

514H | CONSTRUCTION + DESIGN

MAY | JUNE 2023

MHTN Architects Marks 100 Years

Leaders of the venerable Salt Lake-based architecture firm are grateful for its storied past and confident in its future success, replete with a new downtown studio.

- + 2023 Top Utah Architect Rankings
- + Multi-Family Trends
- + Taylorsville State Office Bldg.

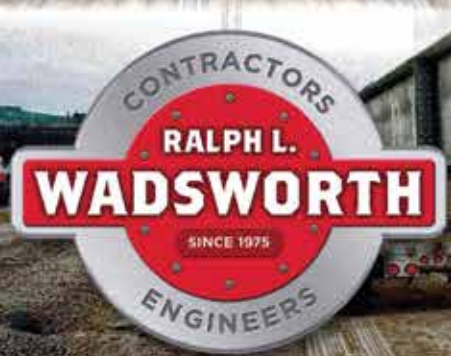


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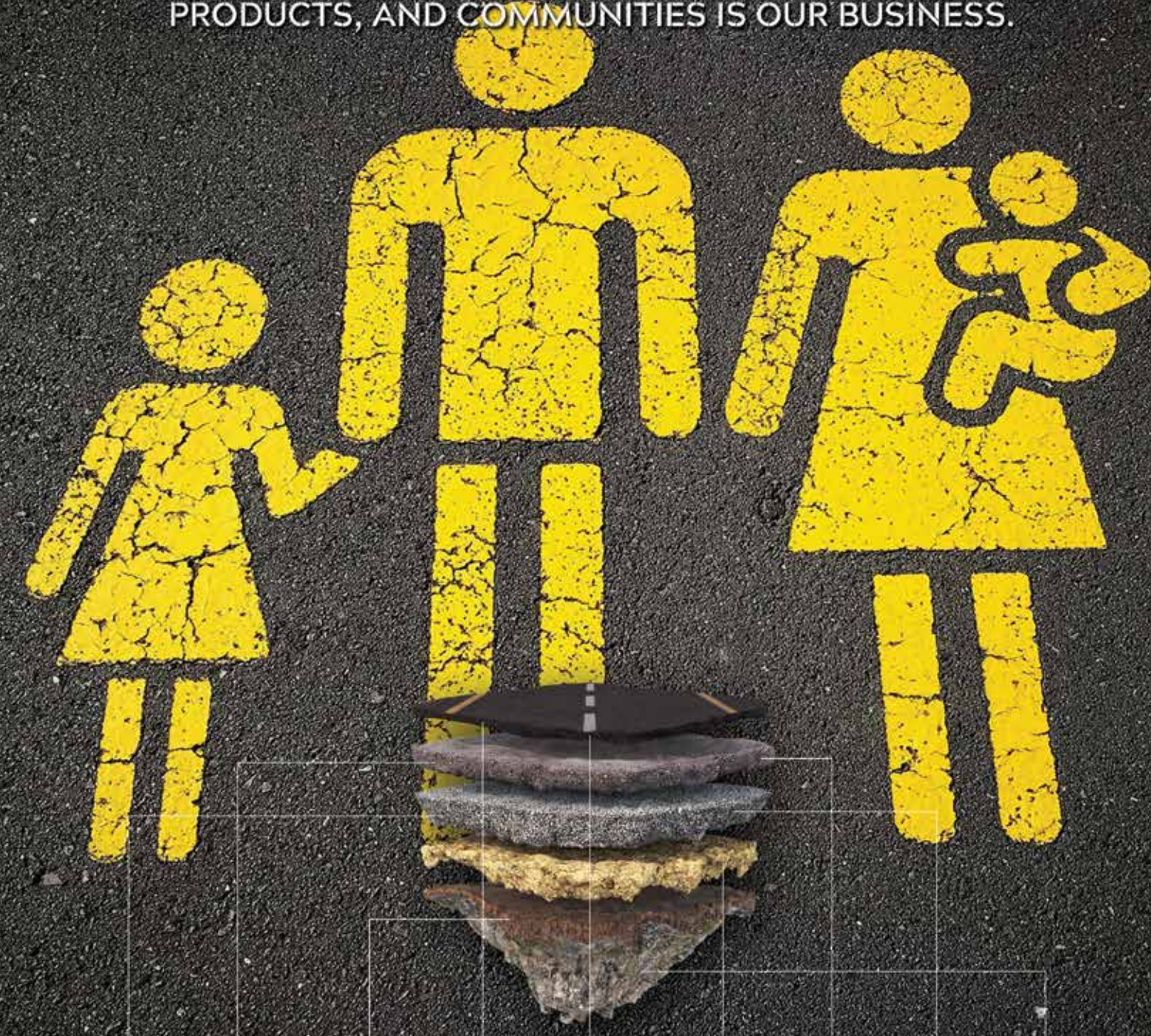
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On the Cover: The new MHTN Studio is an immersive space for design exploration and collaboration. The renovated office in the Ford Motor Building stays true to the existing industrial palette of steel and brick while creating a space that is open, light and airy. In 2023 MHTN celebrates its 100-year anniversary of positively impacting communities through meaningful design. (photo by B. Fullmer)

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Diversity of Projects Illustrates A/E/C Industry's Community Impact



Summer is finally here (!) and construction activity is rampant throughout the Beehive State, particularly the dizzying pace along the Wasatch Front, with dozens of impressive projects popping up across all market types.

One recent mid-April weekend was particularly interesting on the heavy/highway side with the **I-80/1300 East Bridge** move April 15 and massive steel girders being erected on the **West Davis highway** project over I-15, two rare occurrences when UDOT shuts down traffic activity for a short window while crews methodically do their magic. Both projects demonstrate extreme skill and ingenuity by design and construction team members and UDOT's commitment to "Keep Utah Moving". Check out our **Industry News** section (page 20) for a glance at these projects.

We explore trends in **multi-family development** (page 54), a market that remains on fire, which tends to reason considering the state is still short 20,000+ units on its overall inventory and the demand for housing (affordable housing in particular) remains historically high.

The **tilt-up concrete market** (page 82) is also seeing significant advancements in how projects are designed and built, and activity in this market remains brisk, with a strong future outlook to boot given the current demand for industrial/warehouse space.

The **Taylorville State Office Building** is a shining example of how the State of Utah continues to progressively move forward as they completed a complex six-phase renovation of the former American Express building in Taylorville.

This project—completed over the past three-plus years—sets a new standard for public offices (page 76) and helps empower employees to work in a new post-Covid environment.

Congratulations are in order for the **Utah Chapter of the Associated Builders and Contractors** (ABC Utah), which recently announced Tresa Folkman as its new President/CEO (page 42), in addition to moving into its new office in May, replete with a 62-seat training room which greatly boosts the chapter's capabilities and will be a boon to the overall construction industry.

Speaking of ABC Utah, we spent some time catching up with **Rick Higgins**, President/CEO of Salt Lake-based Mountain States Fence (page 46), which is marking its 60th anniversary this year. Higgins has been a force the past two decades for ABC Utah, and was recently named a permanent board member, in addition to having his firm featured in an article for ABC *National's Construction Executive magazine* as one of the top performing member companies.

Finally, we tip our hat to Salt Lake-based **MHTN Architects** (page 48) as it celebrates its 100th Anniversary this year. Long one of Utah's most prominent architectural firms, MHTN remains one of the state's largest and most capable firms with close to 100 employees and annual revenues of more than \$20 million the past few years. Congratulations to Peggy McDonough, Chad Nielsen and the entire MHTN staff for 100 years and props on their cool new office space in the historic Ford Building in downtown Salt Lake.

Be sure to check out our **2023 Top Utah Architects** rankings (page 88) as well!

Regards,

Bradley Fullmer



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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

Taylor Larsen
Editor
tlarsen@utahcdmag.com

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

Jay Hartwell
Art Director
jhartwell@utahcdmag.com



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Coming in the July issue of UC&D:
2023 Top Utah General Contractor Rankings
Highway/Transportation Spotlight
Top New Project Roundup



The award-winning Soleil Technology Park is the first development of its kind. It features balanced energy consumption, peak shaving technology, qualified opportunity zone investment, new innovative building technologies and an amenity rich campus. These buildings are designed to generate as much power as they consume. The campus will provide over 525,000 SF of class "A" space, in 5 buildings. The buildings are not only energy efficient but are also sustainable and resilient. They are built using the newest advancements in tilt-up concrete construction. AE URBIA is a past recipient of both architect and engineer of the year from the Tilt-Up Concrete Association and are in the top 20 of the World's

Most Influential Tilt-up Professionals. AE URBIA has raised the bar for the design and engineering of tilt-up construction worldwide. AE URBIA is an architectural and structural engineering firm with expertise in all types of buildings and all types of construction. The firm has received over 150 design awards and have worked both nationally and internationally. See what they can do for you and your next building project.



Don Willie Named Director of Operations for The Point

McLeod joins HDR's Salt Lake office; Big-D promotes Kerby; Suntec hires Archibald for SLC office; CMT announces new leaders; Monsen restarts family repro shop.



Don Willie

The Point of the Mountain State Land Authority (Land Authority)

announced in May that it has hired **Don Willie** as Director of Operations—a role that will have him managing development at The Point, including budgeting and audits, public financing, interlocal agreements, grant applications, committee management, stakeholder facilitation, and much more. Willie is a business expert with extensive experience managing complex, multimillion-dollar projects across the state.

Willie's decades-long career encompasses a wide variety of work in both the public and private sectors. Most recently, he served as the Chief Operating Officer (COO) and Vice President of Marketing for the South Valley Chamber of Commerce. In this capacity, Willie oversaw organizational streamlining and efficiency improvements, established branding and marketing guidelines, and helped to grow the Chamber's membership through

mission-aligned programing and initiatives.

Prior to his work at the South Valley Chamber of Commerce, Willie served as the President/CEO for the St. George Area Chamber of Commerce, accomplishing similar successes. In addition to his leadership experience at chambers of commerce, Willie has worked as an entrepreneur and small business owner. He has provided organizational management consulting to a diverse range of clients, helping them develop effective, data-driven strategies that elevate their profile and impact.

"Don is a dynamic leader with extensive experience launching high-profile, statewide organizations," said Alan Matheson, The Point Executive Director. "He is mission-driven and results-oriented, which makes him a perfect fit for the job as the Direction of Operations for The Point."

Willie holds a Master of Public Administration from the University of Utah. He replaces outgoing Director of Operations/COO Scott Cuthbertson, who recently accepted a position as the President/CEO for the Economic Development Corporation of Utah.

Susan McLeod has joined **HDR** in Salt Lake City as Strategic Communications Business Class Lead in Utah. McLeod will support HDR's existing public and private clients in the water, mining, infrastructure, transportation and environmental markets, and is tasked with expanding its strategic communications team and business consulting practice.

"For more than 25 years, HDR has partnered with clients to create smart growth and enhance the quality of life for Utahns," said Brent Jensen, HDR's Area Manager. "The state's continued growth presents both opportunities and challenges

that we want to help leaders navigate to their advantage. Susan brings a fresh perspective, diverse experience and a proven track record of consulting results that we're confident will add more value for our clients."

McLeod's career spans more than 20 years in leadership roles in local, state and federal governments, Fortune 200 corporate communications and business consulting, with early stints as an award-winning business reporter and press secretary for a member of the U.S. House of Representatives. She holds a Master of Strategic Communications and Leadership, is a certified DiSCTM Workplace Facilitator, and is a licensed CEOing™ business transformation coach. McLeod is passionate about helping leaders and their organizations achieve optimum employee engagement and reach their full potential.

"Marketplace dynamics require adaptability, yet eight out of 10 change initiatives fail," McLeod said. "It makes sense for leaders to engage consultants of HDR's caliber to support organizational transformation and skills transference so they can continue the gains after the engagement ends."

Michael Kerby, who has been serving as President of **Big-D Signature Group** and sits on Big-D's Executive Board, has been promoted to a Chief Operating Officer (COO) role within the Signature Group and the Big-D Family of Companies.

Kerby has been wildly successful and has significantly grown the Signature Resort and Residences Division in Park City and Jackson since joining Big-D more than eight years ago in 2015. He also made the introduction and has led Big-D to an

important partnership with the Dovetail Construction group in Bozeman, which is now part of Signature.

"Mike has demonstrated strong leadership capabilities as the head of several business units, leading operational, residential, and commercial functions, as well as prioritizing our customer's experience," said Cory Moore, CEO of Big-D Companies.

Prior to joining Big-D, Kerby gained experience with Morrison Knudsen, Micron, and RCI Construction Group.

Suntec Concrete added to its leadership depth with the naming of industry veteran **Doug Archibald** as Director of Business Development and Construction in the firm's Salt Lake office. He will play a critical role in growing Suntec's presence in Utah and Idaho, leading all business development efforts. Archibald's background in preconstruction, project management, and material manufacturing makes him well-equipped to guide projects forward and ensure successful completion.

"I have watched (the firm) grow in Utah the past five years and am impressed with the quality of people and the quality of work," said Archibald. "Suntec Concrete is a business I am proud to put my name with."

Archibald is a Navy brat, growing up on both coasts before settling down in the West. He earned a Bachelor of Construction Management from Rexburg-based Brigham Young University-Idaho and an MBA from Vanderbilt University's Owen Graduate School of Management.

He has been in the construction industry for more than two decades, getting his start as an electrician apprentice. Since then, he's had the opportunity to work on a variety of projects and in a variety of roles in many places. For the past decade, Archibald worked for the world's largest building materials manufacturer as Director of Business Development.

"We are excited for Doug and grateful for the opportunities it brings to our clients and Suntec alike," said Suntec President/CEO Derek Wright.



Susan McLeod



Michael Kerby



Doug Archibald



John Merrill



Bart Larsen



Tim Biel

West Valley-based **CMT Technical Services** announced recent executive leadership changes.

John Merrill, a 21-year veteran of the firm, has been named President. He has been instrumental directing overall management of financial planning and accounting procedures during his career.

Bart Larsen, who has 30-plus years of experience in quality inspection and testing in construction, has been named Director of Operations. He joined CMT in 2021 as Idaho Regional Manager.

Tim Biel has been named Director of Technical Services. Biel has more than 30 years of experience in civil design, construction and materials applications.

Carrying on the legacy established by his grandfather—and reestablishing the family name in the local reprographics market—**Jason Monsen** has started **Monsen Reprographics** in Salt Lake City, specializing in all large format document applications including printing, scanning, archiving and graphics.

"It's all I've done my whole life—I wasn't ready to give it up," said Jason,

whose grandfather, Roger P. Monsen, founded Salt Lake-based Monsen Engineering in 1974, a well-known A/E/C service and supply company now a part of Salt Lake-based Campbell Companies. It was at Monsen Engineering where Jason got his start at age 17 in the repro world, working for his father, R.P. Monsen, who started the reprographics department in 1986 after several years selling Xerox large format equipment.

The business lessons learned from two generations of father to son—from Roger to R.P. and from R.P. to Jason—were very much the same, even if the delivery was markedly different.

"I always respected my dad as a father—he was right down the line harsh and very straight when we were being raised," said R.P. "It wasn't long for me to learn another side of my father as a businessman. So many customers vocalized to me how kind my father was and how much he helped them by stretching out payments, things most owners wouldn't do."

R.P. passed along his business acumen to Jason and two other sons working >>

→ A/E/C People

in the A/E/C market: Brandon is the Vice President of ProSoft and Founder of RealityOne in Orem; Brett is the Western Region Accounts Manager for ProSoft.

“They all worked under my tutelage at one time,” said R.P., adding that his style of leadership was considerably different (a bit gentler) than his father. “I’m very happy for Jason—he was the glue at Monsen Engineering’s repro department. He’s always been a natural.”

Jason even has a right-hand man helping him, son Jaidan, who is 18 and represents a fourth-generation Monsen to work in the business.

“It’s been a slow climb, but we’ve got some good things coming,” said Jason. “We live in a digital world and perform that work, but there is still a need for companies to have large format printing options. That’s why we’re here.” ■



(right to left) Jason Monsen, R.P. Monsen, Jaidan Monsen

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ABE & BOBBIE GILLIES ENDOWED SCHOLARSHIP

Abe Gillies, GSBS Architects co-founder, had a speech impediment. But his disability didn’t define him—it shaped him. And he in turn shaped the legacy of architecture in Utah.

To continue that legacy, we’re endowing a new UofU scholarship for Architecture students with disabilities. Nearly 20% of undergrads nationwide have a disability—but it’s closer to 5% in the College of Architecture & Planning. We need to grow that number. Our industry needs their perspectives, their creativity, and their grit.

More diversity means a better built environment for all. Scan the QR code or call Angie at the CA+P at 801-585-0432 to contribute.

