southern Utah," added Mortensen. "So, that was a challenge for us when we were designing the building. We wanted to create a building that looked like it was built in the 2000s, and yet it needed to tie into the old historic buildings. We tried to use colors and materials that would tie it in, and we think we've done a pretty good job. It was a team of people, including Galloway, Big-D Construction, and the City of St. George. It was a great partnership."

Initial discussions for a new City Hall started a decade ago. By 2018, Mortensen said the original plan was to renovate the old City Hall, which was built in 1980. When the pandemic hit in March 2020, "We were actually one week away from beginning to move departments to satellite locations during the renovation," Mortensen said, as a majority of City employees began working remotely. "That made us take a step back and ask, 'Are we really solving a long-term problem, or are we just putting a band-aid on our situation?' At that point, we determined that we needed a new location."

City officials looked at Tech Ridge (site of the old St. George Airport) and some other downtown locations and ultimately landed on a three-acre site across from Town Square Park, which was being considered for a performing arts center. The City negotiated with then-owner Wells Fargo to acquire a parking lot and a bank teller building, which were eventually demolished once the project resumed post-pandemic.

Designed by Galloway & Company—led by renowned Principal Jim Child—the building's massing and materials create a timeless, modern aesthetic, highlighted by a stunning glass atrium that spans all three levels of the lobby, offering copious daylighting throughout the space, while also serving as a connector to a 281-stall, four-story, post-tension cable system parking structure.

The exterior features an attractive mix of glass/curtain wall, metal panels, manufactured stone, stucco, and architectural concrete, producing a dynamic aesthetic that blends nicely with the historic nature of the area.

Child, who was working for JRCA (acquired by Galloway in 2022) at the time, had done design work on a renovation/expansion of the existing City Hall, only to have it scrapped when the pandemic hit.

"The design process stretched out over so many years; we were revisiting and changing plans, getting different City officials involved [...] that was perhaps the most interesting aspect, that it was designed and redesigned over a number of years," said Child. "[The City of] St. George was a good client to work with, and it was a good process."

Collaborative Effort During CM/GC Process Produces a Dynamic Building

The pivot to a brand-new City Hall building allowed City officials and Galloway to work in close harmony with Big-D in a quasi-design assist collaboration, ensuring the final product not only fit the City's vision of future growth, but maintained a cognizant budget.

The lobby's main floor offers convenient access to administration services and features several displays, including one that celebrates the popular St. George Marathon, which will host its 50th annual race in October.

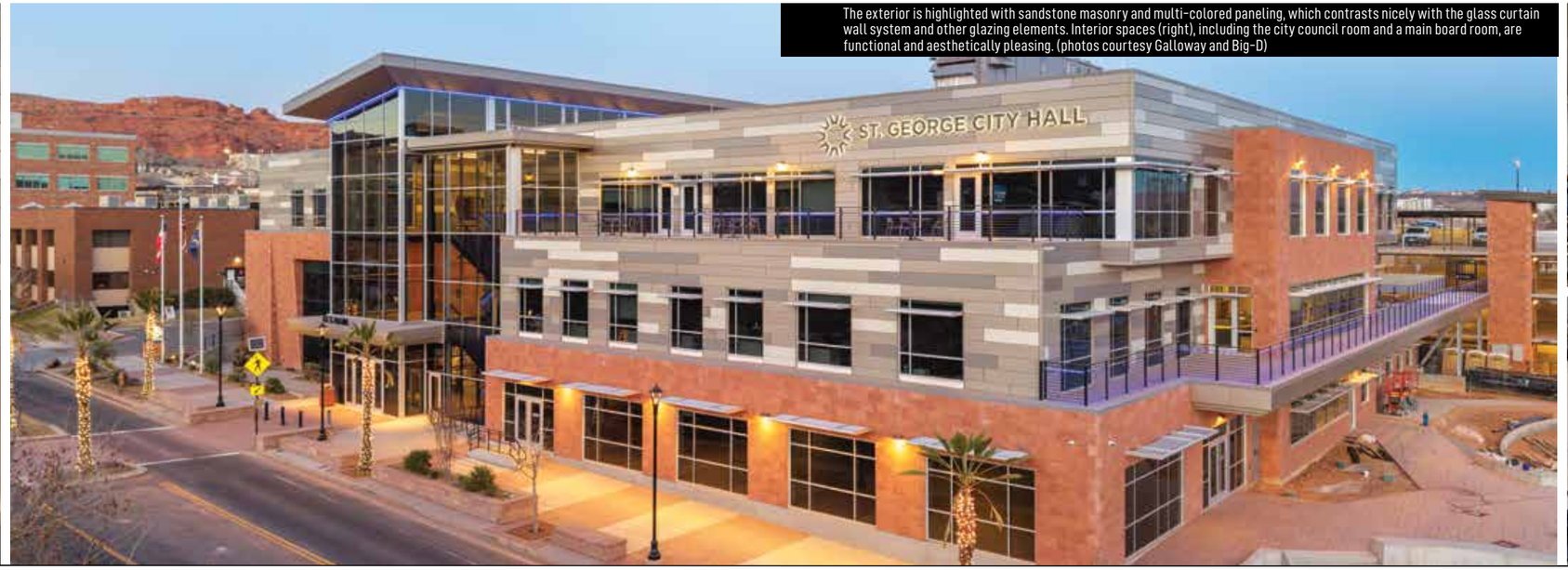
One of the "wow factors" is a unique, large custom art piece that hangs on the north wall near the west end, opposite second floor administrative spaces in the atrium. It was created from 1,740 individual, hand-drawn tiles, more than two-thirds of which were done by City residents and creatively stitched together by a pair of Calgary, Canada-based artists to create a stunning replica of people hiking in majestic Snow Canyon, located eight miles from downtown St. George and named after Erastus Snow, the City's first mayor.

The glass atrium also serves as an important connector to Town Square and the parking garage, said Chris Child (Jim's son), who served as Sr. Project Manager on the project, providing a dynamic father-son duo that produced great synergy between the entire architectural team. "The interior atrium was created to connect the [parking garage] amenity through to Town Square," he said. "As part of developing that area around Town Square, we wanted the exterior materials to wrap into the inside, with that connection capping it on the east side."

Chris, who transitioned at the beginning of the year to a new role as a Design Manager at Haskell's Salt Lake office, said this project is certainly one of his career highlights, and that working in tandem with his father was a magical experience overall.

Chris spent more than 18 combined years at JRCA/Galloway, and said he learned a ton working for his father, experiences he'll always cherish. This project was certainly special, and a fitting conclusion to his time at the firm.

"Working for family has its ups and downs, but this project, being the twilight of [Jim's] career, for me it was a pinnacle project in my career," Chris added. "Being able to work hand-in-hand with him and the City, from the initial remodel design through»



The exterior is highlighted with sandstone masonry and multi-colored paneling, which contrasts nicely with the glass curtain wall system and other glazing elements. Interior spaces (right), including the city council room and a main board room, are functional and aesthetically pleasing. (photos courtesy Galloway and Big-D)

the reiteration of the new building, it was cool to see it through."

Contractor Team Performs at a High Level, Delivers Excellent Final Result

Big-D oversaw the demolition of the existing bank teller building and parking lot, and then proceeded to navigate through several bid packages, including the main building and the parking garage.

Judd Bundy and Brian Hatch serve as Regional Managers for Big-D's St. George office and worked together on what stands to date as one of the GC's top municipal projects ever, and certainly the most prominent building since opening a Southern Utah regional office.

Bundy said they worked closely with Galloway's team on designing an aggregate pier system while also modeling the parking garage, producing significant value engineering and overall cost savings.

"That's the beauty of the team—it was an ongoing process, and we worked well together," said Bundy. "It was a joint effort, and it was important to us to be good stewards of the City's funds."

"The CM/GC process, I'm a big proponent of it," added Hatch. "It allows complete buy-in from the owner, and we were able to propose who our trade partners are. It's not the world of low bid; we select trade partners [subcontractors] who can provide the best value for what we need. The collaboration between the owner and the design team made it a fun project. It's not to say it wasn't painful at times, but it turned out great."

The four-story, 281-stall, post-tension cable system parking structure is open to the public, a generous contribution to the community. (below) Another view of the dramatic glass atrium lobby. (courtesy Galloway and Big-D)

> "The CM/GC process [...] allows complete buy-in from the owner, and we were able to propose who our trade partners are. It's not the world of low bid; we select trade partners who can provide the best value for what we need. The collaboration between the owner and the design team made it a fun project."
>
> — Brian Hatch

Big-D self-performed all structural concrete—the company has proven itself through the years as a leader in concrete work—while subbing out the concrete flat work.

Bundy said the parking garage is "really unique for this area", and one of the few post-tension cable systems in Southern Utah.

The project was extra special for Bundy, whose father, Les, capped a 50-year career as a rebar subcontractor, including 30-plus-years at the company he founded, St. George-based Bundy Steel, which installed all rebar and post-tension cables.

"He retired after this job—that was special for me to have him on this project," said Bundy. "It was unique for me because I started my career working for him."

Mortensen, who is in his 28th year with the City, said he couldn't be more thrilled with the final outcome, praising both Galloway and Big-D for a yeoman-like effort.

"Putting the majority of [administrative services] in City Hall makes it readily available to the public, with all public meetings on the ground level for ease of accessibility," he said. "Our sole focus is how does the public engage with us. All services are very easy to access, and just the flow of the building, it all works very well. It's an iconic project." ■

St. George City Hall
Location: 61 S. Main Street, St. George
Construction Timeline: Jan. 2024 - Jan. 2026
Cost: $52 million
($44.8 million construction cost)
Delivery Method: CM/GC
Stories/Levels: 3
Square Feet: City Hall—78,200, parking garage—144,800
Owner: City of St. George
Owner's Rep: Marc Mortensen

Design Team
Architect: Galloway & Company
Civil Engineer: Galloway & Company
Electrical & Mechanical Engineer: Galloway & Company
Structural Engineer: BHB Structural
Geotechnical Engineer: Landmark Testing & Engineering
Landscape Architect: City of St. George, Galloway & Company
Furniture: HB Workplaces

Construction Team
General Contractor: Big-D Construction
Concrete: Big-D Construction, Innovative Concrete
Plumbing: Tom's Mechanical, Mountain West Mechanical
HVAC: Paxman Heating & Cooling
Electrical: Wilkinson Electric
Masonry: BA Robinson Construction
Drywall: B&S Drywall
Painting: Accent Painting
Tile/Stone: HB Surfaces
Millwork: Riverwoods Mill
Flooring: Wall 2 Wall Flooring
Roofing: Stout Roofing
Glazing/Curtain Wall: Flynn
Waterproofing: Waterproofing West
Steel Fabrication: Lundahl Ironworks, Sanpete Steel, Harris Rebar
Steel Erection: Unlimited Steel, Bundy Steel
Excavation: Suncore Construction & Materials
Landscaping: City of St. George
Demolition: Suncore Construction & Materials

ONE OF A KIND

After more than a half century designing buildings, 73-year-old Jim Child remains a fixture in Utah's architectural community, with a genuine passion for his craft that inspires those around him.

By Bradley Fullmer

The completion of St. George City Hall may be the most recent high-profile project Jim Child has played a key role in designing, but it certainly won't be his last. He remains an active participant at Galloway & Company, despite being at an age when most people have long since called it a career.

The 73-year-old Child, renowned throughout the A/E/C industry for his thoughtful design, financial acumen, and cheerful disposition, insists he's enjoying the work as much as he ever has and remains committed to contributing his expertise to top-notch projects.

> "I always say my next project is the best one, but I've been very excited about [St. George City Hall]. It turned out wonderful! It's a community-focused building, and everything we've heard—from citizens, the staff—is very positive."
>
> **— Jim Child**

A Salt Lake City native and graduate of Skyline High School in 1971, Child earned a Bachelor of Business Finance (1975) and a Master of Architecture (1977) from the University of Utah, initially working for three legendary architects at Architects Planners Alliance, then led by Ab Christensen, Fred Babcock, and Ralph Evans.

In 1983, Child ventured out on his own, starting James R. Child Associates (later JRCA) in Salt Lake. He quickly established himself as a good designer who was proficient at making budgets work on even the most complex projects.

"I had a number of clients that were approaching me to do projects for them, so I went in and took the dive," Child said, reminiscing about the start of his firm 43 years ago.

For the first decade of the firm's existence, Child focused on work for private developers, which included a healthy dose of retail, shopping centers, and multifamily housing. He realized after dealing with a couple of challenging economic periods that navigating into the public sector would be a fortuitous move, giving the firm more viable, long-term stability when private work became sporadic.

"As you go through downturns in the economy, the question is if you're going to survive or not," said Child. "We started doing some [tenant improvement] finish work for some government clients in the early 90s and then got connected with some government agencies, particularly the State of Utah [DFCM] and a few other municipalities.