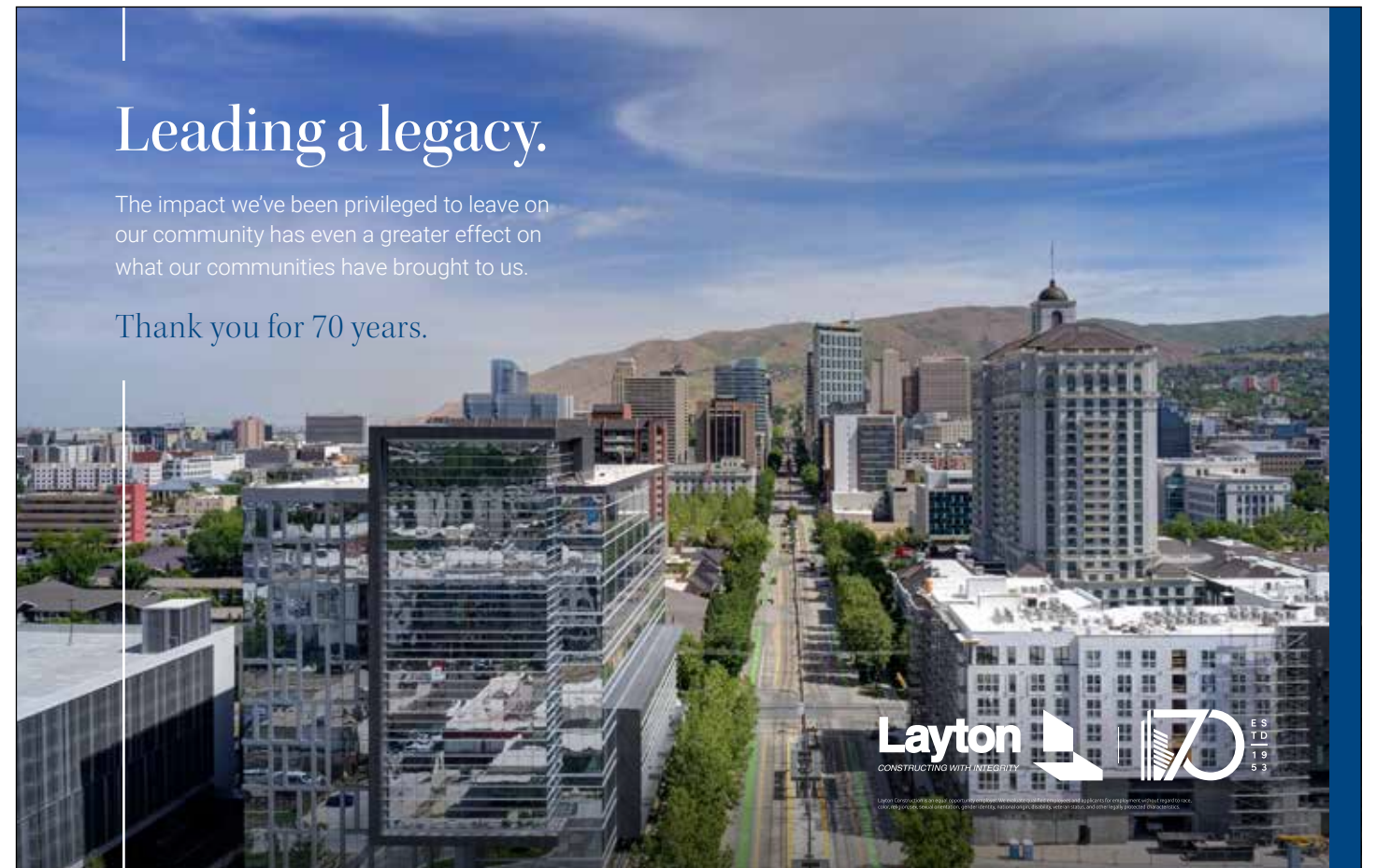


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Slip Slidin' Away

RLW Construction successfully completes its latest bridge slide with the five million pound I-80/1300 East structure, moved into place April 15.



Action was fast and furious during the I-80/1300 East bridge slide April 15, as crews had to clear rubble from the demolition of the old bridge to make way for the new five million-pound superstructure. A complex system slowly inched the bridge forward, aided by the use of liquid soap to mitigate friction. (aerial courtesy UDOT; others by B. Fullmer)

Crews from Draper-based Ralph L. Wadsworth Construction (RLW) flexed their muscles again on another impressive bridge slide project April 15, as it successfully moved into place the I-80/1300 East superstructure, weighing in at a massive five million pounds.

It's the second bridge RLW slid into place on this job, following the 1700 South bridge, which was completed in April 2022.

"It's going good," quipped Tod Wadsworth, Vice President of RLW Construction, who estimates his firm has

done 30 bridge slides in its history. "It's fun when it works; it's not fun when it doesn't work."

Wadsworth said sliding the 110 ft. long by 110 ft. wide bridge into place "reduces risk tremendously" vs. other construction techniques. "It's more efficient to build it adjacent and at a 100 grade. We only have two (metal) slide shoes (per side)", he added, which distributes the load evenly and reduces the risk of the bridge going off kilter.

RLW had some 120 employees working on this project during the final

three-day push to demo the existing bridge, clean up the debris, and slide the structure into place.

The project included 11 girders at 173 ft. each, weighing 73,000 lbs. each. 10 girders were box paired by installing diaphragms between the two girder lines, which reduced the number of picks required during the highway closure and cut erection time in half.

The I-80/I-215 Renewed project will continue through 2023, with crews currently focusing efforts on rebuilding westbound I-80 lanes.



SL Int'l Airport Phase III Celebrates Topping Out Milestone

The \$762.9 million Phase III of the Salt Lake International Airport Redevelopment marked a ceremonial 'topping out' event April 11, the latest milestone of the overall \$5.1 billion project being built by Holder Big-D Group (HDJV) that will ultimately span nearly a decade by the time all phases are completed.

The final beam of what will be the Concourse B Plaza was placed by crews

from West Jordan-based SME Steel. In approximately 18 months (fall 2024), the plaza, tunnel and the first five gates on Concourse B will open.

The iconic 'World Map' that graced the floor of Terminal 1 in the old airport for 60+ years will be installed as part of Phase III. Exterior elements include primarily metal panel and glass, comprising a high-performing building facade and enclosure system that will efficiently adapt to the

region's temperature fluctuations and responsibly manages snow build-up as part of the insulation during winter months. Harvesting natural light with clerestory windows and floor-to-ceiling glass will offer traveling patrons sweeping views of the Salt Lake Valley and a connection to the outside environment.

Salt Lake City Department of Airports (SLCDA) also unveiled the first five gates and half of Concourse A-east at an event May 16. >>



Workers from West Jordan-based SME Steel stand atop the structure of Concourse B as part of a "topping out" celebration of the \$762.9 million Phase III of the Salt Lake International Airport Redevelopment April 11. (Inset) Workers sign the final steel beam before it's lifted into place. (courtesy SLCDA)



Valley Grove Phase VI Begins

St. John Properties joined with Utah Governor Spencer Cox, Pleasant Grove Mayor Guy Fugal and other community leaders this week to unveil plans and break ground on the newest phase of Valley Grove in Pleasant Grove. Fronting I-15, Phase VI will consist of 47 acres of mixed-use development featuring commercial office and retail space, luxury residential, and a central promenade, which will pay homage to the state and surrounding community.

“Valley Grove and the other St. John Properties business communities are among the State’s brightest stars for growth,” said Utah Governor Spencer Cox. “This central hub of Pleasant Grove is charting the course for continued prosperity in top-ranked Utah Valley. St. John Properties is at the center of this expansion.”

Development of Valley Grove began in 2016 and includes 128 total acres. Upon completion, the investment will surpass \$1.2



Rendering of Phase VI of Valley Grove, a 47-acre project that is the latest investment into the Pleasant Grove-based development by St. John Properties. Governor Spencer Cox and St. John Regional Partner Daniel Thomas led the ceremonial shovel turn at the May 9 groundbreaking. (courtesy St. John Properties)

billion and include more than 1.5 million SF of Class A office, flex/R&D, and retail space within Pleasant Grove, hosting more than 10,000 tenant employees.

Massive Girders Erected on West Davis Project

Crews from Farmington Bay Contractors (a tri-joint venture between Ogden-based Staker Parson Materials & Construction, Draper-based Wadsworth Brothers Construction and Salt Lake-based Ames Construction) spent much of April and May placing huge steel girders on the \$800 million West Davis project spanning Legacy Highway and I-15 via a primary four-crane system.

The largest girders for the 16-mile, four-lane divided highway are 192 ft. long and 6 ft. tall, weighing nearly 100,000 lbs. each. The approximately three-year project will include six interchanges from Farmington to Syracuse and is expected to finish in summer 2024. >>



Crews from Farmington Bay Contractors place giant girders over I-15 April 16 as part of the bridge construction on the 16-mile long, four-lane, \$800 million West Davis project.

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HUD Allocates \$837 M for MF Housing, Energy Initiatives

The U.S. Department of Housing and Urban Development (HUD) has allocated new funding through the Green and Resilient Retrofit Program (GRRP) to reduce greenhouse gas emissions and improve energy and water efficiency and climate resilience of HUD-assisted multifamily properties.

The Inflation Reduction Act gives HUD \$837.5 million in grant and loan subsidy funding and \$4 billion in loan commitment authority for this new program. The law also includes \$42.5 million for a new HUD initiative launching later this summer to collect and assess energy and water usage data from HUD-assisted multifamily housing properties to better target opportunities to save energy and water, cut costs, and reduce emissions.

RMP’s Power District Project Could Include Future MLB Stadium

There was a noticeable buzz in the air April 12 at the Phase I groundbreaking of Rocky Mountain Power’s (RMP) new Power District project, which will include a dazzling new state-of-the-art headquarters, an essential services

building, and a sizeable parking garage.

The project will replace an aging, badly outdated headquarters that was cobbled together over a 30-year period from the 50s-80s, after RMP had acquired about 100 acres at the site in the 40s, according to Jason Branch, VP Finance for RMP.

“This site is something to behold,” said Branch. “Since the 80s, we’ve done very little to this building. We came to a decision point in 2019 that something had to be done to replace a pretty dilapidated facility. All roads led to the west side of Salt Lake City. Our employees said it unequivocally: ‘We want to stay here on this site!’”

Branch was followed by Gail Miller, who announced that the Miller family and the Larry H. Miller Company have put together a coalition of leaders from Utah to position Salt Lake City as a potential future market for Major League Baseball (MLB), which explained the huge turnout of some of the state’s top political leaders and a handful of former MLB players, including Dale Murphy and Jeremy Guthrie, who both spoke.

Big League Utah is the name of the coalition and includes federal, state, and local decision-makers, business and community leaders, former players, and

potential investors who believe the Beehive State offers the ideal environment for an MLB expansion franchise.

“We believe in the power of sports to elevate and unify communities,” said Miller, Co-Founder/Owner of the Larry H. Miller Company. “Larry and I risked everything to acquire the Utah Jazz, and it was a tremendous honor to ensure it thrived as a model franchise. We now have an opportunity to welcome Major League Baseball to Utah and invite all Utahns to join us in this effort.”

Positive factors weighing in the state’s favor were likened to a five-tool MLB prospect.

Said Utah Governor Spencer Cox, “We do have the fastest growing state with the youngest population—that’s a demographic Major League Baseball cares deeply about. We have the best economy in the country [...] we have the highest median income of (MLB) potential expansion markets. In addition, data shows that Utahns want (MLB). We are unified in our desire to bring the big leagues right here.”

“Let me be the first to welcome you to the Power District,” said Gary Hoogeveen, President/CEO of Rocky Mountain Power.



Phase I rendering of Rocky Mountain Power’s Power District project along North Temple in Salt Lake, which will include a dazzling new state-of-the-art headquarters, an essential service building and a sizeable parking garage. (courtesy Rocky Mountain Power)

“We couldn’t be happier to have our futures aligned, potentially, with Major League Baseball here Utah. It’s incredibly exciting, it’s terrific for our customers, our community, our employees—it’s going to be a home run, and that’s not the last time you’ll hear that.”

The new headquarters will be situated near the Jordan River, while the essential services building will house RMP’s customer call center operations, grid operations, and all security offices. It will be designed “to ensure we can provide continuous service in all conditions,” said Branch.

Hoogeveen also said there will be further building activity around the three Phase I buildings, with the potential of having a project akin to Battery Park, a 67-acre development in Atlanta built around the Braves’ MLB franchise.

“What we’re super excited about is this potential to have much bigger development on the west side of Salt Lake City,” said Hoogeveen. “(LHM CEO) Steve (Starks) mentioned Battery Park [...] it’s really exciting and it’s the kind of thing we’re talking about building here in the Power District. It’s 67 acres, we have 100 acres. I can do that math—it fits here.”

As part of its team, RMP has hired A/E/C firms including Salt Lake-based GiV Group as the Owner’s Representative, FFKR Architects of Salt Lake, Minneapolis-headquartered Mortenson Construction, and Cushman & Wakefield of Salt Lake. ■



Gail Miller said her family and the Larry H. Miller Company is part of a coalition of Utah business and political leaders and ex-players pushing for Salt Lake to get a Major League Baseball expansion team in the next 5-7 years.



Hip-hop star Post Malone lets loose a primal scream after cutting the ribbon on Raising Cane's recently renovated 3,213 SF restaurant in Midvale—a project Malone helped design. Pink is the prominent color, with other design elements including stainless steel tables/seating, a ping-pong track system, and costumes from past concerts. (left photo by Autumn Miller of Big-D Construction; right photos by Doug Gardner)

Think Pink

The new Raising Cane's restaurant in Midvale was designed by none other than Utah's current most famous adopted son—Post Malone.

It's not often a local celebrity gets to play designer, but that's exactly what happened during an ultra-fast renovation by Salt Lake-based Big-D Construction of an existing Raising Cane's restaurant in Midvale, which was done in total secrecy as it was designed by none other than iconic hip-hop musician Post Malone.

A ribbon cutting was held April 13 to celebrate the event, with 'Posty' belting out a primal scream as he raised the ceremonial scissors.

As the story goes, Malone gave a shout-out to good buddy Todd Graves, Co-CEO/Founder of the popular franchise renowned for its chicken fingers and asked

if Graves could put a restaurant close to Malone's Cottonwood Heights home.

Graves took Malone's request to the next level, having him design the restaurant, which included a full-scale renovation of the dining room, restrooms, building exterior and landscaping—including a vintage 1974 Ford F250 that was in a music video and is

a permanent fixture at the restaurant. The exterior is wrapped in shocking pink with Post Malone tattoo imagery and themed door handles, along with personal items of Post's displayed on dining room walls.

To achieve the solid pink appearance, crews applied full vinyl wrap to exterior and interior walls and re-painted the drive-thru canopy, menu boards, site concrete, parking lot striping, patio canopy, and exterior and interior furniture. Restrooms even take on a medieval theme that includes a suit of gothic medieval armor.

Another hip (hop) design element is a ping pong track system that runs through



the walls of the restaurant to celebrate Posty's love for pong, and there's even a Post Malone-themed vending machine with exclusive merchandise.

To maintain secrecy, construction was concealed by scaffolding and exterior tenting with major portions of the work completed at night or when the restaurant was closed.

Malone even contributed a new exclusive menu item, the *Posty Way Combo*—four chicken fingers, fries, two Cane's sauces, two Texas toasts, and an Arnold Palmer in a 32 oz. collector's cup. Bon appetite, baby! ■

Raising Cane's Post Malone Project Pink

Owner: Raising Cane's

DESIGN TEAM

Provided by Owner

CONSTRUCTION TEAM

General Contractor: Big-D Construction

Plumbing/HVAC: MJ Mechanical

Electrical: STF Electric

Painting: C5 Coatings, Midway Painting Co.

Flooring: CP Build

Four Tips for an Effective, Easy-to-Use A/E/C Proposal Template

By Keri Hammond

Creating templates for your A/E/C proposals is very helpful in streamlining your pursuit efforts and is crucial for meeting deadlines. With the increasing competition in the market, an effective proposal template is a must-have.

We use Adobe InDesign to create A/E/C proposal templates, a powerful tool created specifically for desktop publishing. However, each of the following tips can be translated into the program of your choice.

Here are four tips for creating an effective proposal template that will help you stand out from the crowd and win new business.

1. Get inspiration.

When designing the look for your template, take the time to research design and branding ideas both within and outside the industry.

Within the industry, we have found great success in contacting agencies with recent proposal selection processes. We frequently sit down with these agencies to review proposals from different disciplines and understand best practices and A/E/C industry trends.

We also find inspiration by reviewing marketing collateral outside the industry, including magazines, brochures, websites, commercials, books, and direct mail. When looking at a design, notice how your eye travels. What grabs your attention? How does the design emphasize the most important points of the piece?

2. Create a coherent and easy-to follow layout.

Create a clean and professional design

while providing a clear structure that brings the reader's attention to the right place.

Choose colors, fonts, and images carefully. You need to use all of these elements to create the best page layout. Remember that your goal is to allow the reader to find the most important words quickly in an impactful way.

Remember bullets, quotes, images, words, and headers are all used to draw the reader's eye to the most important element. Put yourself in the selection committee's shoes and observe how your eye travels around the design.

“We need to create a branded experience from one proposal to the next, all within a deadline-driven environment. Use a template development and design process to your advantage and let your creative juices flow.”

3. Create multiple options for each final template.

Time to be creative! Once you narrow down your final template design, don't be afraid to create multiple options for each element.

Options to consider include fitting two projects or resumes on one page depending on your RFP page restrictions, or making a full-bleed and a bordered option for each page. Think through three to five different layout scenarios for each major element of your template and create



Keri Hammond

those ahead of time so you are not caught off guard at the moment of the deadline.

4. Store information on the artboard.

When creating proposal templates, we frequently create projects, pages, and resumes. We organize them by individual folders, apply the template, update and write content, and save the master document.