Working for a public entity was "kind of a conservative approach," he said, "but I decided, who's paying their bills and who am I having to fight for collections. I discovered my institutional clients were more solid, and it made life a lot easier. So, I really focused on working for municipalities, county projects, city halls, public safety buildings, and public works projects. We designed specialized facilities for great [public] clientele and it's been rewarding."

St. George City Hall, which Child started working on eight years ago, is certainly one of his career highlights, a project that he spent an inordinate amount of time on, working through different iterations once City officials decided to scrap their initial renovation/expansion plan for a completely new, modern building.

"We were initially approached [in 2018] to do some assessment work for the [City of St. George] police department and got a call the next week that we needed to focus on City Hall," Child recalled. "St. George has undergone extreme growth, and they were looking to expand and renovate the existing City Hall. COVID hit weeks before the project was ready to go, and over the next 6-8 months, we found out that St. George kept growing. We did a re-evaluation and determined a [renovated and expanded] facility wasn't going to meet their needs for very many years, and they'd outgrow it quickly."

Jim Child

In 2022, JRCA merged with Denver-headquartered Galloway & Company, a multi-discipline A/E firm that recognized the value Jim and his staff brought to the table.

"I've been working with Jim for almost 20 years," said Christian Michaelson, a civil engineer who serves as Regional Manager for Galloway & Company's four Utah offices. "The most unique thing about Jim is his ability to bring people together. He really has a talent for building a team and uniting them in purpose and in such a disarming way."

Michaelson said Child is much more than just a good design architect.

"He is really good at what he does, architecturally speaking, but he also has a real talent for finance," he added. "That's one of the reasons his business grew—he was able to help [clients] figure out their capital stacks and make their projects pencil."

Beyond that, he continued, "His biggest talent is just this very uniting air about him, like a calm voice, a voice of reason, and when things get difficult, he always has that laugh, that very Jim Child laugh. It's almost like his signature, his trademark. He's always been a client-first kind of guy. Goal number one for Jim is to do a great job for the client. Come what may, that is what he wants in the end. And I think people feel that sense of dedication to his craft."

Jim's son, Chris, who spent 18-plus years working for his father, echoed Michaelson by saying his father's humble, unpretentious nature helps clients feel comfortable during the design process.

"Humility is a big [factor]," said Chris. "It's one of the things that was instilled in me. Architects get a stigma for being self-centered about their design. [Working] in the public sphere, it flipped the script. It was more 'Let's put our egos aside and do what's best for the [public client].' To create something that is beautiful and functional, but also not wasting money for the sake of a certain look."

Chris continued: "The other is passion. He's been semi-retired for just over a year, and he's still going strong. I jokingly chat with him, like, 'When are you going to retire? It's time to enjoy life and do something else!' But he's just very passionate about the people he serves, and what he does."

Child is an avid outdoor enthusiast, spending as much time as he can hiking and skiing. It keeps him young, he says, as does working four days a week in the office (generally), with Fridays now open for recreation.

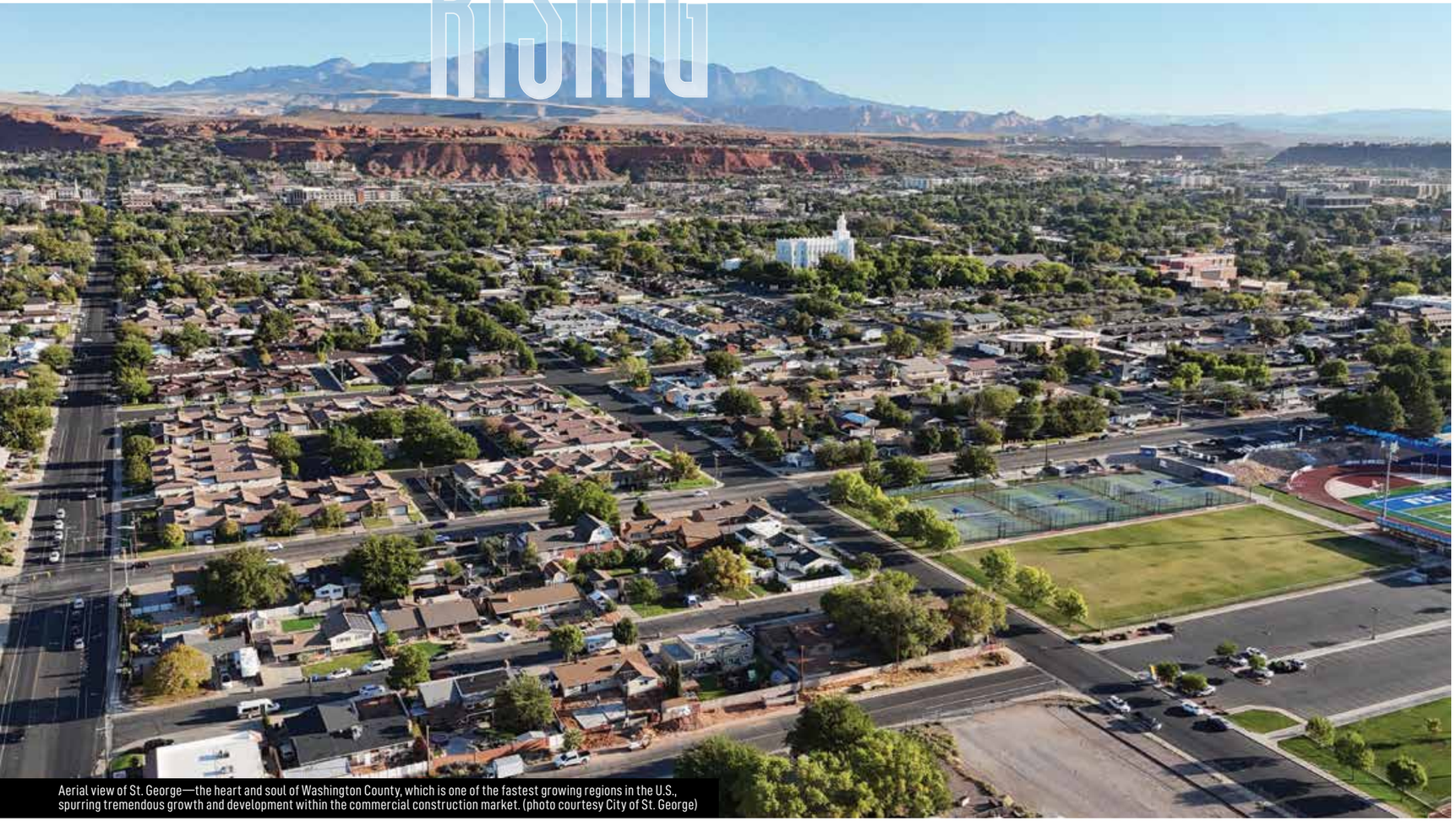
St. George City Hall would be a fitting capstone to an amazing career, but Child isn't quite ready to call it a day.

"I always say my next project is the best one, but I've been very excited about this. It turned out wonderful! It's a community-focused building, and everything we've heard—from citizens, the staff—is very positive." ■

Jim Child Top Projects

Project	Location	Completion Date
Clearfield City Hall	Clearfield	2000
Valley Emergency Comm. Center (VECC)	West Valley City	2001/2024
Discovery Gateway/ Children's Museum of Utah	Salt Lake City	2006
Brighton Millicent Manor Ski Lodge	Brighton Ski Resort	2008
Springville Municipal Center	Springville	2009
Vernal City Municipal Center	Vernal	2011
Weber Valley Youth Center	Ogden	2018
Tooele Public Safety Building	Tooele	2020
St. George City Hall	St. George	2026

Dixie RISING



Aerial view of St. George—the heart and soul of Washington County, which is one of the fastest growing regions in the U.S., spurring tremendous growth and development within the commercial construction market. (photo courtesy City of St. George)

Led by the City of St. George, Washington County has experienced explosive growth of more than 50% over the past 15 years, ranking in the top 5% of all U.S. counties and fueling strong demand for commercial construction projects.

By Bradley Fullmer

As one of the fastest-growing regions in the entire nation, Southern Utah—specifically Washington County and the City of St. George—is experiencing a significant boom in commercial construction activity, transforming the once-sleepy southwestern county into a group of modern, thriving communities and spurring substantial economic growth county-wide.

"One thing that has amazed me [...] has been how fast this community has been growing while not losing its secret sauce," said Chad Thomas, Economic Development Director for the City of St. George. "When you look at the history of St. George and Southern Utah, and what has made it one of the best places to live in all of America, we've been fortunate to have this type of growth while not losing our identity."

"It's been interesting to see the expansion of businesses," added Darren Prince, Economic Development Director for Washington County, which has exploded from a population of 138,000 in 2010 to 213,000 in 2025. The 54% increase (highest in the Beehive State) puts it in the top 5% of all counties in the U.S. over the same 15-year period. "We've always been led [economically] primarily by St. George, and then it expanded to Washington City, and then a bit to Hurricane, which we're seeing explode. And there's even been significant business growth in Santa Clara and Ivins. The growth outside the metropolitan area has been quite amazing."

Indeed, St. George remains the heart and soul of Washington County, with similar growth numbers to boot. The city had just over 71,000 people in 2010, which grew to 82,000 in 2015, over 95,000 in 2020, and 109,000 last year, with estimates of more than 112,000 by the end of 2026.

A New Era of Leaders

While Prince and Thomas were hired in 2023, Rusty Hughes became the Economic Development Director of Washington City in April 2021. She is an 11-year veteran driving economic growth in the region after previously working for six years at St. George Area Economic Development. Together, the trio works in tandem to spark new construction opportunities.

The unique synergy between them is evident, with a mix of playful banter and spirited discussions; each is highly competitive and fully committed to maximizing the region's growth potential. They each understand that being 300-plus miles from downtown Salt Lake City means they're marching to the beat of their own drum, which they're fine with. Prince is a Southern Utah native, raised in La Verkin, and a graduate of Hurricane High. Thomas was raised in North Carolina, moving to Utah in July 2023 to helm St. George's economic team. Hughes spent time in the military before moving to Southern Utah more than two decades ago. Their passion for the area is palpable, and they are committed to driving the right kind of development in the region.

> "One thing that has amazed me [...] has been how fast this community has been growing while not losing its secret sauce. When you look at the history of St. George and Southern Utah [...] we've been fortunate to have this type of growth while not losing our identity."
>
> **— Chad Thomas**

"In economic development, a rising tide lifts all boats—we're seeing that with all of our cities," said Thomas. "You look at all our communities, and they're seeing success. Even Cedar City has seen some really good [economic growth] announcements, so we're very complimentary to one another."

Hughes said her city—the county's second largest at an estimated 37,000 people—is experiencing phenomenal development and interest, particularly in the industrial market, as well as along I-15 at Exits 10, 12, and 13.››

"Washington City is seeing strong momentum along the I-15 corridor, with multiple nodes of commercial growth taking shape," said Hughes. "The area is evolving into a more modern, service-oriented hub that supports both local residents and visitors."

They lean on each other for support and feed off their respective success and project wins.

"We're a good distance from Salt Lake," said Prince. "So, what Chad said is really applicable. We have to work together; we're kind of our own little island down here in the desert, and we can't rely on Salt Lake for economic growth opportunities."

"That [mentality] goes back to our pioneer heritage," added Thomas. "If this area was going to work, it was because the people here made it. You cannot rely on anybody else."

Renderings of a proposed $100 million renovation/expansion of the St. George Regional Airport, slated to break ground in 2026. (by Fennick McCreadie Architecture; courtesy City of St. George)

Airport Expansion, Transportation Projects, Other Diverse Amenities Key to Growth

Thomas and Prince both touted the influx of major amenities to the region in the past 15-plus years, starting with the new St. George Regional Airport. Built from 2008 to 2011, the airport relocated from the top of a mesa that is now called Tech Ridge to a desert plateau in Warner Valley, five miles from downtown St. George, just east of I-15.

The $175 million investment, funded primarily by the Federal Aviation Administration and the Airport Improvement Program ($140 million) and the City of St. George ($35 million), is perhaps the top amenity propelling economic growth.

St. George Regional Airport is slated for a major $100 million expansion that is expected to break ground in 2026, with design by Boston-based Fennick McCredie Architecture nearing 100% completion. The 50,000-SF terminal addition will more than double the airport's current size, adding four new gates while also renovating the existing 30,000-SF terminal. Other aspects include expanding baggage claim and ticketing/check-in spaces, building a larger security checkpoint, new elevators/escalators, and a new passenger circulation space.

In addition, Sandy-based Layton Construction broke ground last August on a new $15 million airport control tower ($8 million construction cost), a critical addition to any modern airport.

The airport expansion marks a significant step in the region's infrastructure, said Thomas and Prince. So have recent UDOT-funded transportation projects like the 26-mile-long Southern Parkway (SR-7) that connects St. George to Hurricane (I-15 exit 2 to SR-9), a multi-phase project that kicked off in 2007, with the final segment delivered in May 2021. The approximately $250 million investment provides easy access to the airport, while creating a growth corridor for projects like Desert Color and current industrial warehouse-type projects that are rapidly being developed.

"Industrial growth in Washington City, particularly along SR-7, has been one of the region's most significant developments over the past few years," said Hughes, citing the rapidly expanding ARA Southwest Logistics Center (ARA), which has delivered 350,000 SF of completed buildings in operation, while nearing 1 million square feet of pre-leased space.

"The project has attracted a mix of national brands and local businesses that previously could not expand due to a lack of product in Washington County," Hughes added, noting that industrial vacancy has remained below 3% since 2020, underscoring the market's strong demand. Looking ahead, developers are aiming to bring 5- to 10-acre, fully improved industrial lots to market near ARA within the next 12 to 18 months.

Owned by Illinois-based developers Freeport West, ARA has the potential to span roughly 300-plus acres and more than 5 million combined square feet of warehouse-type buildings. It's a definite game-changer for Southern Utah, with the potential to attract business from Las Vegas and Southern California.

"Freeport West's ARA project is a perfect example of our excellent geo-location on I-15," added Cindy Powell, Southern Utah District Manager for the Associated General Contractors (AGC) of Utah. "[Developers] are even building spec warehouse buildings, which is a good sign."

Prince and Thomas also discussed the proposed Northern Corridor Highway project, a potential 4.5-mile-long road connecting Red Hills Parkway on the west to Washington Parkway/I-15 Exit 13 on the east. It would relieve east-west traffic congestion, while serving as the north end of a regional loop system (belt route) around St. George. The project, which cuts through the Red Cliffs Desert Reserve, was aiming to begin in January but remains on hold due to litigation spurred by environmental group Conserve Southern Utah. The group and others claim the project violates the Endangered Species Act and the National Environmental Policy Act, threatening native species like the Mojave Desert tortoise.

"The city and county would not be spending time [evaluating the project] if it wasn't important," said Thomas. "Growth is impactful on the environment. You want to preserve everything, but we also need to grow. We need to have the [traffic] circulation of a belt loop. I think if the lawsuits are taken care of, it would be all hands-on deck."

"That's been one of our big crutches with growth, an east-west connector," added Prince.

Retail Gain

Major commercial retail projects have been popping up with increased frequency over the past three years, with Thomas citing a host of exciting new buildings, including a new Smith's Marketplace, a Sprouts Farmers Market, REI, Hobby Lobby, the redevelopment of St. George Place, and a second Costco near the sprawling Desert Color development, which opened in March.

"How many cities with less than 150,000 people have two Costcos?" mused Thomas. "I don't want to overemphasize that project, but when you look at that retailer, and what it needs to be successful, I think it tells a larger story, which is: our region is very healthy. Costco is a regional asset."

Hughes cited a host of exciting new projects in Washington City as further proof of the retail boom happening right now. At Exit 10, two new hotels and freeway-visible retail pads are drawing notice from out-of-state developers. At Exit 12, anchored by WinCo Foods and the One Health medical campus, new small-format retail and service users are beginning to cluster on the north side of the highway.

Other major projects in the region, such as the high-profile Black Desert Resort development in Ivins/Santa Clara, further illustrate the region's rising allure and popularity. Black Desert includes a 19-hole PGA-Championship level golf course (it has hosted one LPGA event, and two PGA events, with a third PGA event slated for October), resort center (hotel, conference center, condos), and represents a potential $2 billion overall investment on a 600-acre spread by Lehi-based owner Reef Capital Partners. The initial $290 million Phase I Resort Center was completed last year, with Phase II currently underway, including a 1,200-stall parking structure, myriad condo units, a water park, a pickleball complex, and future mixed-use projects including multifamily housing, hospitality, and a boardwalk retail/dining district. Reef is also looking at developing three more 18-hole golf courses, a hotel, a sports complex, and other mixed-use buildings in a joint venture with the Shivwits Band of Paiutes on more than 1,200 acres of tribal land.

The Question of Future Available Water

All this amazing current and future development is predicated on the arid, desert region having an adequate water supply—always a concern for local city and county leaders, even more so in recent years as Southern Utah has hit a particularly nasty dry spell.

Washington County's Water Conservancy District is planning on spending millions on water infrastructure upgrades, including $52 million to expand the Quail Creek Water Treatment Plant. The district will spend another nearly $54 million on water storage projects, including the $33 million Chief Toquer Reservoir project currently under construction.

St. George saw the recent opening of its second Costco (right) at the south end of the city. Only a handful of cities nationwide less than 150,000 people can boast having more than one of the popular retail warehouses. (photo courtesy City of St. George)

Another key project is a $70-plus million regional water reuse system—a projected 10-year project that aims to start laying pipes, installing pumps, and regulating ponds mainly in La Verkin and Toquerville.

Thomas believes local leaders will figure out what needs to be done to maintain a high quality of life, including looking at establishing a "one water" reuse system that effectively can reclaim dirty wastewater and transform it into safe potable water. He said the City of St. George is working on a regional wastewater management system that is similar to what Las Vegas is doing, where effluent can be put back into the environment.

Thomas believes local leaders will figure out what needs to be done to maintain a high quality of life, mentioning the water conservancy district's goals to further expand the area's water reuse capabilities, similar to those found in Las Vegas. The district's 2023 plan outlined an estimated $1.6 billion for additional water reuse facilities and pipelines designed and built over the next 20 years, effectively transforming wastewater into safe potable water.

Construction Firms Battle Myriad Challenges; Housing Affordability is Sticky

Powell, who replaced retiring AGC District Manager Kathy Tolleson in December, said local AGC member firms—both general contractors and subcontractors—are experiencing increased competition to go along with the usual tight labor market and volatile materials availability and costs.

"I'm hearing members say a slowdown in residential construction is causing increased competition in the commercial ››

market," said Powell. "They're also seeing contractors from up north bidding on jobs here." Other headwinds, she added, include rising labor costs, spikes in material prices, and escalating fuel costs, all of which impact project costs and contractor margins.

"It's a very competitive market right now," she admitted. "To win jobs, you have to be low on margins."

Ultimately, despite these challenges, new commercial development will continue to march forward, something Prince said is "bittersweet in some ways, because you always want to keep that small-town feel, you know."

"We want to be mindful and very careful how we grow," said Prince. "It's important for our families to have opportunities, not only in business, but in housing. The housing market has become one of the most expensive in the nation, right now. We're looking at solutions to more affordable housing. Some of our cities are afraid of higher density [...] they need to be more open-minded. That's the only way we're going to be able to get housing for our children."

Thomas said "St. George is doing its part by making sure to allow developers to create different product types. We've also made significant changes to our zoning ADU laws. We're not necessarily scared of density in our city—obviously we want [higher density projects] where it makes sense."

One way or another, population growth will continue throughout Washington County, and new construction will continue to dot the region's red rock desert landscape.

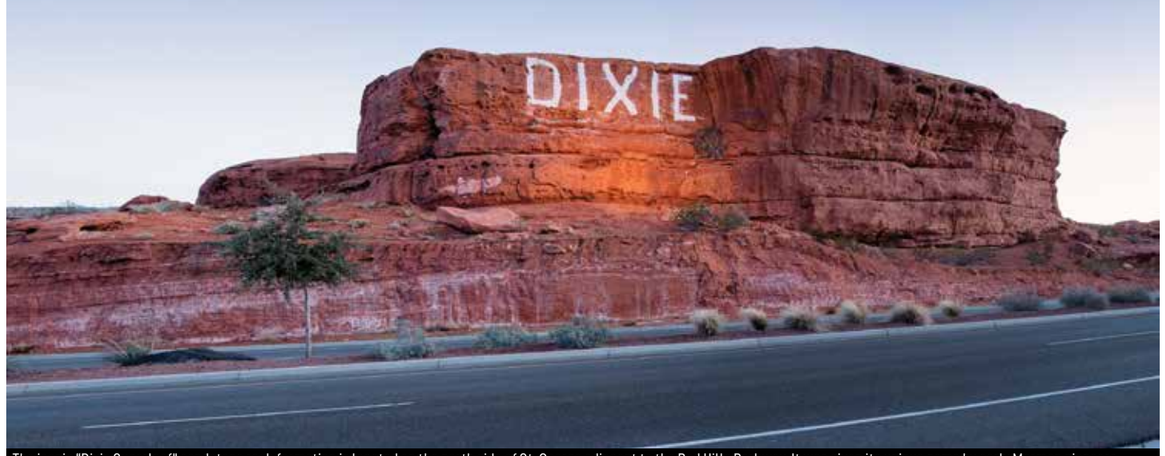
"It's a great place to live!" Thomas exclaimed. ■

Washington County Growth (est.)

Year	Population
2010	138,000
2015	160,000
2020	180,000
2025	213,000
2026	218,000 (projected)

Washington County Top 10 Cities
(Ranked by 2025 Population)

Rank	City	2025 Population (est.)
1	St. George	109,000
2	Washington	37,000
3	Hurricane	25,000
4	Ivins	11,500
5	Santa Clara	9,500
6	La Verkin	4,600
7	Enterprise	2,500
8	Toquerville	2,000
9	Hildale	1,300
10	Apple Valley	950



The iconic "Dixie Sugarloaf" sandstone rock formation is located on the north side of St. George adjacent to the Red Hills Parkway. It was given its unique name by early Mormon pioneers, who originally settled the area in 1861. (below, left to right) Chad Thomas (left) and Darren Prince are the Economic Development Directors for City of St. George and Washington County, respectively; Rusty Hughes (middle left) is the Economic Development Director for Washington City; (right) Sandy-based Layton Construction is building a new $8 million Air Traffic Control Tower at St. George Regional Airport. (right side photos courtesy City of St. George)

SUSTAINABILITY GOLD

Three Salt Lake City projects showcase the immense talent of the local A/E/C industry to achieve supreme levels of sustainability through adaptive reuse, turning drab offices into vibrant housing.

By Taylor Larsen

Office is in the toilet.

Ask any commercial real estate broker, and they'll say something similar, maybe even including an expletive or two about what goes in there. Vacancy rates, especially around Salt Lake City, are hovering well above 20% according to data and research from local brokerages.

But as the office market has cratered, questions arose: What will happen to these workplaces rich with architectural history? Especially as available land in the capital city shrinks faster than the Great Salt Lake?

Can't we just turn them into housing?

Conversion may be the most sustainable approach, but adaptively reusing old offices is an ongoing risk, continuing even after initial inspections determine feasibility. Once these conversions kick off, project teams act as industry archeologists likely to uncover the ugly parts of building history—undocumented changes, results from decades of settling, or worse. Successfully adapting these offices for modern housing requires teams working in constant harmony with their industry peers to respond to each emerging challenge.

The following three projects are exemplary in this respect. They may not save the office market from swirling, but show how foresight, design acumen, and construction talent can achieve sustainability gold, and give these structures a new lease on life.

Sustainability Starts at the Source

The IBM Building, with its historic white arches, has graced South Temple in mid-century modern architectural style since it was completed in 1962. But it needed new life once IBM consolidated resources, and owners at Cottonwood Heights-based Woodbury Corporation enlisted Salt Lake-based FFKR Architects and general contractors at Ogden-based Wadman Corp. to retrofit the building for residential use as The Source on South Temple.

According to Preston Dean, the iconic building's architecture and imposed constraints gave him and his FFKR teammates renewed energy and clarity as they began design.»

The Source on South Temple
Location: 348 E. South Temple, Salt Lake City
Delivery Method: CM/GC
Square Feet: 246,480
Levels/Stories: Old/North building—3, New/South building—7

Project Team
Owner: Woodbury Corporation

Design Team
Architect: FFKR Architects
Civil & Geotech: FOCUS Consulting
Electrical & Mechanical: Spectrum Engineers
Structural: ARW Engineers
Landscape: FFKR Architects
Interior Design: FFKR Architects

Construction Team
General Contractor: Wadman Corporation
Plumbing: Koch Mechanical
HVAC: Precision Heating & Cooling
Electrical: CR Lighting & Electric
Concrete: Pikus
Steel Fabrication: Infinity Structures
Steel Erection: MDA Construction Services
Glass/Curtain Wall: Moyes Glass, Skyview Glass, All Western Windows
Drywall/Acoustics: K&K Drywall
Painting: K&K Drywall
Carpentry: CP Build
Flooring: Wall 2 Wall Flooring, Town & Country Flooring
Roofing: Superior Roofing
Waterproofing: Bonneville Caulking & Waterproofing
Demolition: Outlaw Demo
Landscaping: Kevin Hull Landscaping

"The building already belonged downtown. It had a scale and credibility you cannot fake, especially when you are designing along South Temple, with all its historical context," said Dean, Principal Architect at FFKR.