We have found that there is always more information gathered (square footage, cost, dates, images, quotes, additional scope, specific project descriptions, etc.) than we can use on our master template page. However, we do not want to lose or search for this information when we are in a rush. So, we store additional information in the artboard area of InDesign. This way, when you are preparing a proposal using the template, you can easily switch the information on a given resume or project page to match the RFQ's requirements.

Template design is such a fun part of our innovative careers as marketing professionals in the A/E/C industry. >>



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But the reality is that the proposal production process does not lend itself to that creativity in every situation. We need to create a branded experience from one proposal to the next, all within a deadline-driven environment. Use a template development and design process to your advantage and let your creative juices flow.

To find even more tips, visit SMPS Utah's website for an extended version of this article at <https://smpsutah.org/blog/Domain-4-Proposal-Templates>. ■

Keri Hammond, FSMPS, CPSM, is a long-standing trailblazer in the Utah A/E/C industry and a member of the SMPS Utah Board of Directors. Keri is a principal at MARKETLINK, a marketing guidance company for the A/E/C industry. Visit their website at marketlinkaec.com.

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Reality Capture Provides Better Project Outcomes

Early discussion and implementation of virtual design and construction leads to big benefits for project teams and owners.

By Jon Ferguson

Reality capture is a key pillar of most virtual design and construction (VDC) efforts. The technologies and services are also integral to many of the region's largest construction projects. But what is reality capture, and what benefit does it provide to projects?

Reality capture uses various technologies to create a digital 3D model of the project's current environment. Whether we are upgrading a facility or building a new one, being able to know where everything exists, or should exist, is crucial. Utilizing the digital 3D model of the project, comparing that to the documents or as-builts before construction starts, and then tracking our progress when construction starts can provide big savings in rework and change orders.

Reality capture is something that has existed for several years. Some general contracting firms utilize third-party

providers for reality capture, while firms like Layton hire and manage their own reality capture technologies team.

Our VDC team primarily uses three technologies to provide reality capture services to project teams.

DroneDeploy

DroneDeploy is an aerial mapping and 3D modeling software. This powerful application can transform drone images into a high-resolution map with detailed information about the terrain and elevation of the project site. DroneDeploy also provides tools for calculating distance, area, and volume. Projects often use drones for cut-fill analysis to understand how much material is either leaving or coming onto the site.

There are also opportunities for safety applications. Instead of a safety



Jon Ferguson

manager having to walk the site every day, they can quickly pull up the photos or video, do a quick spot check, and then address any areas of concern.

Project leaders and clients appreciate being able to see a 360-degree view of the project and being able to see the progress of a project over time.

Laser Scanning

Laser scanning, also known as high-definition surveying or reality capture, is a means of using a laser to map an area with high accuracy. Laser scanning captures detailed data, providing accurate information for every square inch on a construction site. The resulting data is known as a "point cloud," a database connecting points in a 3D coordinate system that keeps an extremely accurate digital record of an object or space as it pertains to a project.

The existing site is scanned and modeled with laser scanning technology before it is turned over to the BIM team. They can then bring in all the other trades and models and coordinate >>



DroneDeploy and StructionSite are applications that help project team members in multiple ways. StructionSite takes site imaging to the next level, enabling project teams to easily capture job site progress and access and share it anytime, anywhere. DroneDeploy can convert drone images into a high-resolution map with detailed information about the terrain and elevation of the project site. (photos courtesy Layton Construction)

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construction based on that existing model. Doing so prevents surprises down the road and significantly reduces conflicts and rework.

StructionSite

StructionSite takes site imaging to the next level, enabling project teams to easily capture job site progress and access and share it anytime, anywhere. We have found this solution to be the most effective and user-friendly platform for job site documentation—translating daily project updates into actionable insights. It's similar to creating a Google Earth Street View for your project with pictures from every stage of progress. Every day anyone can explore the map and understand where everything—electrical conduit, med-gas, ductwork, etc.—is located and how the project is progressing. That's also a big benefit for the future facilities management team when we turn over the building. There is a cost to implementing these

technologies. However, the ROI can be huge. Layton's VDC team integrates key data and components into virtual models, highlighting and providing buildable solutions to areas of conflict. This work saves time and money by maintaining design intent and preventing future RFIs and change orders.

I like to tell project teams that I'm not looking to add to your workload. My mission is to fit it in seamlessly to help a project overcome problems or prevent them in the first place. Some may worry about the technology, thinking they have to learn another process or implement yet another step in the process. However, I've seen firsthand how implementing VDC tools leads to better project outcomes, reduces cost, and helps us overcome common challenges our industry faces.

As with all technology, teams can capture the greatest ROI when integrating these tools early in the project lifecycle. Success happens when VDC is part of a preconstruction discussion so that data capture can begin on day one. ■

Jon Ferguson is Vice President of Layton Construction's Virtual Design and Construction (VDC) team. VDC has become a fundamental part of Layton's business and Jon spends his time collaborating with owners' design and engineering teams to optimize project outcomes.



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Hearth & Home

Having built residences of all types across the state, CW Group's corporate headquarters showcases the firm's penchant for high design and construction.

By Taylor Larsen

Hop off the Parrish Lane exit into Centerville, and a few turns later sits theHIVE, CW Group's recently completed mixed-use, multi-family and single-family project. But close by is another testament to their work to design, develop, and build the best spaces in Utah—their gorgeous concrete and glass office headquarters.

"We've been heavy into Davis County," said Darlene Carter, CEO of CW

Group. Their work creating townhomes, apartments, and single-family homes in Layton, Farmington, Kaysville, North Salt Lake, and directly east of their new office in Centerville has made their foray into designing and building their office more personal.

Not only is it the epicenter of what they are developing, Centerville has been home since the company was founded in 2016.

The three-story, 18,000-SF office

culminates years of planning and growth for the vertically integrated developer via two of their five business lines: CW Urban (developer and builder) and CW Design (architect and interior design firm).

Vision Takes Shape

"This office is a vision from Colin," Carter said as conversation rolled forward at her office table, the interview taking on the feel of a Sunday dinner with family. >>





The luxurious office came from many bits of inspiration, none more critical than a CW Group executive trip to San Diego in 2017 to find additional ideas for their multi-family work. The team was deeply inspired by projects from Jonathan Segal, the renowned architect best known for his intricate and contemporary designs that boast impressive concrete and glass finishes.

Three years later, it was time to head back on a different kind of trip. Once the company was ready to move across I-15 to a new headquarters, Bryce Willardson, VP of Commercial Operations, said the team grabbed the concrete subcontractor, architect, and superintendent for another trip to the San Diego sunshine.

They knew they wanted to jump on their glass and concrete material choices. The remaining question was, “How high?”

Plans Coalesce

“One of the biggest things was planning for growth,” said Willardson of the challenges designing a space befitting the firm. “From start to finish, we were in completely different macroeconomic conditions.”

With the company bursting at the seams in their old office as the design of the new space moved forward before the pandemic, the initial question was, “How do we create space for everyone?” he continued. Then, when the single-family residential housing market shifted in 2022, the question switched to, “Have we designed for too much space?”

“It’s like designing a custom home,” he said. “It puts strain on whoever designs it.”

Designing and building that home amidst the maelstroms of supply chain issues, inflation, supply shortages, and residential housing swings certainly didn’t help.

Carter agreed about the mental and emotional burden of creating an office befitting the entire team. “Expectations were off the charts,” she said. Throughout the two-and-a-half-year design and construction process, Carter said one priority never left their minds: “We had to get it right.”

Connection

As a work-from-office company and builders of neighborhoods—in every sense of the word—company goals centered around

creating the same type of unity built into their residential work. Carter said the trademark “We Build Community” started in-house.

“We wanted it to feel like a ‘hive,’” said Carter. “A place when industry, hard work, and community meet.”

But collaboration didn’t default to the traditional, bright and white, open office concepts. Instead, CW Group embraced more individual offices to give many in the firm more privacy, more ownership of their space, and a higher level of productivity in a space tailor-made to how the company works.

The third floor holds the bulk of CW Group’s visible work. Commercial and residential construction teams work here, with drop-in desks for field team members. The architecture team is close by, with a more open, collaborative feel to their space—especially with the 10-ft, hive-inspired chandelier hanging above the steel stairway.

Marketing, sales, and materials purchasing teams round out the third floor, with the walnut wood cabinetry and marble throughout the space adding a level of sophistication and opulence befitting >>

A beautiful metal and wood stairway leads to the second floor. CW Group opted for a darker design palette, with wood grains and cabinetry giving it a comfortable warmth. The daylight bathing all three floors accentuates the cozy feel of the office, especially the organic wood features, metal accents, and glass transparency that looks out all around. (all photos by Malissa Mabey Photography, except where indicated)

CW Group’s desire for the highest quality materials and finishes in every project they build.

“As a creative, this space inspires me every day,” said Abbie Wardle, VP of Marketing for CW Urban. “I want to be here.”

Concrete Standards

Traveling down the beautiful metal and wood stairway to the second floor displays the company’s land, entitlement, and acquisition teams. Executive offices for Carter and Wright sit on this floor, too, with Willardson recognizing the importance of having executives ready and available—and centralized.

“I don’t have to climb the floors on the way up to the ivory tower,” he said of executive availability. Everyone interviewed said those doors are nearly always open and seats available around the kitchen table in each office.

Visible concrete ceilings, walls, and polished concrete floors are as durable as they are majestic—a material nod to the firm’s work. While utilizing concrete for its staying power, the unforgiving nature of the material required precise design and well-executed construction.

Willardson said everything had to be right the first time. “You only get one shot at things. [...] That board form concrete look was something we really wanted [...] and getting it right was essential.”

He continued by saying that the enduring nature of the building was a testament to Green Construction and their partnership on the project. “They made it easy on us.”

Interior Splendor

The welcome at the ground floor comes with marble, concrete, glass, steel, and brass accents of the grand lobby. Asset management and underwriting just behind the desk form a solid base for the entire firm. The dual conference rooms donned “The Legacy” and “The Arena,” featuring custom fabricated marble tabletops, nod to past heroes while looking out the windows to the future for the company.

The team opted for a darker, more residential palette, with natural wood grains and cabinetry giving it a comfortable warmth. The daylight bathing all three floors accentuates the cozy feel of the office, especially the organic elements of walnuts wood features, metal accents, and glass transparency that looks out all around. It creates a powerful combination with the quiet reverence in the universal and powerful nature of the concrete present here.

“Sometimes you do things in your home that you pay for regardless,” Carter said. The economics of it may not make the most sense. “But it’s what is going to make you feel energy, safety, inspiration, and love. And this office is a representation of that.”

The offices, collaborative spaces, and even bathrooms are swanky, the latter with the feel of a high-end hotel.

“We took the time to bring in things that would be in a residential space or create commercial-quality furniture that withstands the test of time,” said Carter of the soft materials of some furniture and the regal leather of others.

These choices have changed how team members interact on an interpersonal level, too. Collaborative gathering spaces pepper all three building floors, with “The Pantry” being the cream of the crop as a first-floor break room and kitchen.

“It’s feels like a school cafeteria in all the good ways,” said Wardle. Instead of people huddling over their desks for lunch, she said, the mid-day hour signals the time to enjoy a good meal and some colleague camaraderie, especially at the bi-weekly company lunches.

Just a few months ago, March Madness provided a fun space to catch some basketball games and excitement for company bracket challenges. The black and gold bee-themed wallpaper is both a tribute to the Beehive State and the industrious, collaborative nature of CW Group.

A Fitting View

Even as far back as when they were looking at the acreage to build their office and the nearby residences, Carter said they worked with numerous non-profits and other partners to ensure that the previous site’s existing residents would have a safe landing spot before development moved forward.

“We go into these spaces and ultimately, we are creating a new community,” she said. But a crucial aspect of their mission as developers was to honor the existing fabric of the neighborhood: what goes in still fits in seamlessly, responds to market needs, and improves everything around it.

As the tour moved back to the second-floor stairway, Carter said this view, looking east, made it all worthwhile.

“You look out into the most innovative townhomes and single-family homes,” Carter said of the stairway vantage point.

Seeing the eastward panorama, it is not corporate fluff. CW Group’s vision is captured in that single view, inspiring team members in how the company lives and breathes its creeds and mottos. With the Wasatch Mountains as the backdrop to theHIVE, the scene is a painting of their work to build community, displayed in the medium of their new office. ■

CW Group Office

610 N 800 W, Centerville, UT

PROJECT TEAM

Owner: CW Group
Owner’s Rep: Bryce Willardson
Developer: CW Urban

DESIGN TEAM

Architect: CW Design
Civil: PEPG
Electrical: Spectrum Engineers
Mechanical: Spectrum Engineers
Structural: BHB Structural
Geotech: CMT Technical Services
Interior Design: CW Design
Furniture: CW Design

CONSTRUCTION TEAM

General Contractor: CW Urban
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HVAC: Salmon HVAC
Electrical: Wilkinson Electric
Concrete: Green Construction Inc. (GCI)
Steel Fabrication: Right Way Steel
Steel Erection: SPR Steel Erectors
Glass/Curtain Wall: Linford Contract Glazing (LCG)
Drywall/Acoustics: Tolman Construction
Painting: Stauffer Enterprises
Tile/Stone: Apollo Stone
Carpentry: Contempo
Flooring: Floor Styles
Roofing: D7 Roofing
Waterproofing: D7 Roofing
Excavation: Six Star Management
Landscaping: Boulder Landscaping

“We wanted it to feel like a “hive.” A place where industry, hard work and community meet.”

— Darlene Carter, CEO of CW Group



(photo by Sohm Photographx)

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Positive Momentum

With a new chapter President/CEO—Tresa Folkman—ABC Utah is expanding on its A/E/C market impact with a new North Salt Lake headquarters and training center.

By Brad Fullmer

Big things have been happening at the Utah Chapter of the Associated Builders and Contractors (ABC Utah) this year with the hiring of a new executive director and a recent move into a new 4,800-SF headquarters and training center.

“It’s exciting!” gushed Tresa Folkman, who recently started her eighth year at ABC Utah and was named President/CEO in February. She replaces Chris DeHerrera, who admirably guided the chapter for more than 13 years (2010-2023), boosting membership to 200-plus firms and putting the association in a position to occupy its new office and training center. “[Chris] taught me everything, she brought me in on every aspect of the association. It was a few months of transition before [the board] made a decision but I think it flowed

pretty well in the interim.”

DeHerrera, who is now serving as Director of Charities for Orem-based Giving Hope Charity, a charitable arm of Utah-based Mountainland Supply, said she thoroughly enjoyed her time at ABC Utah and believes the chapter is poised for great things in the future.

“During my time at ABC, I was always amazed at the global impact that construction has on economies and the potential magnitude that political ramifications of policy-making decisions can have on the construction industry,” she said. “Construction is one of the pillars of economic growth and sustainability. I miss the collaboration of minds in determining best outcomes for the industry.”

She continued: “Tresa is passionate



Tresa Folkman

about ABC and its members. She has an incredible support system in her executive committee that will help her carry on the growth strategies for ABC.”

It’s been just over 18 months since ABC Utah leaders initiated the process of getting into a new building, signing a lease in September 2021, and igniting the donation process. Tenant improvement construction ran from October 2022 to May | June 23; it was designed by Sanders Associates Architects of Ogden and built by Ogden-based Gladwell Construction, which completed the tenant improvement for cost, according to owner Preston Gladwell.

“The interesting thing about the job was just being part of the ABC team and helping the chapter get this done,” said Gladwell, whose father, Tim, served as ABC Utah Chair in 2021 and is a long-time participant in activities. “This is the first tenant build-out we’ve done on a [tilt-up concrete] building, so it’s been good.” Crews tore out concrete for new utility lines and cut openings in the tilt panels for new storefront windows, front doors, and overhead doors.

The training center is the culmination of years of planning and will seat 62 students in a classroom-style setting.

Folkman credited several ABC Utah members—including Mountainland Supply, Helix Electric, Coates Electric, and Gladwell Construction for generous donations of money, supplies, and man-hours to the cause, nearly \$100,000 total.

“We have so many great members who stepped up for this important cause,” she said. “It was a complete tenant improvement. Preston has been great to work with. Our goal is to have an apprenticeship program. With a lot of work and passion, hopefully we can have something in place in 2024.”

44 Years of Merit Shop Values

Utah’s construction climate in the 1970s was considerably different than today, with unions having an outsized influence on how companies earned work and won projects. According to John Cameron, Founder of Salt Lake-based Cameron Construction, he initially learned of the National Associated Builders and Contractors in 1978 through Dave Viet, a partner at Bud Bailey Construction in Salt Lake. Viet had been to Baltimore to see about ABC’s “Merit Shop” program, which promoted a system of free enterprise and open competition among a diverse mix of companies, each striving to

achieve the highest levels of personal and company performance and professionalism.

“At the time, Salt Lake open shop contractors were having difficulty on their job sites with union organizers,” Cameron recalled. Viet, Cameron, and about 10 other contractors met an ABC representative, with eight committing to promote merit shop construction in Utah. ABC Utah was officially recognized as a chapter in 1979, with 35 initial companies joining the cause.

As an example of the fledgling group’s influence, when Cameron was serving as President of ABC Utah in 1982, members wanted the opportunity to work on the Intermountain Power Plant near Delta, provided legal counsel for their cause, and succeeded in getting merit shop contractors on the project.

“ABC has fought for free enterprise and open competition on both a local and national level,” said Cameron. “Cameron Construction is proud to be the only founding member of ABC Utah that is still an active member.”

Folkman emphasized that ABC Utah is healthy as it maintains its 200-member chapter, with the hopes of getting to 225 in the next 18-24 months—especially with how the new training center will help grow and retain membership organically.

Sowby Says Association Offers Real Value

When it comes to industry associations, if it’s been said once, it’s been said 1,000 times: You get out of it what you put in, no more, no less. Measuring the actual value of what an association can do for a business might seem hard to measure, but Mike Sowby claims it’s legit.

“The value of ABC comes from getting involved,” said Sowby. “It leads to contacts, leads to relationships, and from relationships, incredible things happen. I can calculate value in terms of dollars and cents, in terms of how much work we’ve gained from it.”

Sowby is thrilled with the new office and training center and knows it’s exactly what the Chapter needs.

“It’s pretty awesome—there is going to be some enhanced networking and training opportunities going forward,” he said. “The [ABC Utah] experience will be enhanced, >>



ABC Utah’s new President/CEO Tresa Folkman wields giant scissors next to Immediate Past Chair Mike Sowby during a ribbon cutting for the chapter’s new headquarters and training center. (opposite) ABC’s 2023 Board includes: (left to right) Tresa Folkman, ABC Utah; Mike Sowby, Sinc Constructors; Jacob Kapp, Kapp Construction & Development; Craig Madsen, J&M Steel Solutions; John Burgraff, Lakeview Rock Products; Olga De La Cruz, Painter 1 of Greater Salt Lake; Nathan Goodrich, Helix Electric; Gary Petersen, Adams & Petersen, CPA; Morgan Green, Green Construction Inc.; Sage Thorpe, Whitaker Construction; Chris Remkes, Big-D Construction; Hannah Wagner, Staker Parson Cos.; Rick Higgins, Mountain States Fence; Justin Torman, Pentalon Construction. (Board photo by Sohm Fotografix)

it's more accommodating and professional. It was enhance people's level of perception of ABC. I'm excited about it simply because when the tide rises all boats float. It will be good for the industry."

Focus on Suicide Prevention

One of Folkman's priorities with ABC Utah is to emphasize the importance of overall workplace safety, which includes suicide prevention, a subject close to her

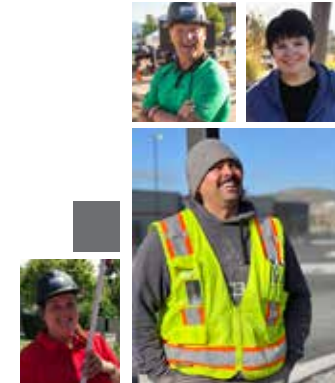
heart. Folkman lost her 16-year-old son, Jens 'Buddy' Terry, to suicide in February 2013, and is alarmed by current statistics that rank construction among the top five professions for suicide. She said ABC has partnered with the American Foundation for Suicide Prevention (AFSP) to promote the message.

"That's been a big focus of not just our chapter, but ABC in general," she said. "There are suicide prevention programs

in place; we also want to implement a postvention strategy, because postvention is prevention. It's long overdue for the construction industry."

Folkman has been part of the non-profit Loved Ones Suicide Survivors (LOSS) program since 2014, a group that meets the first and third Tuesday each month at Intermountain Medical Center in Murray.

"If you can save just one other family, it's all worth it," she said.



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Jacob Kapp Mike Sowby

Kapp Continues Family's Service to Chapter

Jacob Kapp, President of Ogden-based Kapp Construction & Development, was elected Chair for 2023, following in his family's footsteps of service to ABC Utah since 2009. Kapp's father, Gary, first served on the board for two years, followed by stepmother Penny, who was on the board for six years including Chair in 2017. Kapp was elected to the board in 2018 and appreciates the opportunity to serve the Chapter and promote its mission.

"ABC is much more than a contractor organization," said Kapp, recalling the company initially joined to save money on health insurance premiums before realizing that "being a member was much more than cost savings. We became more involved with the government affairs committee and active in promoting the merit shop philosophy ABC stands for. I really appreciate the knowledge I have learned from Rick Higgins during my time on the board."

Kapp said ABC Utah's new office and training center "brings the Utah Chapter to the next level to be able to really promote workforce training and put the wheels in motion to start an apprenticeship program. This will be a great facility for years to come." ■

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RICK HIGGINS REMAINS A FIXTURE IN A/E/C INDUSTRY

Long-time fencing contractor still enjoying the grind as Mountain States Fence marks 60 years since its inception.

By Brad Fullmer



For nearly 40 years, Rick Higgins, 72, has been operating Salt Lake-based Mountain States Fence (MSF) on the premise of delivering quality fencing projects time and time again, regardless of whatever market challenges arise during the process.

As MSF celebrates its 60th anniversary this year, Higgins remains a stalwart in the industry—both at his company and as a long-time board member (20-plus

combined years) for the Utah Chapter of the Associated Builders and Contractors (ABC Utah), an organization he has chaired three times in the past 17 years (2006, 2014, 2020). The chapter even made Higgins a permanent board member this year.

“Rick’s had a profound impact on our association,” said Tresa Folkman, President/CEO of ABC Utah, particularly with social impact, financial contributions, and strong legal acumen.

“Rick has been an integral part of the growth strategies at ABC for the last two decades,” said Chris DeHerrera, ABC President/CEO from 2010-22. “His leadership, political savvy, and understanding of the nuances of the industry have led the way for our Utah Chapter.”

Commitment to Professionalism

In the early 1960s, Higgins’ father Dennis Higgins worked in Salt Lake for Pueblo-based Colorado Fuel and Iron selling Realock Fence in the Intermountain area. When the company suddenly stopped offering installation services, Dennis saw an opportunity and quickly partnered with two fencing contractors, starting Mountain States Fence in January 1963.

Higgins worked for his father in the field through high school and college from 1967-73, learning the ropes of the fencing industry while earning a Bachelor of Law from the University of Utah in 1973. He and his wife of 53 years, Julie, moved to San Francisco, where Higgins earned a Master of Law from San Francisco-based Golden Gate



Mountain States Fence specializes in complex fencing projects like the Saratoga Springs Temple (left) and Hogle Zoo in Salt Lake. (courtesy Mountain States Fence)

University School of Law in 1976.

After graduation, they decided to move back to Salt Lake to raise a family, and he partnered with two others to open the law practice Green, Higgins and Berry, a general litigation firm that evolved into specializing in divorce cases.

“I got good at it, made a lot of money doing it, but it wasn’t something I wanted to do long-term,” said Higgins. In 1985, he was lured back to MSF—taking a substantial pay cut for five years in the process—and he’s been leading the company charge since.

Mountain States Fence has earned an enviable reputation in part because of Higgins’ insistence it operate like a Fortune 500 company. He firmly believes that first impressions have a real impact on clients and has been deliberate with all aspects of the business. He expects the office to be tidy and he typically wears a suit and tie—just not on Fridays.

His staff of 40 is a tight-knit, loyal, hard-working group, with the company earning an Accredited Quality Contractor award

from ABC National in 2022.

“We’ve been careful to operate like a professional business,” Higgins said. “I’ve had fence contractors walk in and say, ‘This looks like a bank.’ I think it’s important.”

In February, ABC’s *Construction Executive* magazine included MSF in an article titled “Secret Sauce: ABC’s 2023 Top Performers,” with Higgins saying, “When you look at our culture, the levels of trust and loyalty are high, we compensate well, and we win quality work. We all believe in this company, and we are fair and honest with our employees.”

One unique “full circle” project is installing fence at the Intermountain Power Plant (IPP) near Delta, which MSF originally fenced when IPP was built in the early 80s.

Higgins said it illustrates the company’s longevity and ability to get repeat work—even for a client 40 years later.

“We’re sound financially—we get a lot of work nobody else is qualified for,” he said.

Maximizing Value of ABC Utah

Higgins has long appreciated what industry

associations can offer any firm, initially getting involved with ABC Utah in the early 90s and gaining a board position by 1996. He recalled having the most fun as chair of the public relations committee one year in the early 2000s that included DeHerrera (then at Wadman Corp.) and Barbara Taylor of R&O Construction.

“We had so much fun—it was one of the greatest groups of people,” he said.

He has thoroughly relished his experience with ABC—both locally and nationally—and credits his involvement with the association with creating countless valuable relationships. He mentioned serving on ABC National’s PAC Committee—the only representative from the Mountain West to serve in that capacity to date—as an enjoyable, highly educational experience.

“His leadership, political savvy, and understanding of the nuances of the industry have led the way for our Utah Chapter.”

— Chris DeHerrera, ABC President/CEO from 2010-22

“It’s an opportunity to meet stimulating people,” said Higgins. “It’s fascinating to sit with those people and listen to their approach to things. Like most organizations, the only way to meet movers and shakers is on the board. It’s been really fun for me.”

Career Sunset

Despite being at an age when most people have long been retired or have moved into a part-time consulting role as a means to stay sharp, he’s still active professionally and personally. Higgins references a regular golf game he plays at Salt Lake Country Club that includes a host of successful businessmen in their mid-80s and early 90s, including former Kennecott President/CEO Frank Joklik, who is 94.

“The lesson for me is don’t quit working and stay healthy so that you can be like these men,” he said. “We’ve built a hell of a company—I’m very proud of what we’ve done.” ■

MHTN Architects 100TH ANNIVERSARY



Salt Lake-based MHTN Architects has been designing impactful, community-centric projects for a century. With close to 100 employees and spectacular new downtown digs, the firm is optimistic about its future as it celebrates its Centennial Anniversary.

By Brad Fullmer

Through seven iterations of the firm and the various transitional leadership changes that organically occur over a century, Salt Lake-based MHTN Architects has survived and thrived as one of Utah's perennially top-ranked architecture firms, with ambitious goals for future success.

As the firm celebrates its historic 100th Anniversary this year, its leaders are quick to express gratitude for the literally hundreds of people who have contributed to the firm's rich history of designing impactful, community-enhancing projects.

"One of the hallmarks of MHTN is transitioning leadership," said Peggy McDonough, President of the firm since 2010. "It's been key in mentoring (employees) over the years. We've gone over stories from the founders and through all iterations of the firm that eventually became MHTN—the stories are about people mentoring others and helping them progress."

"The founders did a great job developing some of the core values of MHTN that you see today in our design excellence and client service," added CEO Chad Nielsen, who joined the firm in 1999 and was named CEO in 2014. "In the

past decade, we've made great strides in focusing on teamwork and empowerment of our people. Respect and environmental responsibility have changed over the years, as well. We have a broad and diverse set of project types and building types."

100 Years of MHTN: Ashton, Montmorency Generational Leaders

MHTN Architects was originally founded as Ashton & Evans in 1923 by Raymond J. Ashton and Raymond L. Evans, two talented, driven architects who had roughly 25 combined years of experience between them when they merged forces. Ashton, who was eight years older, had gained experience working in Chicago from 1916-19 for various firms including Armour & Company, designing branch houses and residential projects. He returned to Salt

Lake in 1919 and practiced architecture for four years before meeting Evans.

Evans was self-trained and started practicing at age 17, working for a handful of firms from 1912-18, including Cannon & Fetzer (1915-16) and the Villadsen Brothers in Salt Lake (1917-18; 1919-22). He also served in World War I for a year from June 1918-19.

The firm quickly gained notoriety for its excellent comprehensive design expertise and ability to work on large projects, and gradually built upon its stellar reputation over the next 20+ years. Other key moments along MHTN's rich timeline:

- In 1946, Bernis Eugene (B.E.) Brazier joined the firm, making it Ashton, Evans & Brazier. Evans passed away in 1963 from complications due to multiple myeloma, but not before being honored as the second (Utah-based architect) recipient of the >>



Peggy McDonough



Chad Nielsen



Raymond Ashton



Raymond Evans

MHTN was part of the iconic Pluralsight Worldwide Headquarters in Draper. The 700-foot long building features 350,000 SF of office space, sloping from four to five stories. (right) The Emory Student Center in Atlanta showcases the design prowess and geographical reach of MHTN beyond its significant local impact within Utah. (photos courtesy MHTN Architects)



American Institute of Architects (AIA) Gold Medal Award for meritorious service and impact to the profession. The firm quickly pivoted by naming Fred Montmorency a partner that year (he had joined the firm in 1955) and dubbing itself Ashton, Brazier, Montmorency & Associates.

Montmorency was a larger-than-life, alpha personality who is widely credited for taking what Ashton and Evans had built and expanding on it, making the firm even more diverse and influential.

- Ashton retired in 1970 at the age of 83, leaving behind a legacy spanning more than a half-century. He was an active member of the American Institute of Architects, serving various roles including President of the AIA Utah chapter, as well as National AIA President for two years in 1944-45.

- In 1970, David Hayes and Elden Talbot joined the firm as Principals, while Brazier retired in 1971, leading the firm to be called Montmorency, Hayes & Talbot Architects (and renamed MHT Architects in 1980.

- In 1993, MHT merged with Nelson, Johnson Partners and was formally renamed MHTN Architects, its title for three

full decades now. Key leaders during this period included the Jones Brothers, Lynn and Bryce, who served as President/CEO from 1992-2004 and 2004-10, respectively.

“The constant (through the years) is the level of service and the practice of design,” said Nielsen. “The composition of MHTN today spans multiple generations. I think Peggy and I help to bridge the diversity of generations at MHTN, to continue that high level of service and practice of design.”

Influence of MHTN’s early leaders ripples through to today. McDonough even crossed paths with Montmorency early in her career in 1993, when she worked at the firm on a temporary basis for four months.

“Fred was gregarious,” she said. “He got to know anybody who walked in the door. He was just a very friendly guy and always interested in what a person was doing, what they did. That’s why he was so pivotal to the firm. He made sure he was making those connections.”

Talbot visited several times and “connected with us in a grandfatherly-type way” in recent years, McDonough said, sharing valuable insight from the past with

current employees before his passing in December 2021.

Today, MHTN’s 16 partners recognize it took many talented people—who modeled leadership and mentored skills—to make the firm what it is now moving beyond 100 years in continuous practice.

Maintaining Consistency; Workload Balance a Priority

Another hallmark of MHTN over time is its ability to consistently perform at a high level and maintain consistency in the financial health and sustainability of the firm. In the past four years (2019-22), the firm has reported revenues of \$21.4 million, \$19.5 million, \$21.6 million, and \$27 million, the latter marking an all-time high. At nearly 100 employees the firm is at a good size but is always looking to hire great talent as work is abundant across a spectrum of bustling markets in public and private sectors.

The firm offers a full slate of design services including architecture, interior design, landscape architecture, and master planning, along with ancillary services like programming, feasibility analyses, bond

campaign support, and cost estimating. In-house studios include: Civic + Cultural; Commercial; Healthcare; Higher Education; K-12; Planning & Urban Design.

In the last decade, McDonough and Nielsen said the firm’s focus has shifted to practicing architecture more collaboratively vs. focusing on a specific market sector and taking projects from initial concept stages to final completion and performing every design function throughout the process.

“Previously, the culture of the firm was market sector/business driven; ten years ago, we were just beginning to recognize the value of cross-collaboration between market sectors and design areas,” said McDonough. “We decided the vision of the client was centric to how we practiced. It is quite intentional how we integrate and develop the culture of the firm for people honing a unified practice together.”

The way the firm’s top executives work on a day-to-day basis also changed in 2010 when the role of President and CEO was split between McDonough and longtime Principal Dennis Cecchini, who retired in 2014, a strategic decision made by outgoing

President/CEO Bryce Jones, who felt it was important for the firm’s top leaders to stay active in project design.

“He said (President/CEO) was too much for one architect to do and try to practice,” said McDonough, “and we agree that is the case. What we try to keep sacred is time as practitioners. Half our time is as a business executive, half our time is in client practice. We don’t see how it could work any other way.”

She continued, “As an architecture firm, the executive leadership [...] would not be credible to our clients if we were not practitioners. If we didn’t show up on client projects, or be active in design, we would never be able to build that trust.”

“Having a background in architecture helps inform [leaders] how the business is run,” added Nielsen.

Sweet New HQ Designed to Foster Innovation, Collaboration

It’s been more than three years since the pandemic forced firms to adjust their mode of operation, which continues to be a work in progress for many professional firms,

regardless of industry. Working remote remains en vogue among any demographic younger than Gen X, with hybrid schedules becoming the norm.

MHTN began the process of transitioning into a new headquarters right as the pandemic hit first quarter 2020—their lease at the IBM Building on South Temple came up at the end of March and they had decided to look for new space. >>

“As an architecture firm, the executive leadership [...] would not be credible to our clients if we were not practitioners. If we didn’t show up on client projects, or be active in design, we would never be able to build that trust.”

— Peggy McDonough, President MHTN Architects

They had known about an office in the Ford Motor Building in downtown Salt Lake that had been occupied by Union Pacific, a space with a mezzanine and a dynamic clerestory that offered exciting design options. The Utah Chapter of the American Institute of Architects (AIA Utah) has its office in the same building, and McDonough remembers checking out the office when she served as chapter President in 2016.

“We’d go to that balcony, press our noses against the glass and say ‘That is such a cool space!’” she recalled. “This clerestory was what we were looking at. It’s a two-story space; we knew it had excellent potential. Collaboration is so important to us—we needed a place where people inhabit the same space and could run into each other [...] [fostering] unplanned meetings. It’s not just coming to work, burying yourself in the office and never seeing the team.”

Nielsen said the landlord was generous with tenant improvement allowances, allowing the firm to get as creative as it wanted. The new MHTN Studio is an immersive space for design exploration and collaboration.