That energy was put to good use as the architects reconciled the two fundamentally different building types.

"Office buildings are designed around open floor plates, flexible layouts, and centralized services," said Dean. "Housing demands daylight and livability, strong acoustic separation, and a completely different logic for plumbing and venting distribution."

Fortune smiled on the project team. Floor plate dimensions on the Type 2B structure were well suited to residential planning along the north and south sides. The classical concrete arches even fall on a twelve-foot grid, naturally aligning with widths for one- and two-bedroom units.

The project team also uncovered some less welcome history in a pioneer-era canal easement running across the site, a "single line on a map that had real design consequences," according to Dean. Wadman and their construction partners rebuilt the buried canal, created structural bridging over it, and maintained access for the City to inspect and service it long term. "In a project like this, those hidden layers of infrastructure can become just as influential as the architecture above grade," said Dean.

Other scopes of the project were expected and welcome, namely in bringing the building envelope up to 21st-century standards. Keeping the embodied value of the structure while improving operational efficiency included replacing the windows, where mullions and more needed to be close enough to the original 1962 character to earn historic tax credits.

"That balancing act—performance, preservation, and constructability—became a key factor in how we approached the exterior," said Dean. But he continued, "It's not just about operational efficiency, [...] We also want it to be loved enough to still be here decades from now."

Sustainability is a broad spectrum, and owners skew toward the pragmatic when undertaking such endeavors—first costs, schedules, risk, leasing, long term operations, and more don't often lend themselves to idealism.

"If we talk about sustainability as a philosophical badge of honor, it often becomes a nonstarter," Dean said. "If we talk about sustainability as a value proposition, we can get traction quickly."

The value proposition involved constructing a new apartment building with 162 units in the site's rear lot to add density to the area and improve the project's financial viability. FFKR designed assemblies and finishes with an eye toward longevity across the entire project. "We treated acoustics, daylighting, and livability as sustainability strategies as well," said Dean. "A comfortable building retains residents, reduces turnover, and stays relevant longer."

> "It's not just about operational efficiency. We want the building to be more efficient and healthier on day one, but we also want it to be loved enough to still be here decades from now."
> — Preston Dean

That ethos shaped design for spaces residents would actually use, starting with repurposing the IBM Building's uninviting, windowless basement into practical features. Today, it includes a pet wash, bike wash, and storage. But the hidden gem in the project is the basement game room and vinyl lounge replete with poker tables, a golf simulator, arcade consoles, and a vintage two lane bowling alley complete with shoe and ball racks.

"We repurposed it into something unexpected," said Dean. "[The basement] became the connective tissue to the parking structure.

Connection continued with the three-story parking structure that sits below the new apartment building in the rear. The structure meets parking and fire separation requirements while still metaphorically tying the new and repurposed structures together. "We did that so the development felt like one cohesive place," said Dean.

One cohesive piece that required plenty of work to assemble safely and correctly, according to Tayson Wilson, Wadman's Project Manager. "This project really had everything."

Everything? Wilson listed them: Historic remodel, new construction, an intense shoring solution that utilized four different shoring types, a site so tight that the project was just four inches from the neighboring buildings on the east and west while sharing a back retaining wall.

"When you combine all that with adding a parking garage, living units, a bowling alley, a swimming pool, an amenity deck, and both modernized and new elevators, you have every aspect of a major job packed into a block that's less than an acre. Navigating that density was definitely one of our biggest challenges."

Powering through these waves brought The Source on South Temple to the promised land to what Wilson described as "a unique and iconic space along South Temple."

The long-term view of the project makes it even better. The project team saved an iconic old building from the landfill, invested in place through adaptive reuse, and created a community beacon spread across two structures and 182 units that support daily life downtown.

"The simplest way to say it is, we saved an entire building's worth of structure," said Dean. "And in sustainability terms, that is hard to beat."

FFKR's Dean detailed how sustainability must be a value proposition to reach idealistic highs. Adding seven stories of apartments (pictured) to the project site delivered that value and allowed the project team to adaptively reuse the IBM Building and its mid-century modern archways (pp. 54, 56; middle) for luxurious new residences. (photos by Freebird Marketing & Photography, courtesy Woodbury Corporation; aerial photo courtesy Wadman Corporation)

Sustainability Victory in East Central

Turning a former medical office building into 88 units of affordable housing required more than steady hands and surgical concentration from Midvale-based Architecture Belgique and Sandy-based Bonneville Builders. It required a team, led by developers at Salt Lake-based Blaser Ventures, committed to bringing affordability into Salt Lake's East Central neighborhood by turning the old Medical Towers building into a vibrant residential community for long-term neighborhood vitality.

Victory Heights would also add a new apartment tower to the site while adaptively reusing the existing office building. The difference here was physically connecting the new build to the original precast concrete structure built in the 1960s, with plenty of challenges foreseen and discovered along the way.

Every old building holds some "treasure" for project teams, some of it pyrite—or worse. Carter Benson, Estimator with Bonneville, mentioned how construction teams uncovered several non-permitted modifications or elements from the original design during demolition. One was particularly deep, with parking structure footings found to be more than twice the anticipated depth.

"We had to dig up some of the footings on the parking structure and retrofit them to build more above it," said Benson. Trade partners at Bronco Contracting led the structural rehabilitation efforts throughout, reinforcing the parking garage and existing tower to meet seismic and load-bearing standards. A key part of their work involved demolishing a medical lab onsite and then down through the parking structure, splicing through the existing deck to make way for a reinforced concrete deck capable of supporting old and new builds.

All that digging helped the project team unlock the gold from the existing parking structure. Mike Ackley, Project Manager for Architecture Belgique, described it as a cost-saving asset for the project that provides a huge asset for residents, delivering a 1:1 parking ratio without burdening the neighborhood for surface parking. ››

Victory Heights
Location: 1060 E. 100 S., Salt Lake City
Square Feet: 128,092
Levels/Stories: Five framed levels over two parking levels

Project Team
Owner: Victory Heights, LLC (Blaser Ventures / BCG ARCH Fund & GIV Group)
Owner's Reps: Jonathan Hardy, Allen Clemons
Developer: Blaser Ventures

Design Team
Architect: Architecture Belgique
Civil: Ensign Engineering
Electrical & Mechanical: EPIC Engineering Group
Structural: Canyons Structural
Geotech: GSH Geotechnical
Landscape Architect: STB Design
Interior Design: Architecture Belgique
Furniture: OFS Interiors

Construction Team
General Contractor: Bonneville Builders
Plumbing: Tarbet Plumbing
HVAC: Precision Heating & Cooling
Electrical: Gardner Electric
Concrete: Axiom Constructors, Climb Concrete
Steel Fabrication & Erection: Essency Iron Works
Glass/Curtain Wall: Performance Glass, Ox Glass, Salt Lake Window Company
Masonry: Thueson Masonry
Drywall/Acoustics: Lacem Construction
Painting: Lacem Construction
Tile/Stone: Oakler Interiors
Carpentry: MTA Development, Turnkey Interiors
Flooring: Oakler Interiors
Roofing: Scott Roofing
Waterproofing: CWC West, Bonneville Caulking & Waterproofing
Excavation: CJM, Cazier Excavating
Demolition: Grant Mackay Demolition, XCEL General Contracting, Red Rock Demolition
Landscaping: F&S Landscaping

Efforts in the parking structure and across the project, said Benson, required real-time design revisions and coordination across the project team. "It's like putting together a giant puzzle," said Benson, "and some of those pieces have some glue on them."

The brain teaser of adaptive reuse continued inside the existing office, where Ackley and the design team had to work around certain elements of the precast concrete structure that could not be modified or drilled through. In response, plumbing and HVAC had to be coordinated to not affect these structural "T"s located every 8 to 10 feet throughout the existing tower. Bonneville and Architecture Belgique worked at their coordinating best, with field adjustments made for pinpoint precision to route systems to maintain both code compliance and design intent.

Victory Heights followed the same "value proposition" formula by adding a new apartment tower (pictured) visible on the right to the adaptively reused office building visible on the left. Inside (above three images), units were outfitted with large new windows, tall ceilings, and energy- and water-efficient fixtures for a comfy residential experience across 88 units. (photos by Brady Dunn, Dunn Communications; courtesy Bonneville Builders)

Said Ackley, "Each unit had to be laid out specific to that [constraint], and some bathrooms had to mirror or flip inside of the unit to make things work."

Bonneville prioritized safety and worked with their team to be a good neighbor on this confined urban site, even working with a next-door clinic to ensure that surgery days would be free of intensive construction traffic for easy patient access. The GC also implemented strict environmental controls during hazardous material abatement, one of those efforts centered on PCB in the window caulking.

"While the PCB caulking isn't dangerous by itself, if you cut it or modify it, it can become dangerous," said Ackley, praising Blaser Ventures' budgeting foresight to replace window systems, reinvigorating the old medical office for a safer residential environment.

The project integrated environmentally sound and efficiency-focused materials, too. New insulation installed on the formerly barren concrete walls combined with the new windows for a tighter building envelope.

The 100%-electric project meets the high standards for Enterprise Green Communities and Energy Star ratings, where energy-efficient appliances, water-saving fixtures, and smart home technology save energy compared to what existed previously and will keep residents' electric bills low.

> "It's like putting together a giant puzzle, and some of those pieces have some glue on them."
> — Carter Benson

The project team preserved the cham from the building's mid-century modern architecture, with clean lines and a balanced material mix. The new build features metal cladding that reinterprets the original façade for a seamless blend of old and new. Designers included structural shear walls to stiffen up the existing structure in the case of a seismic event, with a 12-inch joint sitting between the renewed building to the east and new seven-story residential structure to the west. Resurfaced concrete and new shear walls were finished to match existing surfaces for a seamless blend, complementing the surrounding urban context for a low maintenance, timeless design.

But projects like Victory Heights do more than deliver energy-efficient and affordable housing; they build industry confidence in the most sustainable way to bring "new" projects to life. Preserving tens of thousands of pounds of concrete and steel within the old office and repurposing it into a community asset, Ackley said, "It opened up our eyes of what's possible with adaptive reuse."

Building Newfound Strength in Seraph

Much like building muscle, owners at Houston-based Hines, a design team led by Washington D.C.-based Hickok Cole, and a construction team led by Salt Lake-based Big-D Construction had to break down what existed to build it into something stronger.

By adapting an office tower built in 1966 into a luxury residential tower robust in units and amenities, the project team delivered a more sustainable project, and, like a spotter on the bench press, one that supported Seraph's project schedule.

"The biggest advantage was that we were working inside an enclosed, weather-protected structure from the start," said Alma Marcum, Big-D's Multifamily Division Director. "It's something that caught even some of our more experienced people a little off guard."

No waiting for envelope enclosure, no formwork, no floor-by-floor deck pours or waiting for them to cure, and no need to relinquish schedule to Mother Nature.

"Even while we were pulling the façade panels on the north and south sides to install the new window systems, we were never fully exposed to the elements the way a new structure would be during that phase," said Marcum.

Not to mention existing utility infrastructure connections, where upgraded systems could be installed without starting from scratch. While Seraph's contains 100% new MEP systems throughout, Marcum said the structure's six existing elevator banks further aided the project. Instead of having to carve out mechanical spaces and coordinate around them, with Seraph, "We repurposed two of those shafts, running electrical distribution through one and the primary HVAC supply through the other."

Installing these new systems came after crews completed abatement on every floor, carefully sequenced alongside demolition. To add to the project's adaptive reuse ethos, the team even salvaged storefront material and other office furnishings to build out Big-D's on-site field office. As demolishing continued, crews stripped the building of its original precast panels between columns, replacing them with floor-to-ceiling TCR250 curtain wall window systems to open expansive views of the Wasatch Mountains.

With the building returned to core and shell, the full picture of the existing structural conditions came into view—tilted. Concrete floor slabs had significant deflection across the building, with variance from high to low points of several inches in some areas. Marcum said the unforeseen challenge from the discrepancy in existing drawings was made extra tricky with constraints imposed by structural load limits.

In response, the Big-D team utilized an autonomous robotic scanner, mapping every floor, generating heat maps of the deflection, and creating field-ready data to help find exact material depths and stay within the structural load limits.

The resulting two-part solution came first via a lightweight fill product with embedded beads to minimize added weight while filling the larger voids, topped with a self-leveling compound to hit the required finish tolerances. Part two involved structurally reinforcing the parking garage for the 7th floor amenity deck, where crews anchored custom-fabricated steel plates precisely into parking garage columns below.

Exchanging old for new is a welcome change for residents of the Seraph's 217 units, which range from studio to three-bedroom layouts. The top floor of the parking garage is now a resort-style pool and hot tub, fitness center, club room, co-working spaces, and a pet spa. The 25th floor's previous mechanical space is now a rooftop lounge and outdoor park, where residents can enjoy fire pits, grills, and views in every direction. Each unit across the building's 18 residential floors capitalizes on the original structural design, where daylight now shines on newly installed finishes and efficient layouts.