Staying true to the existing industrial palette of steel and brick, the space is open, light and airy. Maximizing the distribution of natural light throughout all spaces was a priority, honoring Albert Kahn’s original design and transforming the former divided space into an open studio that features a long, tall clerestory, industrial proportioned windows, and a floor-to-floor height originally designed to maximize daylight for finishing touches of car assembly.

Daylight—an essential component of better mood, energy, and productivity—reaches private and collaborative spaces throughout the office, from individual workspaces to project rooms, a fabrication lab, materials library, lounge deck, and cafe. Up to a dozen employees, including McDonough and Nielsen, participated in the design. Construction (by Layton Construction’s ICS team) started in October 2020 and the firm moved in April 2021. The pandemic provided a bit fortuitous during the transition to the new office as the entire renovation happened in an unoccupied building, with the staff having shifted to remote work by April 2020. “You can’t plan that sort of thing,” Nielsen laughed. “It was a silver lining for us.”

The firm offers a hybrid schedule with up to two remote days per week, with

leaders believing nothing is better than in-person collaboration, but understanding how workplaces are tilting.

“I think it works well for everyone to have some time to be a little less accessible and focus on other items,” said Nielsen.

Future Outlook Bright

Both McDonough and Nielsen believe the firm is well-positioned for great future success, with a stellar team of Principals, Associate Principals, and Associates in place and acting on the forefront of technology and cutting-edge design trends. Success will continue organically as the firm sticks to its long-time principles of design, service, innovation, putting clients first, and improving on project delivery methods.

“We’ve certainly been successful financially, but what I measure as success—in terms of true value—is the practice and the culture, and what we’re leaving behind because architecture is a physical outcome,” said McDonough. “(Design) impacts communities. It’s not just that each building should be beautiful, each building becomes part of the community, and the community makes it their own. We know that happens which, in turn, helps us continue to elevate our design—that is our responsibility to society at large. It’s making sure the buildings we’re designing—the places we’re creating for people—are connected, meaningful, responsible, and therefore beautiful.”

As a signatory of the AIA 2030 Commitment, MHTN is dedicated to

The George S. Eccles Student Life Center is a stunning example of MHTN’s design work within Utah’s higher education market. This campus building at the University of Utah multitasks as a center for student academic, recreational, and social life. (left) The studio café at MHTN’s new offices help its nearly 100 employees foster collaboration and connection in a less formal setting.



“In the past decade we’ve made great strides in focusing on teamwork and empowerment of our people.”

— Chad Nielsen, CEO
MHTN Architects



integrated action to reduce the impact of buildings on the planet. The firm has formed teams with a future-minded framework to research, understand, and implement how their buildings act: metrics, energy, performance, durability.

“Part of the legacy we carry forward from the past is that MHTN is known for excellent design, quality documentation, project management, service and reliability—all foundational, solid traits,” said McDonough. “This solid practice allows our studio to now launch toward aspirational goals of EUI targets, embedded resiliency, zero-carbon, and sustainable modeling so our practice evolves and acts responsibly for future generations.” ■

A LEGACY OF IMPACTFUL PROJECTS

HISTORIC PROJECTS

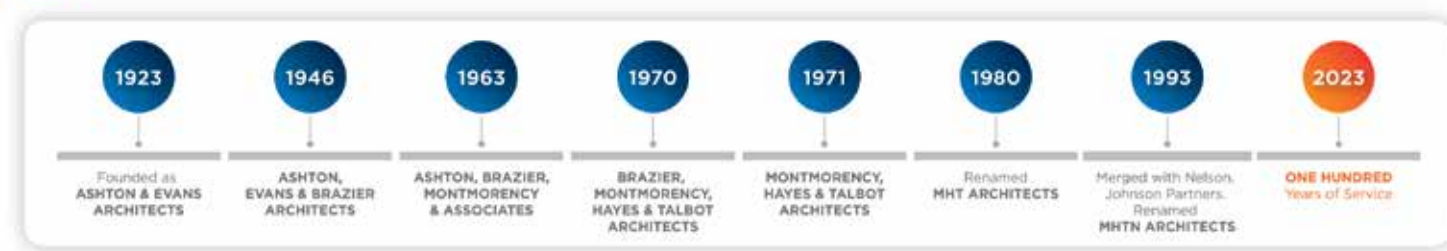
- 1926: Reconstruction of Great Saltair Pavilion
- 1932: VA Hospital (12th Avenue & E Street)
- 1936: Centre Theater
- 1960: Salt Lake International Airport
- University of Utah Medical Center

NOTABLE PROJECTS PAST 25 YEARS

- 1997: Scott Matheson Court Complex
- 2003: Univ. of Arizona Memorial Center Student Union
- 2013: Univ. of Utah Spencer Fox Eccles Business Building
- 2015: Mount Jordan Middle School

- 2017: Logan High School
- 2018: Southern Utah Univ. Dixie L. Leavitt School of Business
- 2018: Univ. of Utah Carolyn & Kem C Gardner Commons
- 2018: Salt Lake County District Attorney’s Offices
- 2019: Utah Tech Univ. Human Performance Building
- 2019: Mountain Ridge High School
- 2020: Pluralsight Headquarters
- 2020: Department of Veteran Affairs South Jordan Clinic
- 2022: Utah State Univ. Moab Academic Building
- 2022: Brighton High School
- 2023: Millcreek City Hall (under construction)

HISTORY



Multi-Family M-A-N-I-A

Developers, designers, and builders competing in Utah's multi-family market remain bullish about the future—especially along the Wasatch Front—even though interest rates and other headwinds are temporarily pausing some of the momentum.

By Harrison Wright



Colony B, located in the Ball Park District of Salt Lake City, is a 59,500 SF, affordable housing apartment complex (photo courtesy Kier Construction). It features 140 units, 130 of which are micro apartments. Paperbox Lofts in Salt Lake (right) highlights the refined design and construction happening in the ultra-competitive multifamily market (photo courtesy PEG Companies).



Rising interest rates, 18-month material and equipment lead times, and continued pressure on construction labor across all trades might seem like daunting headwinds, but nothing can slow down the multi-family market in the Beehive State.

"It's an interesting place to be," said Carl Tippetts, President of Salt Lake-based Pentalon Construction, who has seen it all in this market as a prominent multi-family contractor throughout his firm's 30-year history. "There is still a ton of interest in the market, although financing has become the major challenge for everybody. We've got all the work we want—the demand is there—it's making the financial

end work. [Developers] will keep finding ways to get creative. It would be a real challenge to be a developer right now."

Clint Costley, President of Ogden-based Kier Construction, echoed Tippetts' sentiments that projects in the multi-family arena will continue to be plentiful for the next few years in Utah, simply because demand for new housing remains high, particularly among the four major Wasatch Front counties—Salt Lake, Utah, Davis, Weber.

"We're happy to be known as a multi-family builder," said Costley, citing his firm's commitment to the market the past dozen years. "We used to be a lot more diverse but coming out of that recessionary period, the

opportunity [in multi-family] was there. Our attitude is to make hay while the sun shines. The sun's still shining."

The state's sizzling economy and steady population growth are among the primary factors continuing to drive multi-family development.

In April, Utah ranked No. 1 for economic outlook by *ALEC-Laffer State Economic Competitive Index* for the 16th consecutive year, which prompted Utah Governor Spencer Cox to remark "Utah's economy continues to lead the nation. Strategic policies, smart fiscal decisions, and forward-thinking reserve funds—combined with the hard work of Utahns across the state—have

placed Utah on top once again. Utah is just getting started."

In May, *U.S. News & World Report* put Utah first in its 2023 *Best States* rankings, as it ranked within the top 20 in a decisive seven out of eight categories, including No. 1 in economy and fiscal stability, No. 4 in infrastructure, No. 5 in education, and No. 7 in health care. In addition, from 2010-20, Utah's population grew 18.4%, 2.5 times the U.S. average of 7.4%.

According to a 2022 report by CBRE on the multi-family market, despite the thousands of MF housing units added in the past decade, Utah is still short 20,000 units—and that's with a low vacancy rate of

just over 3% market wide.

Costley said developers who are building "affordable" apartments—micro-units are becoming increasingly popular as a way to combat rising housing rates—are having success.

"For us, affordable projects are pretty steady," he said. "Market rate deals are happening along the Wasatch Front. We're seeing a lot of deals get done. Some have been held up, but developers who have money or have allocations to funds are getting their deals to work."

Costs are not coming down anytime soon, either, although some materials are starting to flatten out post-pandemic.

Material procurement, Costley added, "is plaguing the entire industry. We're having some procurement challenges with different trades—it ebbs and flows."

Developers large and small that have had success in the MF market remain optimistic that they'll find more opportunities for at least the next 3-5 years, perhaps even through the end of this decade.

"Multi-family is a great market for us," said Ryan Bevan, Director of Construction for Salt Lake-based Gardner Group, adding the firm has over 10,000 MF units currently entitled—it's just a matter of getting future projects to pencil, which is expected to happen in due time. >>



“It’s a harder product to design for many reasons [...] but I enjoy doing it because I love solving a problem. It’s important as an architect to shuck and jive and learn how to modify what you’re doing to follow what the market is doing.”

— Jory Walker, President Beecher Walker Architects

operators won’t be able to pay. Because we are a vertically integrated firm, we are nimble, able to pivot when necessary, and can operate our properties with absolute efficiency. We are also able to effectively convert properties such as hotels and office buildings into multifamily properties, strategizing around cap rate arbitrage as a hedge against inflation.”

Kamron Barr, Owner of Clinton-based

Barr, Co, said “we have definitely seen the market slower due to bank requirements; it is not to say that good deals can’t be done. It is just working through the complexities.”

Barr has a townhome project under construction and is looking to break ground on four MF projects in Utah this year, with another six apartment complexes planned for 2024.

Architecture firms working in this market are also doing all they can to keep up with expanding developer wish lists and cutting-edge design trends.

“The only people developing are those with deep pockets,” said Jory Walker, President of Salt Lake-based Beecher Walker Architects. “Banks are much tighter, interest rates are so high [...] some developers are having to wait.”

Walker illustrated how much costs have risen in recent years as well, saying a developer could build a multi-family project for \$185,000 per door pre-pandemic (3-4 years ago); now that same project is \$300,000 per door, a 60% jump. “It’s not that they don’t want to develop, it’s right now it doesn’t make sense until banks come around and interest rates get better.”

Walker said his firm pivoted from office to multi-family several years ago, which proved challenging initially given the different nature of projects.

“It’s a harder product to design for many reasons,” he said, “but I enjoy doing it because I love solving a problem. It’s important as an architect to shuck and jive and learn how to modify what you’re doing to follow what the market is doing.”

Walker said all multi-family projects are unique in and of themselves, so it’s hard to implement any kind of “cookie-cutter” measures in the design process. In addition, building codes change often and frankly, developers are “getting more sophisticated” with their expectations, making designers adjust as needed.

Walker also cited an increase of and better overall amenities within multi-family projects as a primary design hot button for developers. “That’s what has changed the most in the apartment business: people will live in [a smaller] apartment if it has more of a resort lifestyle on site. It’s the benefit of having an entire resort around you—you can live like a rock star.” ■

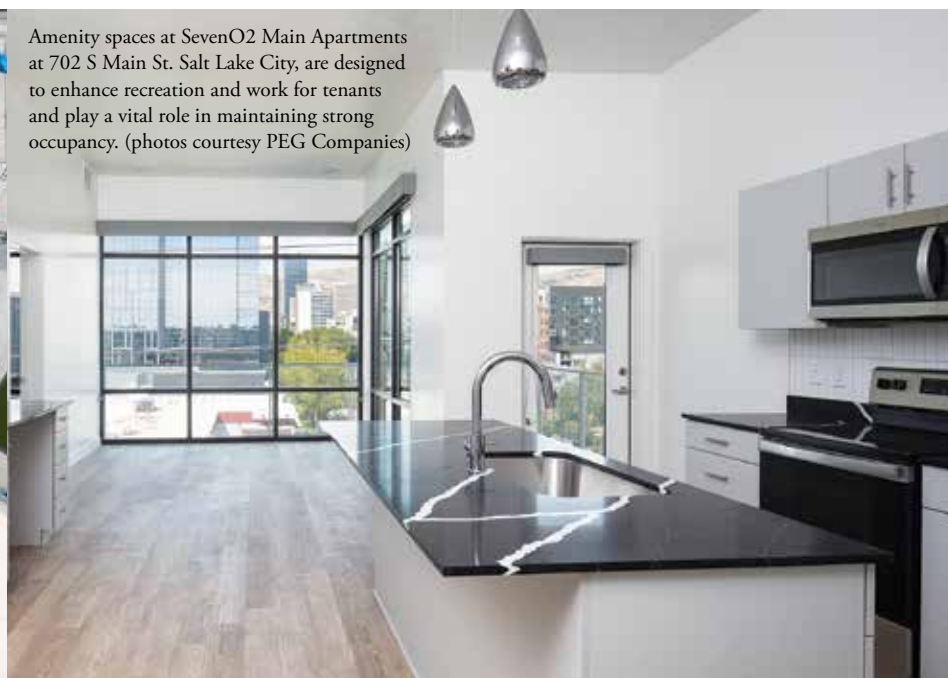
Cameron Gunter, Founder/CEO of Provo-based PEG Companies, said firms in the multi-family arena that have good financial flexibility and strong capital partnerships will always look to capitalize during volatile, or perhaps unfavorable, market conditions.

“We believe that financial crises in markets always create opportunity if you’re looking in the right places and positioning yourself appropriately,” said Gunter, whose firm has developed several MF projects including recently completed downtown

Salt Lake projects Seven 02 Main Apartments and Paperbox Lofts. “As we analyze trends and forecast the future, we recognize many potential acquisition opportunities on the horizon with over one trillion dollars’ worth of debt coming due that a lot of owners/



Amenity spaces at Seven02 Main Apartments at 702 S Main St. Salt Lake City, are designed to enhance recreation and work for tenants and play a vital role in maintaining strong occupancy. (photos courtesy PEG Companies)



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WALKING BETWEEN TWO TOWERS

THE ASTER SHOWCASES THE POTENTIAL OF MIXED-USE DEVELOPMENT IN SALT LAKE TO GENERATE A NEW WAVE OF DOWNTOWN BUZZ.

By Taylor Larsen

Traveling back in time just five years ago would have revealed something far different than what stands today at 255 South State.

What “stood” five years ago wasn’t standing but idling. Unfinished concrete and steel floors and the death rattle of a fourth floor were a better testament to street art and graffiti than the built environment.

That previous project, Plaza at State, was ultimately scrapped a few years after its 2012 groundbreaking once poor financial planning and subsequent engineering reports revealed that the project was doomed to collapse.

Salt Lake City’s Redevelopment Agency (RDA) repurchased the land in 2017 before launching an RFQ the following year in hopes of transforming the property into something financially accessible for residents, thereby energizing this pocket of downtown just east of Gallivan Plaza.

In stepped Chicago-based Brinshore Development, designers at KTGy’s Los Angeles office, and Ogden-based general contractors Wadman Corporation to bring

forward The Aster, a two-tower, mixed-use development overlooking State Street

For Whitney Weller, Senior Vice President of Brinshore Development, the chance to build something unique—downtown, mixed-use, mixed-income, pedestrian-centric, connective—made The Aster a “must-build” project for their team. “Creating a vibrant and engaging space was a compelling draw.”

Keith McCloskey, Associate Principal at KTGy, appreciated the broad vision and program required by the RDA to bring forward such an ambitious project. He said the RDA’s specific expectations, affordable housing, underground parking, and a mid-block walkway, provided the initial direction for the design team to work.

But broader constraints of utilizing high-level architectural and urban design principles would be where design and construction would work wonders. These would mesh with a site plan and building design to promote active street life and integrate into its local context—the project’s ultimate goal.

“Working downtown is definitely a whole different animal than working just about anywhere else. We had to think outside the box almost daily in order to complete this project.”

— Shawn Conroy, Wadman Superintendent



A New Standard in Affordability

The project requirements started with the housing component, crucial for Salt Lake’s emergence as a livable, vibrant city. The Aster brings in 11 units per floor in the north



Construction and design teams created vibrant, engaging spaces that set a new standard in downtown affordable housing. (photos courtesy Wadman, by Red Shift Media) Amenities include a public paseo and special events area, as well as various outdoor spaces that offer downtown views (page 62).

high-rise tower and 10 units per floor in the south mid-rise tower, totaling 190 units—168 reserved for residents earning between 20% and 80% of the area median income.

Design and construction would also need to preserve Cramer House, a historic piece of Salt Lake on the property’s eastern boundary. But the requirement to create a mid-block walkway connecting the project’s western boundary on State Street and its eastward boundary on Floral Street would test the KTGy team and their design mettle.

McClosky said his team began by designing the connective paseo walkway running through the site and then allowing the remaining triangulated geometries to act as starting points for the two mixed-use towers.

“Our goal [as architects] is to take something irregular and bring order to it,” he said of the challenge of taking the resulting area and creating a transformative mixed-use development. While the design called for towers at two different heights—12 stories

for the north tower; eight stories for the south tower—construction began in earnest to remedy the site and build up the mixed-use development.

Tight Site, Collaborative Neighbors

The project is property line to property line, explained Wadman’s north tower Superintendent Isaac Middlestaedt, making on-site laydown areas nearly nonexistent. On-time deliveries and work from the project’s various scopes required the highest level of scheduling and coordination.