Marcum said that a Whole Building Life Cycle Assessment conducted early in the design process confirmed what adaptively reusing this high-rise meant in sustainability terms beyond qualifying two points above LEED Gold: »

Seraph
Location: 136 E. South Temple, Salt Lake City
Delivery Method: CM/GC
Square Feet: 405,818
Levels/Stories: 5 plus basement

Project Team
Owner: HUSPRF South Temple LC
Developer: Hines

Design Team
Architect: Hickok Cole
Civil: Kimley-Horn
Electrical: ME Engineers, CD+M Lighting Design Group
Mechanical: ME Engineers
Structural: Thornton Tomasetti
Landscape: Design Workshop
Interior Design: HBA

Construction Team
General Contractor: Big-D Construction
Plumbing: Advanced Heating & Cooling, Koch Mechanical
HVAC: Advanced Heating & Cooling
Electrical: GSL Electric
Concrete: Big-D Concrete, Shanti Construction
Steel Fabrication & Erection: SME Steel, Clegg Steel
Glass/Curtain Wall: Steel Encounters
Masonry: RAM Exteriors (CMU)
Drywall/Acoustics: Wallboard Specialties, DAW Construction Group
Painting: Midway Painting Company
Tile/Stone: CP Build
Carpentry: Artistic Mill, Turnkey Interiors, CP Build
Flooring: CP Build, Luxe Flooring
Roofing: Superior Roofing
Waterproofing: Guaranteed Waterproofing & Construction
Excavation: Staker & Parson
Demolition: Red Rock Demolition, Rocmont Industrial
Landscaping: Waterscape Landscaping
Pool: Utah Lawn
Glass/Decorative Railing: Arc n' Spark Design & Fabrication

- 59% reduction in Global Warming Potential;
- 53% reduction in both Acidification Potential and Smog Formation Potential;
- 51% reduction in non-renewable energy use compared to new construction of equivalent size and program;
- 28% of demolition and waste materials diverted and recycled;
- 18% of the building's "new" materials came from recycled content.

Seraph stands today as a regal testament to the power of adaptive reuse.

(Pictured) Seraph stands tall along the Salt Lake City skyline, with its new copper band sitting just below the penthouse floor; a crowning achievement for Utah's first adaptive reuse high-rise. The project delivered 217 luxury residences (top of image set), rooftop amenities (middle), and transformed the top floor of the existing parking garage into a mid-level amenity deck (image above project box). (photos by Hines; courtesy Big-D Construction)

Fittingly, crews installed an architectural band of natural copper panels with integrated lighting into the building crown, an homage to the city's copper heritage. The copper will oxidize over time for a green patina, an intentional detail for Seraph to restore its place in the skyline as an architecturally relevant tower, where adaptive reuse further extends the building's legacy.

Advice for Adaptive Reuse

For those looking to achieve sustainability gold through adaptive reuse, all of those interviewed echoed a similar version to what Big-D Construction's Marcum said best: "Do your homework."

"Get into the building with your trade partners. Walk every floor together," said Marcum. "Because in projects like this, the drawings tell you what was built decades ago. They don't tell you what happened since."

And what has happened since each of these structures began as offices in the 1960's? Dedicated project teams held steady to a sustainable construction ethos to give each building a new life that collectively strengthens Salt Lake City. ■

Making Hay Under a Shining Sun

UC+D profiles four new firms who aim to make a name for themselves in an A/E/C market that refuses to slow down.

By Bradley Fullmer

If anyone is wondering how Utah's architectural, engineering, and construction (A/E/C) industry is faring one quarter into the 21st Century, look no further than four relatively new firms who have set up shop within the past 18 months in the Beehive State, each looking to carve out their own niche among more well-established firms.

Indeed, executives from Sandy-based LERA Consulting Structural Engineers, Salt Lake-based general contractor Built Contractors, Salt Lake-based Straightline Architecture, and Sandy-based concrete subcontractor VMG NeXT, are bullish on their future prospects, while keenly aware how competitive their respective markets can be and how hard they'll have to work to make hay while the sun shines.

UC+D sat down with each of the firms' main leaders on what prompted their decision to open a Utah-based office, and what they expect to accomplish both now, and well into the future.

/ LERA Consulting Structural Engineers /

LERA's Salt Lake office includes (left to right): Bryson Cheshire, Jason Stone, and Matthew Melrose.

A quick glance at LERA's website illustrates the firm's dynamic international range, as it boasts offices in the following world-class metropolitan cities: New York, NY (firm headquarters; 2026 population 19.2 million); Mumbai, India (pop. 22.5 million; Jaipur, India (pop. 4.5 million); Shanghai, China (pop. 31 million); Hong Kong, China (pop. 7.5 million); Seoul, South Korea (pop. 10 million). That's a staggering combined population of (checks notes) 94.7 million, give or take a couple million.

Now, add up-and-coming, punching-above-its-weight Salt Lake City (Sandy, technically) to the mix (pop. 1.24 million in Salt Lake County). The decision was spurred by Principal Jason Stone, who uprooted his family in 2021 in the midst of the pandemic, moving with his wife and three young children from bustling Harlem, NY—a historic neighborhood within the mighty borough of Manhattan—and headed for greener pastures under the shadow of the towering Wasatch Mountains.

"In 2021, I started remote work—I was designing projects in Korea and all over the east coast," Stone, 46, recalled. "We had lived in New York City almost 20 years—we're city people and loved living in Harlem. When Covid hit, we had children in second grade, kindergarten, and an infant (born in July 2020). It was crazy at the time."

Living in a small apartment during the pandemic soon became stifling, and Stone and his wife's stress level gradually rose. "We found ourselves wanting to do something different," he said. "We love the mountains, so the idea of moving out here became real. [Salt Lake] is a vibrant city that has all the big city amenities—but doesn't have the traffic and challenges of the biggest cities."

Stone continued: "We moved here primarily for personal reasons. When I looked at Utah, it was also intriguing to me as a business market, but it wasn't my main purpose for coming here. After being here for two years—digging into the market, meeting more people [...] and understanding more about the vision the city has for itself—I was really impressed. It felt like a great place to open an office. I made a pitch to the other partners and [Salt Lake] became our first branch office in the U.S."

Stone, who hails from the Chicago area, said there was initially some hesitation within the firm about opening an office in Salt Lake City. However, since officially launching in July 2024, LERA has quickly gained traction in the market. That momentum includes securing the first vertical building at The Point development in Draper—Convergence Hall, an approximately 160,000-SF, $150 million project (construction-related costs) that is envisioned as a state-backed innovation hub with conference space, 200+ dorm-style units and space for startup companies, corporate partners and academic programs.

"While there was some initial skepticism, every indicator I looked at pointed to the strength of Utah's economy and the significant growth over the past decade," Stone added. "There's a long runway ahead of us. I look at the improvements the city has made; the airport, The Point, a potential Convention Center expansion [...] it's this very smart, forward-thinking mentality of, 'we're going to grow and we're going to manage it well and expand our infrastructure'. This is a well-run, smart city that has a very bright future."

In addition to Stone, the Utah office includes Matthew Melrose, 46, an Associate Partner, and Bryson Cheshire, 26, a Senior Design Engineer.

Stone and Melrose met at Stanford while pursuing their Master of Structural Engineering and ended up working together at LERA's New York office for nearly 20 years. Melrose decided to join Stone in Utah in 2022 and couldn't be happier with the decision.

"It's been amazing—the business environment in Utah is so strong," said Melrose. "Working on Convergence Hall, designing something that is new and innovative like this, is super exciting."

LERA was the lead structural engineering designer for the Rio Tinto Center, which houses the Natural History Museum of Utah, and opened in November 2011. (photo by Dana Sohm, Sohm Photografx)

Melrose spent significant time working on educational, civic, and cultural institutions across the US, including more than nine years on the Lucas Museum of Narrative Art project, a sprawling 300,000-SF building on an 11-acre campus in Los Angeles' Exposition Park.

He believes his experience on California projects, where seismic awareness is such an essential part of every building design, can help owners better address the importance of designing seismically sound projects while enabling architectural expression.

"Utah is small enough that we feel like we can make a difference in attitudes toward architecture while implementing seismic design," said Melrose. "Part of our design ethos is taking proven technologies and using them in innovative ways. We try and be creative is in how we design structures. It's not just being a numbers guy, it's being able to create a design in a way that is narratively compelling and expressive while being performant, constructable, and cost effective."

The firm was the lead structural engineering designer for an impressive project in Utah that finished in November 2011—the Rio Tinto Center, home of the Utah Museum of Natural History, near the University of Utah campus.

Stone said the firm had a solid 2025, with nearly $1 million in revenues, with a modest goal of 10% (or more) growth annually through the end of the decade as it ramps up its client base and further establishes the LERA name.»

/ Built Contractors /

Richard Sones

The story of Built Contractors begins with founder Richard Sones, whose vision for quality construction and strong client relationships has become the foundation of the company's success.

A native of Mississippi's Gulf Coast region, Richard Sones grew up in Kiln—just across the Louisiana border and notably the hometown of NFL Hall of Fame quarterback Brett Favre.

While pursuing a Bachelor of Construction Engineering from the University of Southern Mississippi, Sones started working for Robins & Morton, a large Alabama-based healthcare contractor, where he worked on healthcare projects. One assignment took him to Illinois to help build a replacement hospital. While there, he transitioned into helping run a smaller masonry company, Young Masonry of Carthage.

That experience proved pivotal. The company generated about $5 million annually and employed roughly 30 workers and Sones was able to understand the value of day-to-day productivity.

"One of the most important things for me, as a builder, is understanding the value of productivity metrics," said Sones. "In masonry, everything is blocks and bricks. You study and you calculate; everything is unitized so it makes the estimating process simple. Later in my career, I've applied that in so many ways to understand how each trade has some level of productivity and every schedule is just a big math problem."

In 2012, on the heels of the recession, Sones relocated to Utah. He landed work at a large Utah-based general contractor initially starting in a Project Management role and then electing to take a more hands on approach as a General Superintendent.

Working as a superintendent proved pivotal to his construction experience, quickly realizing that being a project super is where the "rubber meets the road in the field," he said.

"I've always loved the superintendents, the field guys. Every dollar spent, every scheduled activity, every major decision is done by superintendents. They make the decisions that make or break a project."

Sones spent three years as a superintendent, and every project he ran "finished on schedule, on budget. I loved every minute of it."

In August 2017, a good friend lured him to Sandy-based Sequoia Development to run its construction group, where he oversaw an office building in South Jordan and a hotel in Pleasant Grove. That led to an 18-month stint at SALT Development, where he further gained knowledge about real estate development. Three years in the development world was like getting another degree, Sones said, particularly learning about financial pro formas and the business side of real estate.

When the pandemic hit in 2020, Sones returned to his previous GC firm, helping launch a light commercial division, while also serving as Director of Multifamily. Reflecting on his myriad career moves, he noted they were never driven by compensation. "I've never left a job for more money—it's always been about chasing opportunities."

In May 2024, Sones was given an opportunity to take over three active Makers Line projects, which led to the founding of Built Contractors. By the end of 2024, Sones had acquired a majority ownership and full control of the company.

Over the course of that first year, Sones undertook a comprehensive restructuring process, which involved replacing nearly all employees remaining after Makers Line's exit from the market.

"It was tough," Sones admitted, but he was hardly swayed by the challenge ahead.

Two projects have since been completed, with a third slated to wrap up in June. He has focused his efforts on rebuilding the team and reshaping the company culture, distancing it from prior iterations and establishing a new operational identity.

> "Too many projects are plagued by change orders, incomplete design, and underqualified subcontractors; the best projects come down to people and transparency."
> — Richard Sones

Today, Sones is involved in building a steady pipeline, including preconstruction on several major projects while also completing tenant improvement work, including a co-working space at Salt Lake Crossing.

Other projects include: Montair South and Montair North (scheduled for June completion) in Sugar House; Unite Student Housing and additional work in collaboration with BKV Group in Minneapolis.

Looking ahead, the company is preparing to break ground in July on a joint-venture multifamily project in West Jordan—eight buildings totaling approximately 425 units, in partnership with a Utah-based group.

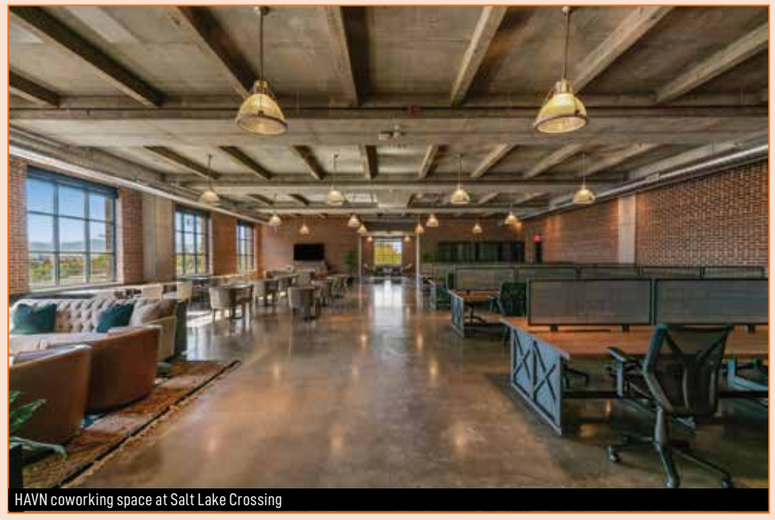
While multifamily remains a core focus, Sones is intentionally diversifying into office, tenant improvement and warehouse/tilt-up construction. "Multifamily is one of the most complex project types," he said. "Rooftop decks, pools—if you can build that successfully, you can build just about anything."

His broader philosophy is straightforward: "If you want to make money, do what others can't—or won't—do."

He emphasizes the importance of scheduling flow, subcontractor management and a deep understanding of construction systems, particularly wood framing and multi-story structural coordination. He notes that many large-scale projects—often spanning two to three years—are only possible because of strong owner relationships built on trust and transparency.

"Too many projects are plagued by change orders, incomplete design, and underqualified subcontractors," he said. "The best projects come down to people and transparency."

Having worked across all sides of the industry—from contractor to superintendent to developer—Sones brings a cradle-to-grave perspective. He believes the industry too often lacks alignment and trust among stakeholders, something he is actively working to change within his organization.



HAVN coworking space at Salt Lake Crossing

Rendering of Montaire Student Living in Sugar House. (rendering by BKV Group)

A major priority for Sones is workforce development. He points to the robust training programs at Robins & Morton—where employees were required to attend multiple training sessions annually—as a model he hopes to replicate. "In Utah, I don't see that same level of intensive training," he said. "That's one of my goals—building a strong, ongoing training program focused on real-world challenges."

Two years into building his current platform, Sones is focused on disciplined growth. The company is reinvesting earnings to expand bonding capacity and scale strategically, while maintaining a lean team structure.

"There's something powerful about staying lean," he said. "It pushes people, creates accountability and becomes a proving ground."

Sones maintains high expectations—and holds himself to the same standard.

"I reward my team well, and I stay close with them and their families," he said. "They know I care—but performance matters."

Ultimately, Sones is focused on building a culture of high performers."'A' players want to work with other 'A' players," he said. "That's one of the biggest lessons I've learned."

Looking forward, his emphasis remains on hiring forward-thinking individuals who can anticipate challenges rather than simply react to them. "You don't win by solving today's problems," he said. "You win by thinking ahead." ››

Built

/ Straightline Architecture /

David Vaughan

Chad Beus

When David Vaughan and Chad Beus decided to launch Straightline Architecture in May 2025, they did so with the kind of confidence that comes from experience, strong relationships and a clear sense of how they wanted to build a firm.

Less than a year later, that confidence is paying off in spades.

The young architecture firm has already grown from its two principal owners to a staff of nine, with plans to add more employees by the end of this year. Also notable, Straightline has quickly established a meaningful footprint in both Northern Utah and Southern Utah, a dual-market presence that many firms spend years trying to build.

For Vaughan, 47, and Beus, 40, Straightline did not emerge out of impulse. The two previously worked together at a Salt Lake City-based architecture firm, where they developed a shared approach to design, client service and firm culture. Over time, it became clear they saw the profession similarly — not just in terms of what good design looks like, but in how a practice should operate.

"We always saw eye-to-eye," Vaughan said of Beus. "What we thought good design was, and how a firm should be run, we were aligned on."

That alignment gave the two a foundation when the opportunity finally came to launch their own firm. What may have seemed like a leap from the outside felt surprisingly natural from the inside.

In fact, both men said the transition has been better than expected. Clients stayed in touch. Some came calling with new opportunities. Others were looking for an architect that offered a more nimble, collaborative alternative to larger shops. What Vaughan and Beus initially thought might be a slow build quickly accelerated.

"We thought it was going to be more tough sledding," Vaughan said. "It might be him and I, and maybe a couple other staff for a year or two. But when we jumped on the train, it left the station."

That early momentum helped define Straightline's first year. Today, the firm's primary sectors include multifamily, industrial and hospitality, though its project list is already broader than that might suggest. Straightline is also working on tenant improvements, restaurant projects and office work, with an emphasis on serving private-sector developers.

That focus is intentional.

Both principals said they are drawn to projects that require a careful balance of design and financial reality — developments that need to "pencil" in the real world, not just look good on paper. In that sense, Straightline's value proposition is not rooted in flashy architecture for its own sake, but in helping clients arrive at smart, efficient, buildable solutions.

Vaughan describes the firm's approach as less about telling clients what a project should be, and more about showing them what it could be.

"We approach it as a partnership," he said. "We collaborate with them to get the right project for them."

That philosophy appears to be resonating, especially with repeat clients and relationship-driven developers.

In Northern Utah, Straightline is pursuing larger multifamily and industrial opportunities while building out a reputation for hands-on principal involvement. Vaughan said that is one of the firm's distinguishing traits. Rather than handing projects off and reappearing only when problems arise, Straightline's principals remain actively engaged throughout the design and construction process.

Clients, he said, hire the firm for its experience, and they intend to stay close to the work.

That same relationship-centered approach has also helped Straightline gain ground in Southern Utah, where Beus has helped establish a strong presence in the St. George market. He has lived in the region for about six years and said the area's development climate is both active and highly relationship based.

"St. George is pretty hot everywhere," Beus said.

Industrial work in particular, has become a major driver in the greater St. George area, although multifamily, office and tenant improvement work are also part of the mix. Beus said Southern Utah can be difficult to break into at first, but once trust is established, opportunities tend to follow.

"You've got to commit to it," he said. "You've got to throw lots of proposals at it, throw lots of time at it, and just kind of wait until you get your shot."

That commitment is paying off. Straightline is involved in multiple industrial buildings near the St. George airport and has additional projects moving through permitting and construction. Some smaller tenant improvement projects and remodels have already wrapped up, while several of the firm's larger assignments remain in the pipeline or under construction.

Even with that rapid growth, Vaughan and Beus say they are trying to be deliberate about what kind of firm Straightline becomes.

They are not interested in taking every project or working for every client. Instead, they want to build around a core group of quality relationships and repeat customers. They also want to avoid the kind of overextension that can strain both staff and service.

"We want to execute well," Vaughan said. "If we set our teams up for failure, it's hard to repair that."

Internally, the firm is also trying to create something they believe is uncommon in architecture: a clear and transparent path to ownership. Vaughan said one of the frustrations many architects share is the vague promise of advancement without a tangible roadmap. Straightline is trying to change that from the start by discussing ownership potential early with employees and building succession into the firm's DNA.

That long view may be unusual for a company less than a year old, but it fits the mindset behind Straightline's launch. This was never just about opening doors and chasing projects. It was about building a firm in a more intentional way — one rooted in experience, openness and a willingness to do things differently.

For now, the market seems to be rewarding that approach.

Straightline may still be young, but in less than a year, Vaughan and Beus have shown that a small, seasoned team with strong relationships can gain traction quickly. With growing momentum in both Northern and Southern Utah, the firm is already carving out a clear identity — and a promising lane of its own.

/ VMG NeXT /

Victor Galvan

At first glance, the story of Sandy-based VMG NeXT looks like another construction success story—an ambitious company expanding across Utah, chasing growth in commercial, industrial and residential markets. But behind the company is something far more personal: a life shaped by hardship, discipline and an unrelenting belief that opportunity isn't found—it's built.

For its founder, Victor Galvan, that mindset didn't begin in a boardroom. It started in the fields of rural Mexico.

Roots in Hard Work

Raised in Las Tablas, Jalisco, outside Guadalajara, his childhood was defined by labor long before most kids learn responsibility. At just eight years old, he was spraying and fertilizing corn fields. By 11, he was working alongside his father, building clay adobes and fences.

Life was simple—but never easy.

"That's where I discovered what hard work really means," Galvan said. "Not just working with your hands but working with purpose."

Those early years didn't come with formal education—he completed only the sixth grade—but they delivered something arguably more valuable: resilience, discipline and a clear understanding of effort.

It also forged a perspective that would guide him for decades.

"When you come from nothing, you stop fearing failure—because failure already lived with you."

At 16, he entered the construction industry, landing work on high-profile projects like Disney's EPCOT and Universal Studios' City Walk in Florida. The work was physical and demanding—tying rebar, forming sidewalks and pouring concrete—but it ignited something deeper.

"That's where I fell in love with building—not just structures, but a future," he said. "Every slab I poured felt like I was building my own foundation in this country."

While others treated the job as a paycheck, he approached it as a calling. Construction wasn't just labor—it was leverage.

One of the most defining influences in Galvan's journey came through mentorship.

Ray Fountain, a seasoned professional in the industry, saw potential in the youngster. Fountain taught him how to read construction drawings—an essential skill that unlocked a new level of understanding. Every day, he drove 30 miles to learn.

"While others were out partying, I was studying," Galvan said.

The mentorship was short-lived. Fountain was diagnosed with cancer and passed away just three months later. But the impact was permanent.»

"He saw in me what he couldn't see in his own son," he said. "Those lessons built the man I am today."

In 2007, after years of learning the trade from the ground up, he launched VMG Construction, Inc. in Orlando, Florida.

The company specialized in concrete subcontracting—slabs, tilt-up construction, footers and cast-in-place work—but its foundation went beyond technical execution.

"We didn't just pour concrete—we built a culture," he said. "Leadership, accountability, doing things right and growing people."

At a time when many companies struggled with quality control and consistency, he saw opportunity.

"Companies were failing at the basics—no leadership, no accountability," he said. "I wanted to add massive value to clients, general contractors and the people who worked for me."

That focus on systems, discipline and people paid off. VMG Construction operated successfully for 17 years before he sold the business in 2024.

Rather than stepping away, he chose to start over—this time in Utah.

The move wasn't about escape. It was about elevation.

"I wanted to start fresh—not to escape, but to elevate," he said.

Seeing rapid growth across Utah's construction landscape, he identified a gap: strong demand, but inconsistent structure and leadership.

"People were doing too many things without direction or accountability," he said.

That insight led to the launch of VMG NeXT, a company built around clarity, systems and execution.

"That's what VMG NeXT stands for—doing things the right way, with the right people, for the right reasons."

Today, the company operates out of Cottonwood Heights, Park City and Taylorsville, with a growing presence across multiple sectors including K-12, high-end residential, commercial, industrial, environmental and government projects.

Central to the company—and his personal philosophy—is what he calls the "24/7 Mindset®."

It's not about working nonstop. It's about living with intention.

"It's the hunger inside—the version of yourself that refuses to settle, no matter how tired you are," he said.

For him, that meant confronting doubt and choosing growth over comfort.

"Most people silence that voice with fear and opinions," he said. "I chose to let mine lead."

That mindset extends beyond the jobsite. For the past six years, he has turned travel into a form of education, attending conferences and industry events around the world—from Switzerland and Germany to Dubai, Colombia and Fiji.

Each trip is an opportunity to learn, observe and expand perspective.

"Growth doesn't come from comfort—it comes from curiosity," he said.

In a deliberate move, he now brings his family along.

"I don't just want them to support the vision—I want them to be part of it," he said. "We grow together, faster and stronger."

Today, VMG NeXT employs more than 30 people in Utah, with the capacity to scale quickly. But the company's strategy isn't centered solely on growth—it's centered on people.

"We pay better, lead stronger and believe deeper," he said. "When you treat people right, they don't work for you—they build with you."

Today, Galvan builds companies, mentors leaders and creates opportunities for others to follow a similar path.

His philosophy is simple, but uncompromising.

"You don't wait for the American Dream," he said. "You build it—24/7 mindset. All in." ■

VMG NeXT

Trending on Trail, Rail, Highway, and... Skyway?

Engineers note the emerging trends among Utah's different transit modes and how evolving technology and partnerships set the state up for success.

By Taylor Larsen

There is more than one way to skin a cat, and more than one way to get around the Beehive State—if Utah's transportation engineers have anything to say about it. Emerging trends in transportation keep Utah's engineering community on its toes as they ensure the network—rail, trail, highway, and even skyway—continues to grow to support any and all transit styles.

Partnerships Remain Key

It starts with partnerships on the big-ticket items—highways.

Gary Horton, Project Manager for Wall Consulting Group, said that partnerships forged through alternative project delivery are an encouraging trend, where engineers and contractors team up to deliver the best highway projects across Utah

State regulations and project complexity go toward determining what delivery method is chosen, but one constant to expect is this: "The more technical the project, the more advantageous the alternative delivery."