“Working downtown is definitely a whole different animal than working just about anywhere else,” said Shawn Conroy, Wadman’s Superintendent for the south tower. “We had to think outside the box almost daily in order to complete this project.”

Both explained how friendly neighbors in the nearby offices and commercial spaces aided the project’s success. While one tenant allowed the construction

team to utilize a portion of their property, another gave the project team vehicles access to the nearby parking garage, even allowing the Wadman team to place their temporary internet satellite on top of the garage.

Work between the public entities and the project team closed State Street during nightly concrete pours and allowed Baker Concrete to supply the pump trucks run by Frontline Concrete. But getting the concrete placed throughout the towers was an example of the high-wire act of downtown multifamily development, especially as concrete shortages took their turn in wreaking havoc on construction schedules in 2022.

“We were pouring over a thousand yards a day,” Conroy said of the concrete flow going to the job site before material shortages and plant closures slowed the flow to a trickle. After that, suppliers informed the construction team they would be lucky to receive a ready-mix truck on site every day. >>





Mittelstaedt said that the dearth of concrete kept the superintendents on their toes. “We had to break the pours up into smaller areas. We also redirected work until we could get the quantity of concrete needed for the next pour.”

Concrete and Steel Build Up

Structural reinforced concrete columns and post-tension (PT) decks on the north tower extend from the underground parking garage to the third-floor transfer deck. Infinity Structural Systems and their Epicore

MSR concrete and metal decks rise from the third through twelfth floors and round out the extent of the concrete used there.

The south tower utilizes more wood framing but still contains structural concrete and PT decks from that shared parking garage until the fourth-floor transfer deck.

The light and heavy-gauge metal studs that frame interior and exterior walls, respectively, combine with the rebar and make up just some of the metal found in and on the building. Issac explained the work to incorporate the Infinity Structural System

and pre-panelized metal studs on the north tower were essential differentiating factors on the project.

It worked so well on this project that it turned Mittelstaedt into an evangelist for the framing and decking system, especially with the work between Wadman and trade partner MDA Construction, who installed the Infinity Structural System.

From helping with ceiling heights and sound attenuation to the product’s superb fire, smoke, and gas protection ratings, the system is a cost-efficient way to bring those

benefits while allowing for greater unit density than other methods, according to McCloskey, the Infinity Structural System helped to keep the project moving at the brisk pace necessary to meet funding and budget goals while providing the project with a bit more steel.

Building Home

Metals on the building façade installed in varying colors and panel types rise from ground level across the two towers. Conroy said the exterior facades consist of Reynobond aluminum composite panels, steel “R Panels” from Corrugated Metals, AEP’s metal wall panels, and ground floor window walls with an aluminum storefront.

Inside that storefront, McCloskey said the architectural team designed the exact fit and finishes for each of The Aster’s units, whose mix runs the gamut from studio to four-bedroom and even live-work units on the south tower’s ground floor.

Whether it is market-rate or income-based housing, McCloskey added, “The goal is to create a place where people want to go home to [...] where they can be proud of where they live.”

To create an appealing living space, interior community areas have a kitchen and plenty of seating for friends, family,

and neighbors. Brilliant daylighting throughout the project combines well with the wood grain in cabinetry and elsewhere to draw out a homey level of comfort. Colorful BAUX wood wool panels in the two community rooms add an energy that matches the same lighting features found in the lobbies.

“[KTGY] created a great area, and they really put a lot of thought into what they were building,” said Isaac of building one half of the project. Instead of focusing on profit, he continued, “[Brinshore] created something unique that wasn’t just for the residents but also the community as a whole.”

Strollin’ Down the Paseo

The paseo walkway is a significant programming element that invigorates the site and ushers in opportunities for residents and the general public.

“The key to urban projects such as this,” McCloskey said, “is ground floor activation and being able to create a permeable ground floor that allows pedestrian connections along the majority of the frontages.”

In the case of The Aster, the ground floor comprises a large, diverse grouping of uses that face the paseo and public street, including residential lobbies, a food hall, live-work units, a community room, and event space.

McCloskey stated that walkability and the proximity of commercial spaces work as another amenity for residents, especially with a TRAX station just a short walk down the view corridor that extends through the paseo to Gallivan Avenue. Residents can stroll downstairs and enjoy a meal or coffee—or just sit and enjoy the surrounding energy from the paseo benches.

Ground floor retail options span the north tower’s walkway side, while the south tower houses two live-work units on its east side. McCloskey said these units are a great fit in mixed-use developments due to their flexible nature, with space befitting enterprises as varied as an ad agency, nail salon, or jewelry store. He said these units are invaluable for increasing housing density while creating an inviting commercial space buzzing with activity.

At the very end of the paseo stands

another crown jewel—the 133-year-old Cramer House. The construction team fully renovated the historic building with structural, HVAC, and MEP upgrades to ready it for the incoming food and beverage tenant.

With the paseo functioning as a view corridor, the Cramer House can be the “active terminus,” as the path connects with Floral Street, McCloskey said. The hope, the architect continued, is that the excellent work done with the paseo helps to connect State Street further with the different bars, restaurants, and activity on Regent Street just to the east.

“When we get that commercial component up and running and all residents moved in, it will be a destination,” said Weller. With the Salt Lake Film Society joining in as the property’s first commercial tenant, new residents moving into their new homes, and other commercial tenants arriving and bringing in new flavors and ideas, there is buzz again at 255 State. ■

The Aster

- Owner/Developer:** Brinshore Development, LLC
- Architect:** KTGY Architecture + Planning
- General Contractor:** Wadman Corporation
- Civil Engineer:** Anderson Wahlen & Associates
- MEP Engineer:** Royal Engineering
- Structural Engineer:** Fortis Structural, LLC
- Geotech:** GSH Geotechnical, Inc.
- Interior Design:** SAINT Studio
- Landscape Architect:** ArcSitio Design
- Concrete:** Baker Concrete/Green Construction/STAPP Construction
- Plumbing:** Utah Mechanical Contractors
- HVAC:** Utah Mechanical Contractors
- Electrical:** K2 Electric Incorporated
- Masonry:** Allen’s Masonry/RJ Masonry
- Glass/Curtain Wall:** Mountain Valley Glass
- Steel Fabrication:** Forge Metals
- Steel Erection:** Forge Metals/Infinity Structures/MDA Construction
- Other Specialty Contractors:** K&K Drywall, Keith Pulham Painting Inc, Ron J Peterson Wesley Wilcox Finishing, Redd Roofing, WeatherSealed Inc., TEC Excavation, A-Core, Impact Demolition, Construction, Kevin Hull, CP Build Enterprises



“The goal is to create a place where people want to go home to [...] where they can be proud of where they live.”

— Keith McCloskey, Associate Principal at KTGY

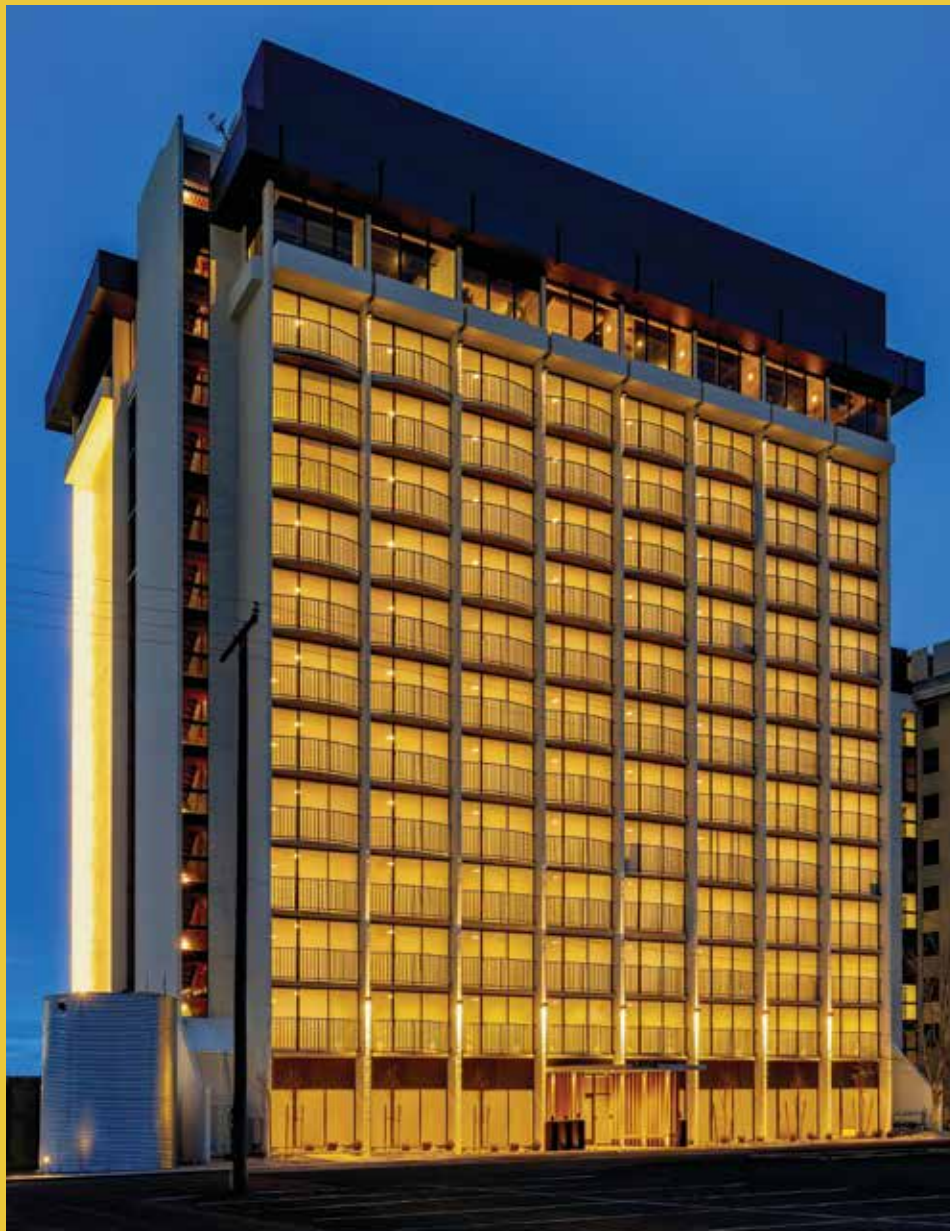
The Lattice: Hotel to Micro-Unit Conversion

The former home of the popular Red Lion Hotel is now a 184-unit apartment building bridging downtown Salt Lake and the Granary District.

By Brad Fullmer



The community room on the 13th floor of the Lattice boasts a stunning view, along with a warm interior color palette that pays homage to this building's past as the Red Lion Hotel. (photos courtesy R&O Construction)



Walk into the swanky 13th floor at The Lattice—the top level of a new 184-unit apartment complex that was a popular downtown Salt Lake City hotel for nearly half a century—and the vibe is most definitely, “Let’s get this party started!”

“Look at the view—it’s spectacular!” said Michael Conroe, Owner of ELEV8 Architecture of Orchard Park, NY, upon seeing the space fully furnished for the first time in April. “That amenity space sells it. If I had a unit downstairs, I’d be up here all the time.”

Originally built in 1972 as the TravelLodge Hotel—later branded as the Red Lion (with its iconic 13th-floor Sky Bar)—Phase I of this property at 600 South between West Temple and 200 West has been repurposed into micro-unit apartments—the first project of its kind in SLC to creatively repurpose an outdated hospitality project into modern multi-family housing.

“We have a firm belief in reusing buildings when we can,” said Krista Sprenger, Executive VP of Mixed-Use Development for Denver-based McWhinney, which purchased the property from Springville-based J.B. Earl Company after it had been designed as its first foray into the Utah market. Sprenger said Phase II of this project is in design and will be an exciting mixed-use project with more multi-family units to come online in the next few years.

“[Salt Lake] is definitely a market we want to be in—it’s why we’ve been thoughtful about this first project. We have a couple of other projects we’ll be announcing soon. We’re in Utah for the long term.”

Conroe, who also operates a Draper office, said the project was unique, especially as a renovation, and required significant changes once crews started digging into the structure.

“There is a design challenge just dealing with existing buildings—once we started opening it up, none of the mechanical, electrical, and plumbing could be salvaged,” said Conroe. “It was a total re-do and required a big change in the plans.”

“The biggest challenge was the unforeseen problems,” echoed Jaden



The Lattice’s main entrance has warm wood tones and ascent lighting in contrast with concrete and steel railings. The property includes 184 units of 350-375 SF apartments (bottom left) that, despite their size, provide wide-reaching views of Utah’s stellar mountains.

Opheikens, Project Manager for Ogden-based R&O Construction, who said converting hotel rooms into individual apartment units required different processes, making it among the more challenging renovations the firm has done in the multi-family arena. “It’s really unique in the sense that it is a reuse of a hotel. As we opened up plumbing shafts and mechanical chases and got into ceilings, there was a lot of damage where leaks had occurred over 50 years—just a lot of hidden challenges we didn’t know about.”

Micro-Unit Developments Trending Up

According to real estate and land use experts at the Urban Land Institute, a micro-unit is a rather ambiguous term ranging from a small studio or even one-bedroom apartment to SRO (single room occupancy) units with communal kitchens and common room areas. Minimum sizes range from 200

SF to 400 SF on average; some SROs can be under 100 SF in some cases, but those projects tend to occur in the largest metro cities (NY, LA, Chicago, Seattle).

The fact that The Lattice was repurposed from an aging hotel structure adds to its allure and importance at the intersection of Salt Lake’s downtown and up-and-coming Granary District neighborhoods, which is undergoing a huge transformation from former early 20th Century industrial area into the City’s next trendy area.

The Lattice fits the average micro-unit size at 350-375 SF per unit and stands out for its glass curtain wall system and, of course, the inviting, playful, and tastefully designed 13th-floor spaces—highlighted with billiards, dining spaces, cozy fireplace areas, and places to just hang out and mingle while soaking in pristine views. Other amenities include a resident lounge, >>

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— Krista Sprenger, Executive VP of Mixed-Use Development, McWhinney

The Lattice

fitness center, bike storage, conference rooms, and dedicated co-working space. Roughly one-third of the units (56) are fully furnished rooms for lease.

Conroe says the hovering concrete canopy at the entrance has the appearance of floating timbers and offers a stunning visual for all residents.

“It’s a massive building on the city skyline, and we wanted to lighten it up,” he said. “As you walk in, that lattice continues into the lobby and the elevator space, and then up to the 13th floor.”

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The key to keeping multi-family projects fresh, Conroe says, is avoiding cookie-cutter design and creating fresh ideas as often as possible. “When we look at projects, every single time it’s with fresh eyes and the idea of trying to do something different.” ■

The Lattice

Owner: McWhinney

DESIGN TEAM

Architect: Elev8 Architecture

Civil Engineer: Focus Engineering

Electrical Engineer: BNA Consulting

Mechanical Engineer: JTB

Structural Engineer: Focus

Geotechnical Engineer: Ninyo & Moore

Interior Design: Tim Luebke

CONSTRUCTION TEAM

GC: R&O Construction

Concrete: Phaze Concrete

Plumbing/HVAC: KHI Mechanical

Electrical: Helix Electric

Masonry: Allen’s Masonry

Glass/Curtain Wall: Midwest D-Vision

Drywall: Kyco Services

Painting: Bruin Painting

Tile/Stone: Spectra Flooring

Millwork: Clients Design

Flooring: Spectra Flooring



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More Than Meets the Eye

Defined by more than top-shelf amenities, Village Station at Eaglewood in North Salt Lake required complex site work and an extra level of geotechnical ingenuity.

By Brad Fullmer

At first glance, Village Station at Eaglewood looks like any number of the dozens of multi-family projects sprouting up along the Wasatch Front—a stylish, two-building (181 units), four-story complex in North Salt Lake replete with a plethora of fun, modern amenities.

What people won't notice at a cursory glance or know about the site itself—nestled right up against the mountainside—is that it required an extra level of ingenuity from a geotechnical standpoint, including “scaling” the hill of any loose boulders, rocks or other debris deemed to be dangerous, according to Tonya Timothy, Project Manager for Salt Lake-based Penatalon Construction.

Pentalon partnered with GeoStabilization International of Commerce City, Colorado, for rock scaling and the installation of a stout rockfall barrier system. Any rocks deemed a potential fall hazard by geotechnical engineers were removed, with cables and airbags aiding the process. The 600-ft. long, 8-ft. high

rock barrier fence is indeed robust—it can withstand 500 kilojoules of force—with posts solid grouted 20 ft. deep and large cabling systems connected to the RMC ICAT fencing system. A 16-ft. by 300-ft. soil nail and shotcrete wall was also installed, comprised of multiple rows of grout-injected soil nail hollow bars embedded at various lengths (15-30 ft.) with shotcrete facing and swale for additional drainage.

“That was impressive,” said Timothy of the entire scaling process and fencing system. “If you just look at it, you have no idea how much work was involved—people just can't appreciate it!”

Engineers also required Pentalon to surcharge building pads and place monitoring plates six months prior to any construction to detect any settlement.