Horton said that current practices seemingly favor the largest firms, especially when program management is involved. While this chosen group may have the local experience in capital intensive and complex projects, Horton said there are plenty of firms that have experience in alternative delivery or project complexity elsewhere, but may be overlooked.

Tyler Larson, a VP and Technical Director for Digital Delivery in WSP's Denver office, said that the Illinois Tollway project provides a case study to potentially follow. While the Tollway advertises its "Small Business Initiative" that aims to bring in smaller contractors to perform project scopes under $5 million, Larson mentioned what the Tollway refers to as its "Partnering for Growth—Construction Emerging Technology" program. This program outfits smaller firms with new software and training to ensure, as Larson said, "small businesses can keep working on your projects as they move forward into this digital delivery realm."

Horton agreed with the sentiment: finding smaller projects with more technically complex elements to open up the competition to help the industry flourish.

On the mass transit side, the same emphasis on partnership remains—with a twist. Three years have passed since the Utah Legislature directed UTA and UDOT to partner on fixed guideway projects like FrontRunner, TRAX, and BRT—with UDOT leading under the terms of H.B. 322.

Fixed marriages don't always work out—romance is hard to mandate, especially with joint custody. That sentiment bore out in a September 2025 report from Seattle-based Fehr & Peers that detailed how further "couples counseling" (my words) and "further collaboration" (their words) can improve the partnership. To make the partnership more challenging, the report noted, "There is not an identical model in the US whereby the state legislature mandated state DOT management of fixed guideway delivery."

> Utah Valley Express (UVX) has a weekly ridership of 14,000 and the Ogden Express (OGX) carried just over a million riders in each of its first two years of operation.

Each entity is confident that the arranged marriage will last. UTA representatives said in the report that they are confident UDOT will learn UTA's native tongue—transit—as UDOT continues to build out its transit division. UDOT's clout with the legislature and the higher degree of trust from the public can be leveraged for more transit funding, and this is especially important the further mass transit projects move through the development life-cycle.

David Hancock, a UTA team member for nearly two decades before joining WSP as Sr. VP and Program Manager, said the ongoing partnership is a step in the right direction, especially as mega-projects like TRAX Forward and FrontRunner 2X move forward. With these projects underway and more bus rapid transit (BRT) projects expected, Hancock said the two organizations can work in sync to accomplish transit-friendly goals while, he concluded, "leading the state in how transit will look in the future."

Another partner in all of this is the controller of the purse strings, the Utah Legislature. While Utah and the nation await what's next from the current federal administration, state legislators have been thoughtful in how to fund transportation of all stripes, according to WSP's Matt Sibul.

"[Utah leadership] put a lot of money into highways and expanding the system to new capacity. [Now] they're funding the modernization of our FrontRunner system," said Sibul, WSP's Sr. VP and Southwest Mountain Transportation Lead.

FrontRunner 2X is that modernization—a $3 billion job that will also double track portions of the commuter rail line. While the state hopes for federal dollars to help fund it, "The [Utah Legislature] has skin in the game," said Sibul. "The state legislature has stepped up to do that because it's not a political issue, and they realize that transit is embedded as a part of the transportation system."

Mass Transit Advances

Kristi Shinall, Sr. PM and AVP at HNTB, said Utah has significantly diversified and expanded its transit network over the past decade. FrontRunner and TRAX may earn the lion's share of attention and ridership of UTA's reported 40 million boardings, but BRT is one of Utah's fastest growing transit modes.

How's it working so far? Utah Valley Express (UVX) has a weekly ridership of 14,000 and the Ogden Express (OGX) carried just over a million riders in each of its first two years of operation.

UTA's Midvalley Connector (50X) just opened in April 2026 to take riders between Murray, Taylorsville, and West Valley City, and BRT is coming to the Wasatch Back, too.

High Valley Transit began road widening efforts in April 2026 to prepare for dedicated bus lanes for the Bobsled Express, or "The Bob"—a new seven-mile BRT route between the Kimball Junction>>

Transit Center and Park City Old Town Transit Center.

More to come from BRT? Shinall affirmed it, saying, "With dedicated lanes, signal priority, and strong performance metrics," Shinall said. "BRT offers Utah cities a cost-efficient way to increase capacity and connect dense housing, retail, healthcare, and education centers."

With well over half of Utahn's living within a half-mile of transit service, she added, "sustained growth requires expanding access, not just expanding roads."

Technological Revolution Here to Stay

The only two sure things and life, the saying goes, are death and taxes. I'd like to add a third—artificial intelligence slipping its way into conversation.

AI continues to dominate the zeitgeist, and Hancock said that attending Procore's Groundbreak 2025 conference in Houston reaffirmed how generative AI can revolutionize the field. He and other leaders are figuring out where new tech works best.

"Everything is figuring out the next AI agent that can help with this phase of the work," said Hancock, "whether that be scheduling, project management, quality management, contract management—everything has an AI agent that somebody is creating."

> "BRT offers Utah cities a cost-efficient way to increase capacity and connect dense housing, retail, healthcare, and education centers."
>
> — Kristi Shinall

Outside of AI, Larson said that UDOT is doing an excellent job bringing in software companies, contractors, and engineers to run pilot programs to test emerging technology, with digital delivery key among them. But, he cautioned, more must be done in digital delivery to develop accurate and repeatable workflows to reduce design and construction risk.

"This can be best accomplished by having all stakeholders involved in the development of the digital delivery program so that we all understand the goals, and challenges," he said. "That allows us to develop a common set of workflows that we all understand and benefit from."

Other tech, like smart signaling, statewide, LiDAR-based traffic analytics, and vehicle-to-everything (V2X) systems continue to advance. With many longtime user organizations across the state, Utah is emerging as a national leader in integrating this tech for an intelligent transportation system (ITS), according to Shinall.

In February, UDOT announced plans to further equip 1,275 intersections and 259 vehicles with V2X to enable realtime communication between snowplows and signals. While this winter was a bit of a dud, at least by Utah standards, these tech integrations will ensure critical corridors are safe and clear in future snowy seasons.

"Taken together," Shinall said, "these investments position Utah at the forefront of ITS deployment."

Active Transportation Paves New Trails

Last year, Governor Spencer Cox had an announcement that was news to the ears of the state's many recreationists: 2,600 miles of new trails to go with the 500 miles currently existing for a fully connected Utah Trail Network (UTN) across the state.

The UTN will be overseen by UDOT, said David Simmons, Structures Engineer at Horrocks.

"It made sense for the state to take that responsibility," he said. "[UDOT] can find the funding sources and rally different cities and communities together to connect the trails."

For the engineers involved, including Horrocks's Simmons and Jared Olsen, Principal Engineer and Bridge Practice Lead, their work involves wearing two hats.

One is setting up UTN design standards for UDOT, Olsen said, "where [designers] cane come in knowing what they're doing, where they don't have to think through every single decision."

What decisions are they looking to unify? Trail widths, infrastructure specifications, trail crossings—and ensuring everything follows standards determined by AASHTO, ADA, and UDOT's Structures Design and Detailing Manual.

"We're taking the project goals and balancing all these things together," said Simmons.

Their second role is working as engineers and designers on the actual trail projects funded by UTN's $45 million annual budget. Since budgets, needs, constraints, and locations are different for each trail, these engineers use a design matrix to determine the best fit, which Olsen detailed from his work on the Colorado River Trail near Moab. Stakeholders wanted a trail that delivered unencumbered views of the river. Since railings were required, Olsen designed for a unique, thin, railing that safely preserved the views of the mighty Colorado, helping advance one of many projects that will further connect the rest of the state through active transportation.

Back in the city, Horton sees further active transportation trending positively.

"These are discussions we're having with owners and clients," said Horton, identifying municipal work done with public ownership in Salt Lake, Ogden, and Park City. "We're trying to figure out the best and safest way to fit into the transportation network."

Finding the public right of way remains challenging with so much development already calcified in the bigger cities—and they don't have the imminent domain bulldozer to do what they want. But Horton is confident that active transportation development is headed in the right direction.

More to Come

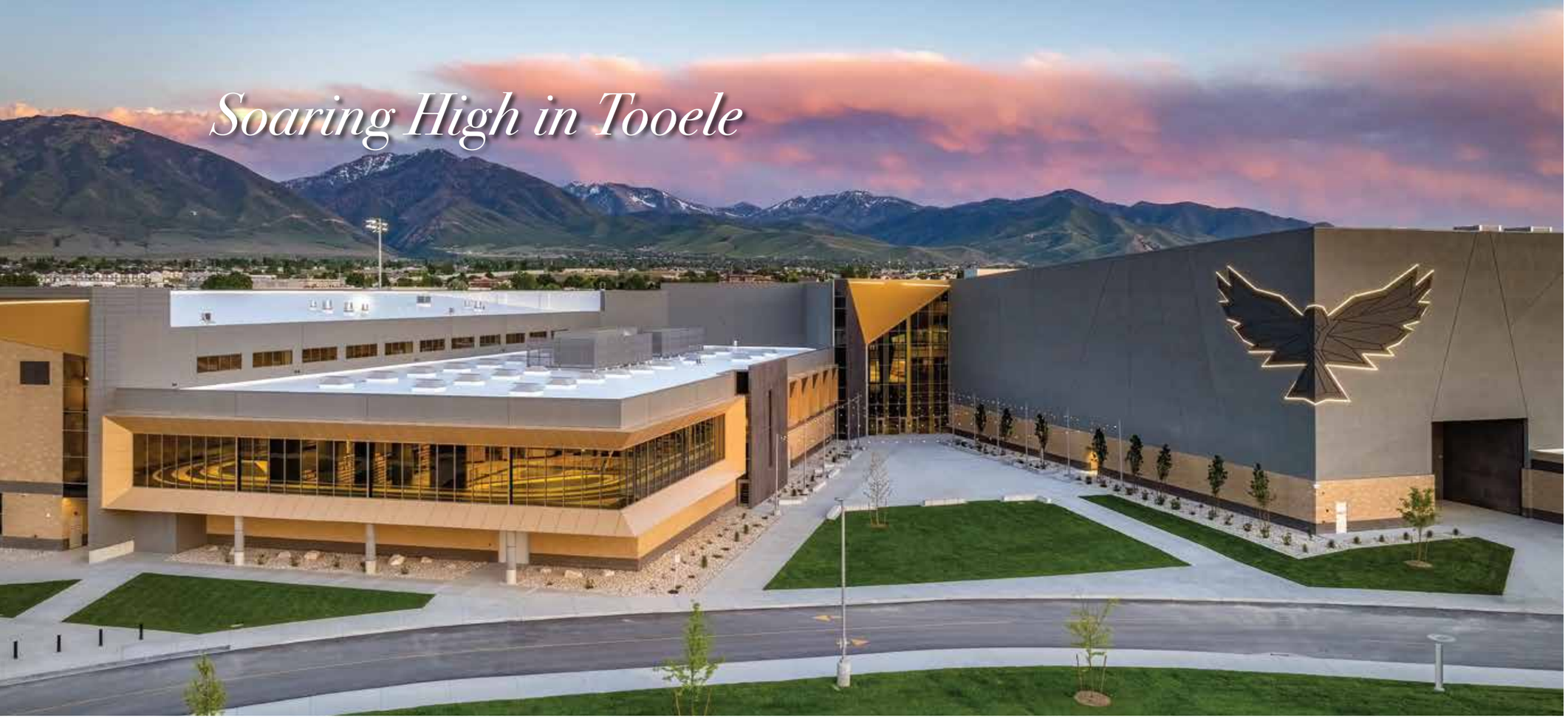
As highways, trails, and rail lines expand, aeronautics have landed, too. The U.S. Dept. of Transportation selected Utah and seven other states for a three-year pilot program for Electric Vertical Takeoff and Landing (eVTOL), meant to safely integrate highly automated aircraft into the national airspace with planes that use electric propulsion for vertical takeoff and landing.

"This partnership puts Utah at the forefront of the next generation of aviation technology while creating new opportunities for economic growth, research and workforce development across our state," Gov. Spencer Cox said in a statement.

It's just another way that Utah, often through great work done by UDOT—always by great engineering teams—continues to be a leader in transportation development. Whether personal vehicle or just the person, active or mass transit, by land or by sky, Utah engineers continue to match the momentum of these transportation trends to keep Utah moving. ■

Highway projects like the Bangerter South Interchanges (pictured; pg. 71 right; courtesy RLW Construction) are key recipients of a majority of Utah's transportation funds, but mass transit is earning its share with important projects like Ogden's completed OGX BRT line (pg. 70 left; by An Errant Knight) and FrontRunner's ongoing double tracking project (pp. 70-71, 73; by Isaac Madsen).

Soaring High in Tooele



The new Deseret Peak High School delivers out-of-this-world design for a welcome addition to the growing Tooele Valley.

By B. Garn

Nearly 40 miles southeast of Salt Lake City and on the west side of the Oquirrh Mountains, the Tooele Valley seems a world away from the buzzing Wasatch Front. Amongst the agriculture, warehouses, and sprawling Army Depot that dominate this growing community's landscape are now the soaring spans of glass and the tilted, reaching rooflines of the new Deseret Peak High School, like something that arrived from another world. The 336,000-SF, two-story building rising out of what was an empty, gently sloping pasture has caused more than a few double takes.

The idea that they had created something that was "too much" for the relatively quiet, conservative community raised concerns with architects Brian Peterson and David Cox at Salt Lake-based design firm VCBO.

"We got going on the design, and we're going a hundred miles an hour trying to create something dynamic and forward-thinking because that is what [Tooele School District officials] asked for," said Peterson, VCBO Associate Principal. "As things are coming together, we realize we've created a school that's like nothing else in Utah, and so we get a little nervous. We go to the owner's representative and say 'We've created something we're really excited about, but we're afraid you're going to have a hard time getting the community excited about it.'"

The design team knew it had taken two different attempts to get voters to approve a bond issue to fund new projects, but the district official assured designers they were on the right track, reminding them of why the new school was needed in the first place. Many who would use the building, Peterson recalled the officials saying, moved to Tooele from places that already had these types of interesting, progressive buildings that the architects envisioned.

What the district received, after nearly three years of design and construction, is a flagship facility tailored for modern educational instruction with flexible learning spaces and maker labs. The new school's state-of-the-art athletic field has shaded seating and a suite to host events while providing a private viewing area for visiting college athletic scouts. The 1,200-seat auditorium even pays homage to the school's Golden Eagles mascot, with acoustic panels resembling an eagle's wing.

The building utilizes 260 tilt-up concrete panels, some nearly 80 feet tall. The panels are structural, but colored and textured to function as an interior aesthetic as well. Large spans of glass and skylights provide daylight to augment the LED lighting used throughout the building. Complex geometric forms inside create interest and reflect the school's identity.

Filling a Blank Slate

Cox, VCBO Principal, said the firm had done several projects for the Tooele School district in the past, including a district-wide masterplan mapping out the next 20 years. But this was the first high school they had been tasked with designing.

Much like the empty field they had for a building site, district officials and the design team started with a blank slate.

"When we started, [Tooele School District officials] weren't sure exactly what they wanted other than a new high school," said Cox. "We took them on multiple tours of other schools like Farmington and back to Alexandria High School near Minneapolis, Minnesota, which is a well-recognized facility. And they started picking up pieces of what they wanted to do and how they wanted to do it."

Cox said newer high schools are designed beyond the traditional lecture-based classrooms to accommodate project-based learning and team problem-solving. Classrooms of varied sizes are used to further optimize space.

In addition to varied classroom sizes, the school includes a large teachers' lounge and work area. The expansive student commons features a large set of bleacher or "social" stairs where students can gather. Overhanging the commons space is a 2,300-SF "nest" feature designed to accommodate a variety of functions.

"The team was excited about this 'eagle' theme, so we had this idea of a nest and hanging it from the structure. When you're inside it you look out onto this great, three-story space," said Cox.

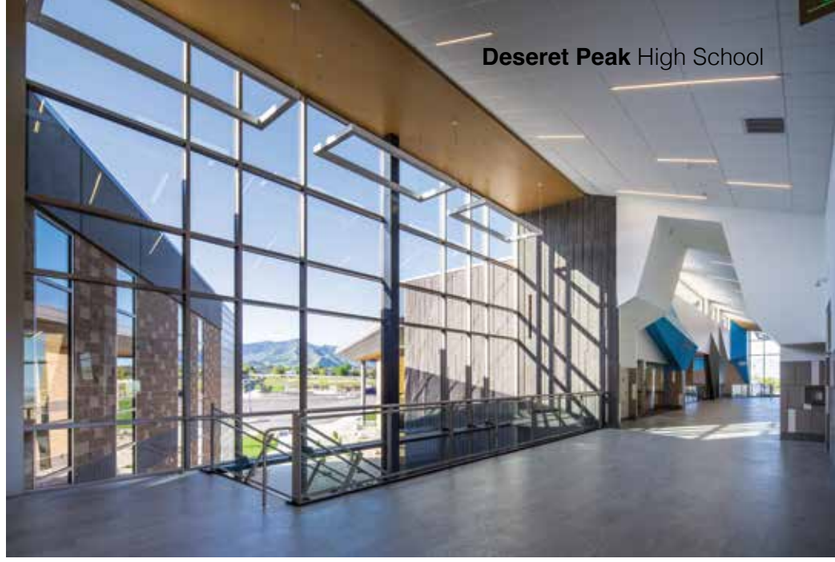
The school library was also designed for modern use.

"The library, or media center, in schools has evolved to be more of a community center, like a coffee shop where people can gather," Peterson said. "What we did was take all the square footage that would usually be in the library and put it down the corridors so there are breakout spaces down the main thoroughfare of the school. We still have a room that is quieter with stacks of books, but then there are areas that are more social."

New School Tilt-up

The district not only wanted a building to accommodate new ways of teaching and learning, but something that would be durable and reasonably easy to maintain for future growth. As design continued, the district selected Hughes General Contractors of North Salt Lake City to deliver the new school on a CM/GC contract. Hughes and VCBO had worked together previously to deliver a major upgrade and expansion of Alta High school in 2021.

Mark Spece, Project Manager for Hughes, said the project team had used tilt-up panels for the Alta High School project and suggested it as a possibility in Tooele. But Cox knew the idea of using the construction method typically associated with big-box stores and warehouses would be a tough sell to the district.»



Deseret Peak High School soars on Golden Eagles' wings, delivering all the bells and whistles of a 21st-century learning environment in rural Tooele (pictured; middle image). The project team worked wonders within the 57-acre site's contours, enabling stellar views out to the Tooele Valley (right) and features like the fly loft in the auditorium (pg. 77) to sit at ground level. (photos courtesy Hughes General Contractors)

"One of the first things they said is 'Don't just give us a warehouse,'" said Cox. With that in mind, "We have to come up with something that hides the features associated with tilt-up, like the seams between panels."

> "We are constantly thinking about what's next. I need to think about what kids are going to need 60 years from now. 98% of the kids who are going to be using this school have not even been born yet."
>
> — Brian Peterson

Spence was confident the Hughes team could deliver something special.

Michael Garcia, Construction Coordinator for the Tooele School District said the contractor's previous expertise was helpful in overcoming some of the district's reservations about tilt-up construction.

"We toured some of Hughes' other projects where they had done interesting things with the form liners for the panels. VCBO had some big ideas and Hughes found ways to make them work and do it in a way that was economical," said Garcia. Speed of construction and aesthetic capabilities further sold the idea. "[Hughes] definitely made us understand what tilt-up could be and what it could do for us."

As a way to hide the seams between panels and create a more visually interesting interior finish, the Hughes team developed casting forms that used four-inch-wide plastic blocks of varying thickness.

"We would put those together in random patterns, and it would make a three-dimensional pattern vertically and across the panel," said Spence.

The varied pattern made it nearly impossible to tell where two panels joined together. Selected panels were made with colored concrete so future scratches or chips in the material will be almost invisible. Untextured or exposed panels were insulated or paired with masonry or EIFS as part of the interior design scheme.

The designers also turned to concrete to create a durable and low-maintenance floor for the commons area. Spence said that, over the past 13 years, the contractor has developed a concrete slab called "Magic Slab" which is almost completely free of joints and resists cracking.

"We have some 500-foot-long corridors and there might be just two joints. And in the commons," he said, "it looks just like an enormous slab has been laid down, and it's nearly joint-free."

Spence said other operating cost reductions built into the design include the expansive canopies overhanging the building masses on the southeast that serve as the main entrance.

"Those are not just for show. You are able to reduce the size of the mechanical system because the canopies shade the front of the building," Spence said. "You're not getting as much direct sunlight in the building, but you're still getting the benefit of the natural light."

Going with the Flow

The building's angled orientation on the 57-acre site was the result of the topography, according to Peterson.

"The grade changes about 60 feet from north to south, and it slopes toward the northwest and toward the lake. We decided to use that to our advantage," he said.

The building mass was broken into seven sections and rotated to fall along the site's contours.

"When you walk into the building you are really on the middle floor, it's like a split-level," said Peterson. The slope also enabled the taller elements like the fly loft for the auditorium to be integrated into the overall massing.

"Visually, you don't see this big box sticking up because it steps down a story," said Peterson.

For Spence, one of the early challenges of the site was the existence of a FEMA-designated floodplain on one corner.

"It can be a long process trying to get a floodplain rerouted, and we didn't want to slow down the project," said Spence. Instead of adding years to the project timeline, "We worked with the design team to get all the programming we needed on the site and just snip off that northeast corner of the site."

Playing fields were regraded to go south and west of the floodplain, while some of the excavated material went on the other side of the floodplain to further reduce costs.

Cox and Peterson said they feel confident the design will serve the district well into the future, even though there will undoubtedly be changes in how schools choose to operate.

"We are constantly thinking about what's next," said Peterson. "I need to think about what kids are going to need 60 years from now. 98% of the kids who are going to be using this school have not even been born yet."

Cox said even as some things change over decades, others remain constant.

"In 60 years, kids are still going to need spaces to socialize and work on team projects," Cox said. "They are still going to need daylight and need athletic and academic spaces; those things aren't going to change. And we feel like the way we've approached this, in a transparent and team effort, is most likely to succeed in the future." ■

Deseret Peak High School
Location: 2150 N. Berra Blvd, Tooele
Cost: $139,000,000
Square Feet: 336,000
Owner: Tooele County School District

Design Team
Architect: VCBO Architecture
Civil Engineer: Meridian Engineering
Electrical Engineer: Envision Engineering
Mechanical Engineer: Olsen & Peterson
Structural Engineer: Reaveley Engineers
Interior Design: VCBO Architecture
Furniture: Workspace Elements
Landscape Design: ArcSitio Design
Geotech: GSH Geotechnical

Construction Team
General Contractor: Hughes General Contractors
Concrete: Hughes General Contractors
Steel Fabrication: Gos's Welding, Center-Line Company
Steel Erection: Danco Steel Erectors, Stone Crest Construction
Plumbing: A & B Mechanical Contractors
HVAC: United Team Mechanical
Electrical: All-Tech Electric
Masonry: AK Masonry
Tile/Stone: Westech Tile
Other Specialty Contractors: Commercial Interiors, Mitchell Acoustics, Hendricksen Painting, Lakeview Rock Products, UTR, Great Western Landscape, Brailsford Cast Stone, Wall 2 Wall Flooring, Stonhard, Comflors, USI All Purpose Windows & Doors

(Pub Msg. continued from pg. 14)

Another related article speaks to the booming construction industry in Washington County (page 48), with sage comments from a trio of economic development professionals—Rusty Hughes of Washington City, Darren Prince of Washington County, and Chad Thomas of City of St. George, along with Cindy Powell, Southern Utah District Manager for AGC of Utah.

We also spotlight two of the state's incredible new high schools—**Cyprus High** in Magna (page 26) and **Deseret Peak High** in Tooele (page 74).

Another sweet project feature is the new **Utah Mammoth Ice Center** in Sandy (page 32), a state-of-the-art practice facility that also incorporates owner Smith Entertainment Group's new corporate offices for its burgeoning NHL franchise.

Other content includes:

- The launch of another bustling construction season for the **Utah Department of Transportation** (page 16), which announced its Top 15 current/upcoming projects within a whopping $2.8 billion program.
- A deep dive into the **Construction Aggregates** market along the Wasatch Front (page 20).
- An informative look at **Sustainability through Adaptive Reuse** (page 54), specifically in the transformation of three Salt Lake office buildings into much-needed housing.
- Profiles of four **New A/E/C Firms** (page 62) that have established Utah-based offices in the past two years: LERA Consulting Structural Engineers; Built Contractors; Straightline Architecture; VMG NeXT. Each firm is led by bold, confident leaders who have ambitious goals of capitalizing on Utah's strong economy.
- **Emerging Transportation Trends** in the Beehive State (page 70), including mass transit and rail, diverse trail systems for hiking/biking, and even electric vertical takeoff and landing (eVTOL). George Jetson, here we come!

Regards,

Bradley Fullmer

INDEX OF ADVERTISERS

DESIGN BY HUB STUDIO
FURNISHINGS BY MIDWEST COMMERCIAL INTERIORS

WWW.MWCIUTAH.COM

801.359.7681

OFFICE FURNITURE
WINDOW COVERINGS
COMMERCIAL FLOORING
CONSULTANTION SERVICES
ARCHITECTURAL SPECIALTIES
STOREFRONT AND INTERIOR GLASS
COMMERCIAL DOORS & HARDWARE

Midwest
COMMERCIAL INTERIORS

WWW.D-VISIONSOLUTIONS.COM

801.377.4255

Midwest
D-VISION SOLUTIONS