Construction began in March 2021, with building one completed last November and building two coming online in February. North Salt Lake-based JZW Architects designed the buildings, with Midvale-based Lisman Studio responsible for interior >>

Village Station at Eaglewood features a comfy lounge entrance, vaulted ceilings, and blue-gray palette that complements the rocky North Salt Lake site. (photos courtesy Pentalon Construction)

Village Station at Eaglewood

design, which really pops in the many public/common areas and reflects the high-end nature of overall finishes. Exterior elements include cultured stone, King brick, EIFS, metal fascia, soffits and gutters, and CMU. All units include tankless on-demand water heaters and fan coil units, which increases energy efficiency/lowers tenant costs.

“It’s very visible (on the east side) as you’re coming into North Salt Lake,” said Travis Nicholes, Project Manager for JZW. “We tried to make it unique with it located up against the hill. We played with the buildings to fit the site in a very pleasing and functional way.”

Public spaces have ample open space with most having interior and exterior storefront elements. The mix of natural light and artistic lighting creates a

luxurious, yet comfortable feel, with warm colors and carefully selected accessories adding visual interest.

“The biggest thing for me was, (interior spaces) needed to feel inviting and memorable, a place where people feel welcome,” said Belle Kurudzija, Principal Interior Designer at Lisman Studio, adding that she likes to buck current design trends when possible and come up with fresh, unique designs. “My goal was to have a soothing, 70s color palette, something different from what you’re seeing in the industry now. We’re [...] going back to the 70s. I follow trends and try and do opposite of what the trends are.”

Building one (125,400 SF) is highlighted by a dynamic open lobby with a custom fireplace wall and tile hearth that runs 20 ft. floor-to-ceiling, accentuated with a recessed, lighted art inset.

The clubroom offers a little bit of everything: a kitchen with slick tile backsplash and custom shelving; a pool table with tile inset floor coverings; a cozy fireplace seating area. The pool deck offers a spacious 50 x 30 ft. swimming pool with oversize spa and waterfall features; it also has an outdoor fireplace and kitchen with state-of-the-art grilling stations. Tenants have access to spacious storage rooms which include bicycle repair stations and workbenches and a dog wash station.

Building two (84,600 SF) includes an impressive fitness room with mirrored walls and storefront for an open, airy feeling, plus a movie theater room with custom cabinetry and built-in banquet seating, a conference room, and a game room with shuffleboard, foosball, and two gaming consoles. >>



The 600-ft. long, 8-ft. high rock barrier fence is indeed robust—it can withstand 500 kilojoules of force—with posts solid grouted 20 ft. deep and large cabling systems connected to the RMC ICAT fencing system.



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Other amenities include 36 single-car detached garages, quick access to a hiking/biking trailhead, two dog parks and large outdoor turf areas. 10 of the 181 units are designated for vacation rental.

Timothy said this project is a great example of how amenities on multi-family projects continue to evolve into bigger and better offerings. "All [multi-family] projects have nice amenities, but this project is way beyond anything I've worked on," she said. ■

Village Station at Eaglewood

Location: North Salt Lake

Start/Completion:

March 2021/February 2023

DESIGN TEAM

Architect: JZW Architects

Interior Design: Lisman Studios

Civil Engineer: Reeve & Associates

Electrical Engineer: Spectrum Engineers

Mechanical Engineer:

Spectrum Engineers

Structural Engineer: BHB Engineers

Geotech/Rock Fall Engineers: AGECE;

CMT Engineering

CONSTRUCTION TEAM

General Contractor:

Pentalon Construction

Concrete: Axiom Constructors;

Pikus Concrete

Framing: Pinnacle Construction

Plumbing: Sharp Water Solutions

HVAC: Comfort Construction Service

Electrical: Western Alliance

Masonry/EIFS/Stone: Unique Custom

Exteriors

Drywall: K&K Drywall

Painting: Paint-Tec

Millwork: Artisan Millwork;

Client's Design, Inc.

Flooring: Wasatch Front Floor

Coverings, Inc.

Roofing: D-7 Roofing

Storefront Glass: USI All-Purpose

Windows & Doors

Waterproofing:

Rocky Mt. Waterproofing

Steel Fabrication and Erection: Jack's

Ornamental Iron

Excavation: Crescent Excavation

Landscaping: Sinc Constructors

Geotech: GeoStabilization Int'l

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The Taylorsville State Office Building is a complex, six-phase project that started in summer 2019. The renovation consisted of three buildings and a total of 400,000 SF. (photos courtesy of CRSA Architects)

MOVING—AT THE SPEED OF STATE

The consolidation of state offices at the Taylorsville State Office Building produced a dynamic multi-phase renovation for an evolving public sector.

By Taylor Larsen

Years since the beginning of the Taylorsville State Office Building project in summer 2019, there is visible relief on the faces of project team members who aided in designing and building such a monumental project over its six-phase timeline.

But there is a “we-did-it” smile on their faces too, as they worked to not just renovate an existing corporate campus containing three buildings and nearly 450,000 SF. The Taylorsville State Office Building changes the way the State of Utah runs its different divisions and departments, capitalizes on its real estate portfolio, and helps each fully embrace modern office work.

Initial Scope

According to Kathy Wheadon, President of Salt Lake-based design firm CRSA, the State Legislature teamed up with the CRSA team many years ago to explore what workspace and workforce optimization might look like. Their work produced the State’s first Real Estate Utilization Study in 2019, which highlighted the inefficiencies of the older buildings organized around a 1970s-era office model.

Over 800 employees from Capitol Hill would need to be relocated from their offices during the State’s continued roll-out of its master plan for a third facility there to house new legislative offices and museum/collection space. Some of the key building occupants from around the Salt Lake Valley would be the Department of Health and Human Services, Driver’s License Division, Division of Motor Vehicles, and the Department of Public Safety.

Consolidation was one key as the State looked to pare down functions into one multi-purpose building. This included relocating the State’s data center for the Department of Technology Service, creating modern laboratory space for the Department of Agriculture and Food, and consolidating Division of Emergency Management space, which monitors To meet those needs, the State ultimately decided to renovate the former AMEX Building in Taylorsville. »



Pack it Up, Pack it In

For the people leaving the capitol and elsewhere, their new space needed to be modern and attractive, with the seamless integration of remote work. Wheadon said the State’s ultimate goal was optimized real estate holdings via modern, efficient workplaces that could increase employee retention and recruitment.

The design portion of the project team worked to customize the spaces to better assist each agency in their work. CRSA’s design team held leadership engagement sessions with each agency, ran workshops with over 150 state agency employees to better understand user needs, surveyed 600-plus employees to ensure all voices were heard, and finely tuned solutions based on CRSA-crafted State Space Standards and Workplace Change Playbook to give the State the ability to streamline how they allocate real estate resources and standardize the sizes of office components.

Expectations, especially so deep into the information age, required a more mobile, collaborative, and tech-dependent workforce and work environment.

However, “while work and expectations surrounding work environments had evolved over the course of the project, state space had not,” Wheadon said.

Jeremy Bringard, Project Architect for CRSA, reiterated the challenge for state

workers to consider new and different ways to work—something many employees had never done before.

To help address a range of more complex workplace needs, both social and individualized, CRSA developed a “kit of parts,” with spaces to meet, focus, and recharge.

Fast and Furious Phased Construction

Moving from design into construction meant getting that home ready for new tenants. Sequencing from the Salt Lake-based Big-D Construction team was crucial to the project’s success.

“It was like a giant game of Tetris,” said Big-D Construction Project Director Brian Murphy. Taking the shapes of the different departments in all of their different locations and then bringing them to their centralized location required significant planning and coordination.

Pressure was on the project team all the way from the opening interview to win the project in July 2019, according to Murphy. The State needed to move this portion of the State’s master plan forward and finish Phase 1 of the Taylorsville State Office Building by February 2020.

Nothing was retained from the previous AMEX building, said Senior Project Manager Matt Heslop. Renovation was more akin to demolition than remodel, giving the project team a clean canvas with which to

work. “We stripped it to the core.”

Construction began in earnest to get the third floor renovated in time for move-in, with the extra challenge of renovating as AMEX employees occupied floors one, two, and four.

Their work to fully renovate this floor, they said, was a stellar benefit over constructing a new office, since occupancy would not be allowed on a similarly constructed space until full completion. A new office would have taken well over a year, with the domino effect of pushing demolition of the capitol admin buildings forward to accelerate the State’s overall building plans.

As construction finished up and the third floor teams moved in, “our next constraint was having the tenant on [the third floor,] and it was the DFCM. [...] It was basically like we were working in their house,” said Heslop.

Guinea Pigs for a New Way of Working

The design team focused on creating unique space for six agencies in the Department of Government Operations, including the Division of Facilities Construction Management, Career Service Review Office, and Division of Finance. Phase I tenants of the new space became test subjects to evaluate the new work environment.

The design team’s effort to ensure

lessons were learned, Wheadon said, meant that the process continually improved.

“We ran focus groups and surveyed colleagues working in the building to apply insights to the next design phase,” she said.

Wheadon said that the new space became the sales pitch for the incoming tenants on the remaining floors. She, Bringard, and the other designers could walk the space—one uniquely theirs—and see the quality they would be getting in their new offices.

This additionally helped State leaders embrace a changing office environment by hearing from their colleagues in the newly renovated third floor, setting future expectations from there.

Removing Walls, Creating Connections

Wheadon explained the makeup of previous spaces and how the divisions’ interaction with one another was minimal, if at all. “Unless you ran into someone on the way to the bathroom or the elevator,” she said, “you weren’t going to be running into people.”

DFCM had a goal to reduce boundaries between divisions and create a more cohesive state government. Even with security requirements that limited open floor plans for certain agencies, designers found opportunities to create gathering spaces for employees to mingle and get to know each other, despite being separated

by the titles of their respective divisions.

One of the major ways design accomplished this goal was renovating the ground floor cafeteria in Phase V and creating in its stead an indoor/outdoor “Work Café.”

Bringard described the shared amenity “a destination within the building,” and not just because it provided a space for employees to mingle. He said that the variety of colors in furniture and branding, along with the variety in booth and cafeteria-style seating created an energetic space. Soft materials and customized graphics helped to make this space an integral part in many of the employees’ daily routines.

It happened at the division level as well, according to Bringard. One of the major project victories happened with Third District Juvenile Probation. While telework had made the commute less stressful, employees of that department missed the sense of community they shared in their previous office. They worked with designers to give up a third of their personal office space for more room for mentoring, collaboration, and support for the mental health of probation officers, leadership, and staff.

New Space for a New Age

Remote work is here to stay, Wheadon and Bringard said, and the purpose of the office

would need to shift from just a workspace to one where employees would actively want to be.

New spaces provide a wide range of environments to support different work patterns simultaneously. Activity-based work environments now allow colleagues with dramatically different work styles that prioritize mobility, collaboration, or privacy needs to work in the same space seamlessly.

With lounge chairs in conference rooms, sit-down workspaces, and stand-up meeting space, CRSA made sure to right-size design for each division’s work stations and environments.

Light fixtures, carpeting, wood floor finishes, and other materials combined for a major shift from the previous offices, one that replaced dusty designs with modern shine.

The ground-floor areas and their public-facing, service-oriented nature received that same upgrade. As the project team modernized work environments they looked to increase user satisfaction by making a more personalized professional space, “a space befitting everyone,” added Bringard.

He noted how the plaza design at the front entrance of the DMV/DLD areas aimed for an “elevated sensory experience.” Atrium daylighting is a bright spot, while the biophilic nature of the surrounding plantings and carpentry provide another natural connection. >>



Construction Swan Song

The project's most complicated phase was saved for last—campus-wide electrical upgrades. It was a master-class in efficiency for the TSOB, trimming down generator needs from four to two highly efficient generators for the office's backup systems.

To get the generators on time, Heslop said transport trucks waited outside the supplier gates on Christmas Eve to make sure the construction team could get the

new generator on site in time.

Lighting and the ribbon of windows around each floor of the building balance natural and artificial light, with the latter receiving new lighting controls to go with enhanced building controls.

New and Improved

Finishing the project proved a testament to consistency and dedication over the three-plus year construction window. What stands at the end of design and

construction is a highly functional office space that provides the new Taylorsville State Office Building tenants a chance to do their crucial work. The project team's remarkable collaboration built a space befitting everyone, one where the State can recruit new people while those who already work there are saying:

“Damn, this looks nice.” ■



TAYLORSVILLE STATE OFFICE BUILDING

Cost: \$68.7 Million
Delivery Method: CM/GC
Stories/Levels: 4-story (+ annex building)
Square Footage: 396,000

DESIGN TEAM:

Architect: CRSA Architects
Civil Engineer: Meridian Engineering
Electrical Engineer: Spectrum Engineers
Mechanical Engineer: Colvin Engineering
Structural Engineer: Reaveley Engineers
Interior Design: CRSA Architects
Landscape Engineer: Meridian Engineering

CONSTRUCTION TEAM:

General Contractor: Big-D Construction
Concrete: Big-D Construction, Green Construction, Inc.
Plumbing/HVAC: Harris Mechanical, Alternative Mechanical Contractors, Inc., Koch Mechanical
Electrical: Taylor Electric, Copper Mountain Electric, Skyline Electric
Drywall: Standard Drywall, Inc., Daw Construction Group, Clayco Drywall
Painting: Grow Painting, Paintworks, Fisher Painting, C5 Coatings
Tile/Stone: Millcreek Tile & Stone
Millwork: Associated Fixture, Artistic Mill, Montgomery Custom Cabinets, Isaac
Flooring: Wall 2 Wall
Roofing: Flynn BEC
Glass/Curtain Wall: B&D Glass, Bountiful Glass
Steel Fabrication: Rightway Steel, Glassey Steelworks
Excavation: Green Construction, Inc.
Demolition: Red Rock Demolition
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Stand Up/ Work

Tilt-up concrete is making a lasting mark in multiple sectors due to its many benefits.

By Taylor Larsen



The Entrata headquarters in Lehi (left), shows the efficiency and durability of tilt-up concrete. At 106,000 SF, the headquarters debuted in 2017 as the first four-story building constructed using tilt-up concrete in the state. (photo courtesy AE Urbia) Tilt-up demonstrates itself as a robust construction option for industrial use in the development of 201 Mountain View Park in West Valley City. Completed in November 2020, the project consists of four warehouses and is nearly 730,000 SF. (photo courtesy Alan Blakely Photography)



Cyprus High School in Magna, a 500,000 SF building, features tilt-up concrete in its rebirth as it is being rebuilt and relocated. Many owners—both public and private—utilize tilt-up because of its durability and speedy construction time. (photo courtesy Westland Construction)

Is this the year of tilt-up? Staring up at the literal height of today's tilt-up panels, especially the 80-foot-tall, record-setting panels recently set at Tooele's Deseret Peak High School, 2023 feels promising.

Record-setting heights are signs of the methodology's growing buzz, but two other projects also under construction display the myriad ways that the general reception "tilts" in tilt-up's favor.

Tilting in Favor

It's a sea change from what was once considered "square" in every sense of the word in the early days of tilt-up's use.

James Williams put it bluntly: "Tilt-up concrete had a bum rap."

The AE Urbia President and award-winning tilt-up expert noted that early iterations of the building style required a sizable footprint but lacked windows and visual interest. Tilt-up, originally had a "cheap" label that it struggled to shake.

But, as designers and builders experimented, tilt-up construction evolved from warehouse and industrial work into

schools and other builds that prioritized durability and longevity.

Interior Strength

Tilt-up is a perfect method in the industrial space and works well for a unique project design at the Young Automotive Corporate Headquarters and Parts Warehouse currently under construction. Designed by AE Urbia, the building combines a large warehouse for automotive parts storage and a high-end office for the dealership operator within the towering walls of tilt-up concrete.

Warehouse walls are insulated 12in sandwich panels, with two layers of concrete forming the bread sandwiching two inches of ridged insulation. The benefit of using this panel type is that the interior and exterior sides are durable.

"It's more cost-effective to use durable concrete as a building material instead sheetrock," said Janae Thomas Watson, Project Manager for North Salt Lake-based Hughes General Contractors. She explaining how owners must repair the building and potentially the warehouse equipment when equipment damages the

interior walls of a stud framed, sheet rock building. "When a forklift hits a concrete wall, you're left with minimal damage to the forklift. Concrete wins every time."

She also mentioned how maintenance and cost-saving elements like these "are always trending in the right direction."

Schools Get Savvy

Warehouses may have differing needs from schools, but ask teachers or building maintenance staff about the wear and tear that students can incur on a building; material longevity is a must-have in K-12. Tilt-up concrete's extensive design life, easily exceeding the half-century mark in many cases, is a selling point.

With Utah voters being more reluctant to pass the bond measures for new schools, architects, builders, and districts must look for every way to move forward on a design that can minimize the effects of rising construction and materials costs and is built to maximize maintenance savings.

Cyprus High School in Magna utilizes tilt-up and fits the school district's needs like a glove, according to Philip Wentworth, Vice

President at Salt Lake-based NWL Architects and design team member on the project.

Brawn and Beauty

Speedy, cost-effective, and durable are all synonymous with utility, but is there beauty?

The panels at Young Automotive's new building answer that question with an emphatic "yes" by showcasing a varied mix of architectural elements, starting with color.

The tallest panels on the building are an onyx color that was added into the ready-mix to create a robust, complementary accent to the natural grey of the other panels, those of which also received a sandblasted texture for a bit of visual intrigue. >>

"We have been using this method of construction for more than 20 years in the K-12 market, and we feel this will continue to be used [with] construction time and durability of buildings [being] top of mind for many districts."

— Philip Wentworth, Vice President, NWL Architects

A rendering of the Young Automotive Headquarters in Layton. (courtesy Hughes General Contractors) Bright colors, water features contrasted with warm wood (below), illustrate tilt-up architectural elements and its aesthetically-pleasing potential. (photos courtesy AE Urbia)



According to Thomas-Watson, the stair towers and entrance vestibules received an authentic board form finish. Rather than the traditional horizontal stack, “We opted for a modern look by running the boards vertical and incorporating sleek exterior lighting as part of the panel.”

The visual intrigue doesn’t end there, as the east-facing side of the building contains additional tilt-up panels which, apt of their name, are tilted. She showed how the cantilevered balconies combine with a 53-foot tall tilt-up panel placed at a seven-degree angle to create a breathtaking design element out of the three panels, each weighing a hefty 72,000 pounds.

Architectural Flourish

“One of the things I love is the architectural concrete,” said Scott Davies, Project Manager for Orem-based Westland Construction, during a tour of the Cyprus HS job site. Sandblasting, board form, thin-brick, and other geometric shapes and styles—you

name it, and tilt-up can deliver. “If you can imagine it and engineer it, it can be done.”

Panel design at the school utilized cast-in imagery and form liners to add texture and help the building stand out, a trend sure to continue for districts around the state. Touring the site, Davies pointed out the formwork designed by Wentworth and the NWL Architects team—inset ridges near roof decks and window openings on certain panels.

Beyond the architectural elements, tilt-up panel creation is beautiful in its own way via its order and symmetry. As Davies showed off the casting slabs at Cyprus HS, he pointed to the engineering work for these panels, where construction teams incorporate hundreds of lengths of rebar for structural strength while incorporating openings for windows and penetrations for future electrical and mechanical needs.

Their towering presence is breathtaking. Well over half of the 600-plus panels for the school have been placed

already, the tallest panels standing at 66 feet—majestic in their height.

Promising Future

For Williams and the AE Urbia team, work progresses in Utah on multiple three- and four-story office buildings that utilize this construction method—with some six-story projects in other parts of the country.

“You’ll see more and more tilt-up projects in the future,” he promised. Whether those projects are museums, office buildings, schools, or warehouses, all will benefit from how tilt-up concrete can respond to so many project types.

Thomas-Watson, agreed. “We’ve found tilt up to be the right fit for any owner wanting minimal maintenance and longevity,” she said. “Tilt up construction can be used on medical, educational, office, municipality and industrial projects, reflecting any vision an architect or owner may have, in a one-of-a-kind, award-winning, iconic building.” ■

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Sticky Bird in Farmington is a prime example of tilt-up versatility and the various exterior finishes that can be achieved. (courtesy AE Urbia)



2023 TOP UTAH ARCHITECTURAL FIRMS

Utah Construction & Design is pleased to publish its 11th annual list of the Top Architectural Firms in Utah, based on revenues generated in 2022 by a firm's Utah offices. Projects outside of Utah that are billed to Utah-based offices are included. Firms who chose not to disclose revenues (DND) are ranked after revenue-disclosing firms by number of employees.



Firm Name Address	Phone Website	Year Est.	Top Executive Title Years at Firm	Largest Project Completed in 2022 Largest Project to Break Ground in 2023	# Employees # Lic. Archs # LEED AP	Annual Revenues (millions)			Top Markets	%
						2022	2021	2020		
1. FFKR Architects 730 Pacific Ave. SLC, UT 84104	(801) 521-6186 www.ffkr.com	1976	Kevin Mass President 20	Hyatt Regency, SLC Rocky Mountain Power Headquarters, SLC	176 66 20	\$45.8	\$42.5	\$45.8	Other Office Healthcare	49% 15% 11%
2. Architectural Nexus 2505 Parley's Way SLC, UT 84109	(801) 924-5000 www.archnexus.com	2003	Robb Harrop President 25	The Charles Mixed Use Development, SLC SoDo Mixed Use Development, South SLC	90 35 15	\$35.0	\$18.5	\$20.9	Healthcare Multi-Family Civic/Inst.	64% 15% 10%
3. MHTN Architects 280 S. 400 W. #250 SLC, UT 84101	(801) 595-6700 www.mhtn.com	1923	Peggy McDonough President 21	East Ridge Elementary School, Ogden USU Kem and Carolyn Gardner Leadership Building	89 38 12	\$29.9	\$21.6	\$19.5	K-12 Other Higher Ed	29% 28% 16%
4. Method Studio 360 W. Aspen Ave. SLC, UT 84101	(801) 532-4422 www.method-studio.com	2007	Becky Hawkins CEO 16	USU Canyon Crest Student Housing The Ruth and Nathan Hale Center Theater	118 31 11	\$28.4	\$13.8	\$16.0	Higher Ed Multi-Family Civic/Inst.	30% 20% 10%
5. VCBO Architecture 524 S. 600 E. SLC, UT 84102	(801) 575-8800 www.vcbo.com	1973	Derek Payne President 17	Weber State University Noorda Engineering, Ogden North Capitol Building, SLC	102 39 8	\$26.9	\$25.2	\$30.5	K-12 Higher Ed Civic/Inst.	24% 24% 17%
6. GSBS Architects 375 W. 200 S. #100 SLC, UT 84101	(801) 521-8600 www.gsbsarchitects.com	1978	Kevin Miller President/CEO 35	Utah State Correctional Facility, SLC Sunset Jr. High School, Sunset	63 22 11	\$20.8	\$18.0	\$19.6	Other Civic/Inst. Higher Ed	21% 19% 12%
7. AE Urbia 909 W. South Jordan Pkwy South Jordan, UT 84095	(801) 746-0456 www.aeurbia.com	2004	James Williams President 19	Walmart Office/Warehouse, SLC Astro Data Center, Sparks NV	40 7 1	\$16.3	\$16.0	\$8.6	Industrial Multi-Family Office	30% 30% 20%
8. Naylor Wentworth Lund 723 W. Pacific Ave. SLC, UT 84104	(801) 355-5959 www.nwlarchitects.com	1952	Christopher Lund President 28	Saratoga Springs Temple, Saratoga Springs Skyline High School Phase 3 Academics, SLC	61 15 5	\$16.0	\$14.9	\$18.9	K-12 Other Industrial	45% 34% 8%
9. Babcock Design 52 Exchange Place SLC, UT 84111	(801) 531-1144 www.babcockdesign.com	1984	Robert Cottle President/CEO 26	Magna FedEx Distribution Center Iron County Sherrifs Complex	40 16 2	\$11.4	\$8.2	\$7.5	Multi-Family Civic/Inst. Industrial	41% 15% 10%
10. CRSA 175 S. Main #300 SLC, UT 84111	(801) 355-5915 www.crsa-usa.com	1975	Roger Hansen President 16	Taylorville State Office Building DND	41 10 4	\$11.0	DND	DND	DND	
11. Think Architecture 7927 S. High Point Prkwy Sandy, UT 84094	(801) 269-0055 www.thinkaec.com	1980	Corey Solum CEO 27	Velvaere Wellness Community, Wasatch County One Ten Apartments, Sandy	45 17 3	\$9.6	\$9.2	\$8.9	Multi-Family Resort/Hosp. Civic/Inst.	28% 20% 15%
12. HKS Architects 90 S. 400 W. #110 SLC, UT 84101	801) 532-2393 www.hksinc.com	1939	Emir Tursic Partner/Office Director 24	Edison House, SLC DND	27 14 8	\$9.4	\$10.4	\$10.6	Other Resort/Hosp. Comm/Retail	65% 16% 13%
13. Design West Architects 795 N. 400 W. SLC, UT 84103	(801) 539-8221 www.designwestarchitects.com	1892	Blake Wright President 38	Ellis Elementary, Logan Cache Valley Transit Dist. Facility, Logan	40 15 4	\$8.3	\$8.8	\$6.9	Multi-Family K-12 Civic/Inst.	30% 16% 15%
14. CORE Architecture 233 S. Pleasant Grove Blvd. Pleasant Grove, UT 84062	(801) 769-3000 www.corearch.com	1998	Curtis Miner Principal Architect 25	New Shoreline Middle School, Provo New Wasatch High School, Heber City	41 10	\$8.1	\$6.0	\$5.9	K-12 Civic/Inst. Multi-Family	25% 25% 20%

Utah Architects Had a Solid Year in 2022

By all measures, work in the commercial design industry in Utah remains steady for firms participating in *UC&D's* 2023 **Top Utah Architectural Firms** rankings, with 24 firms disclosing revenues from 2022.

FFKR Architects remains the No. 1 firm at \$45.8 million (M), followed by **Architectural Nexus** (\$35 M), **MHTN Architects** (\$29.9 M), **Method Studio** (\$28.4 M) and **VCBO Architecture** (\$26.9 M) in the top five.

GSBS Architects is sixth at \$20.8 million, with **AE Urbia** (\$16.3 M), **NWL Architects** (\$16 M), **Babcock Design** (\$11.4 M) and **CRSA** (\$11 M) rounding out the top ten.

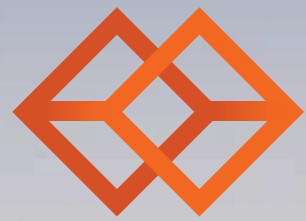
Among these ten firms, MHTN gained \$8.3 million (38%) in revenues from 2021-2022, Nexus saw a \$16.5 million (89%) gain, Method Studio had revenues jump \$14.6 million (106%), and Babcock Design saw a \$3.2 million increase (39%).

Ranking at Nos. 11-15 were **Think Architecture** at \$9.6 million, **HKS Architects** (\$9.4 M), **Design West Architects** (\$8.3 M), **CORE Architecture** (\$8.1 M), and **Beecher Walker** (\$8 M). **EDA Architects** was at No. 16 with \$6.8 million, followed by **Galloway & Company** (\$3.8 M), **ELEV8 Architecture** (\$3.7 M), **Case, Lowe & Hart** (\$3.2 M) and **TSA Architects** (\$3 M).

The final four firms include **Desert Edge Architecture** at No. 21 (\$2.4 million), **MINT Architecture** (\$1.8 M), **Hive Design Group** (\$1 M) and **Archiplex Group** (\$0.5 M). Four firms submitted surveys without disclosing revenues and are listed by No. of employees: **ajc architects** (26 employees), **Lloyd Architects** (17), **Architecture Belgique** (14) and **KMA Architects** (13).

Regarding individual market sectors:

- Multi-Family remains a bread-and-butter market—the best—for nine firms: AE Urbia (30% of revenues), Babcock (41%), Think (28%), Design West (30%), Beecher Walker (50%), ELEV8 (75%), MINT (40%), Hive (70%), and Belgique (95%). >>



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2023 TOP UTAH ARCHITECTURAL FIRMS

Firm Name Address	Phone Website	Year Est.	Top Executive Title Years at Firm	Largest Project Completed in 2022 Largest Project to Break Ground in 2023	# Employees # Lic. Archs # LEED AP	Annual Revenues (millions)			Top Markets	%
						2022	2021	2020		
15. Beecher Walker 3115 E. Lion Ln. #200 Holladay, UT 84121	(801) 438-9500 www.beecherwalker.com	1998	Jory Walker/Lyle Beecher President/CEO 25	Legacy Village of St. George 4800 Lofts Apartments, SLC	36 9 2	\$8.0	\$7.0	\$6.5	Multi-Family Resort/Hosp. Office	50% 20% 15%
16. EDA Architects 9 Exchange Place #1100 SLC, UT 84111	(801) 531-7600 www.edaarch.com	1954	Robert Herman President 22	Advanced Composites North Building, SLC Applied Sciences, University of Utah, SLC	28 4 3	\$6.8	\$4.2	\$5.4	Higher Ed Office Civic/Inst.	57% 30% 6%
17. Galloway & Company 577 S. 200 E. SLC, UT 84111	(801) 533-2100 www.gallowayus.com	1982	Jim Child Principal 41	Summit County Public Works Renovation St. George Municipal Center	52 6 2	\$3.8	\$2.9	\$3.1	Civic/Inst. Healthcare Comm/Retail	59% 14% 13%
18. ELEV8 Architecture 665 Rocky Mouth Lane Draper, UT 84020	(888) 883-5388 www.elev8architecture.com	2020	Michael Conroe Owner 3	Lattice by Common, SLC Millrace at Provo Station, Provo	12 6 2	\$3.7	\$0.7	\$0.5	Multi-Family Comm/Retail Industrial	75% 10% 10%
19. Case, Lowe & Hart 2484 Washington Blvd. Ogden, UT 84401	(801) 399-5821 #510 www.clhae.com	1963	Steve Peterson President 13	Young Powersports, Centerville Young Subaru, South Ogden	8 1 1	\$3.2	\$2.0	\$2.3	Other Industrial Comm/Retail	35% 20% 15%
20. TSA Architects 1486 S. 1100 E. SLC, UT 84105	(801) 463-7108 www.tsa-usa.com	1996	Tracy Stocking President 27	VAMC Emergency Department Expansion William E. Christoffersen SLC Veteran Home	12 4	\$3.0	\$1.7	\$2.1	Healthcare Higher Ed	95% 5%
21. Desert Edge Architecture 720 River Rd St. George, UT 84790	(435) 673-7362 www.desertedge.co	2022	Ben Rogers Principal Officer 2	DND Blucore Co-Packing Plant, Beaver County	12 4	\$2.4			DND	
22. MiNT Architecture 7585 S Union Park Av. #220 Sandy, UT 84047	(801) 996-3646 www.designwithmint.com	2020	Corey Middleton Principal 3	Springs at Coyote Ridge Townhomes, Heber Highpoint Office, Draper	11 2	\$1.8	\$0.8	\$0.1	Multi-Family Office Healthcare	40% 25% 25%
23. Hive Design Group 7711 S. Main St Midvale, UT 84047	(406) 548-4792 www.hivedesigngroup.com	2019	John Simianer Principal Architect 3	Lotus Anthem Apartments, Clearfield Lotus Riverwalk Phase II, Ogden	6 2 1	\$1.0	\$1.1	\$0.3	Multi-Family Comm/Retail Healthcare	70% 10% 10%
24. Archiplex Group 420 W. 1500 S. #203 Bountiful, UT 84010	(385) 777-2972 www.archiplexgroup.com	2004	Preston Croxford Principal 16	Davis Co. Jail Medical Wing Expansion, Farmington Winter Sports School Addition, Park City	7 1	\$0.5	DND	DND	Civic/Inst. K-12 Office	30% 17% 16%
FIRMS THAT DID NOT DISCLOSE REVENUES (listed by # of employees)										
ajc architects 703 E. 1700 S. SLC, UT 84105	(801) 466-8818 www.ajcarchitects.com	1991	Jill Jones President 32	JCC Renovation and Addition, SLC Ketchum Tribute Hotel, Ketchum ID	26 8 3	DND	DND	DND	Civic/Inst. Higher Ed Multi-Family	25% 20% 15%
Lloyd Architects 573 E. 600 S. SLC, UT 84102	(801) 328-3245 www.lloyd-arch.com	1992	Warren Lloyd Principal 31	Granary Campus Salt Lake City Northvale House, SLC	17 6 4	DND	DND	DND	Other Resort/Hosp. Multi-Family	45% 40% 15%
Architecture Belgique 7583 S. Main #100 Midvale, UT 84047	(801) 502-9710 www.archbelgique.com	2003	Guillaume Belgique Principal 20	Central West Apartments, SLC Oro Apartments, Sugarhouse	14 2	DND	DND	DND	Multi-Family Comm/Retail	95% 5%
KMA Architects, Inc. 170 N. Main St. Spanish Fork, UT 84660	(801) 377-5062 www.kmaarchitects.com	1996	Wes Christensen Principal Architect 18	Ferron Elementary School, Ferron Springville High School	13 1	DND	DND	DND	K-12 Comm/Retail Office	85% 5% 5%

It's also a top-three market for five others: Nexus (15%), Method (20%), CORE (20%), ajc (15%), and Lloyd (15%).

- The Civic/Institutional market indicates solid funding for projects in the public/municipal sphere. Firms that did well in this market last year include Nexus (10%), Method (10%), GSBS (19%), Babcock (15%), Think (15%), Design West (15%), CORE (25%), EDA (6%), Galloway (59%), Archiplex (30%), and ajc (25%).

- The Industrial sector is brisk, with several firms capitalizing on a burgeoning market that looks like it will remain hot for at least the next 24-36 months. It is a top-three market for AE Urbia (30%), NWL (8%), Babcock (10%), ELEV8 (10%), and Case, Lowe & Hart (20%).

- Healthcare was the strongest market for Nexus (64%), FFKR (11%), Galloway (14%), TSA (95%), MINT (25%) and Hive (10%).

- K-12 is the single best market for MHTN (29%), VCBO (24%), NWL (45%), CORE (25%), and KMA (85%), and a top-three market for Design West (16%) and Archiplex (17%).

- Higher Ed projects continue to get priority funding from the state legislature, and it is a top market for MHTN (16%), Method (30%), VCBO (24%), GSBS (12%), EDA (57%), and ajc (20%).

- Commercial Office may be slumping overall, but significant projects continue to be developed as evidenced by it being solid for FFKR (15%), AE Urbia (20%), Beecher Walker (15%), EDA (30%), Think (25%) and Archiplex (16%).

- Resort/Hospitality is gaining momentum in Utah and is a top market for Think (20%), HKS (16%), Beecher Walker (20%), and Lloyd (40%). ■

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