

2016 AGC ACE Awards Entry | Category 03 – Meeting the Challenge of a Difficult Job
Contractor | The Beck Group
Project Name | Foothills Mall Redevelopment

It is rare that a project comes along that can have many diverse elements all in a singular place at a singular time that can be solved by a singular builder. The Foothills Mall Redevelopment (Foothills) project was that multifaceted, and The Beck Group (Beck) was that singular builder. On the surface, Foothills appeared to be simply a facelift of an existing retail space, but there were more than twenty projects within the project – with components including major demolition, mall renovation, state-of-the-art theater, a tunnel under a major roadway, and a LEED Gold athletic facility with an elevated gymnasium three stories in the air connected to a parking garage – with a singular focus on building community.

Beck was selected to provide CM/GC services for the long-awaited redevelopment of the existing Foothills Fashion Mall, one of the largest projects completed in Fort Collins covering 77 acres and offering 620,000 leasable square feet. A typical early 70's era mall in serious decline for nearly a decade, the rebirth of Foothills embodies a new contemporary Colorado style with pedestrian and car-friendly streets flanked by shops, restaurants, a state-of-the-art theater and community green open spaces – a unique and inviting place to shop, dine and gather together.

Alberta Development Partners (Alberta) purchased the property in 2012, with a vision to fulfill the long-awaited desire in Fort Collins for a new inspiring place to come together. A collaborative vision with the City of Fort Collins, the rebirth of Foothills creates a one-of-a-kind shopping, entertainment and community gathering experience featuring Colorado contemporary architecture.

Beck has a long history of retail construction, renovation and redevelopment and performed a significant amount of work with Bryan McFarland at both Southlands and Southglenn Malls, prior to becoming a Principal at Alberta. When a trusted partner was needed to undertake the complexity of the Foothills project, Beck and Mr. McFarland teamed up again.

Beck provided a two-year period of preconstruction services that began ahead of any design efforts on the project. Planning and sequencing methodologies for an active mall renovation were

developed early so the budget could accommodate the unique complexities of the Project. Over the two-year preconstruction period, Beck developed an array of alternate solutions for review by the owner and architects. Ultimately a list of millions in cost reductions was accepted that met the quality and scope needs for Foothills.

To execute a project of this magnitude, the project team structure was inherently complex. The architectural team was comprised of four firms, with 505 Design in Boulder as the project Design Architect, which was supported by JPRA, Farnsworth Group and Beck Architecture. Beck alone staffed 27 construction managers and superintendents and more than 30 field crew. Furthermore, Foothills consumed a 600-person construction force on site during the height of the project.

The Foothills project included numerous components, most easily described in districts – College Avenue Shops District, Enclosed Mall District and Entertainment District on the Lawns/Green spaces. In total, the redevelopment includes 365,321 square feet of retail space in the enclosed mall, 278,744 square feet of detached retail space and the three-level, 24,659 square-foot Foothills Activity Center, as well as the Cinemark Theater with nine screens and a four-level, 970-stall parking structure. Foothills was awarded and turned over in numerous phases with a total of 21 separate sub-projects comprising the overall Project.

Due to the requirements of the large-scale redevelopment, each of the many sub projects were treated as its own separate entity within the overall project. As a result, each individual sub-project had its own set of contract documents, individual subcontractor bidding and award process leading to more than 280 individual subcontracts with differing and competing schedules. All of this was orchestrated by Beck's team which was split into groups to mirror the structure of the Project with an overall management team, a site team, a mall team, and a team addressing the components outside of the mall.

Adding a further layer of complexity, the project was not fully funded until almost a year after construction began, and the team and scope of work under Beck's contract grew organically month to month until the final GMP was established in late 2014. Beck maintained overall responsibility for the project and coordination between the different elements, and the individual teams ensured focus to each individual piece of Foothills.

The core of the entire redevelopment is the Main Mall Renovation, which remained operational and open to the public during construction. The renovation consisted of interior asbestos abatement and demolition of half the existing mall, a 118,000-square-foot addition, significant structural modifications including raising the grand court and main concourses adding skylights and clerestories, along with new curtainwall entries, removal and replacement of building envelope including exterior cladding, all new interior finishes, new restrooms, and strategic removal and replacement of mechanical, plumbing, electrical, and fire sprinkler/alarm systems. In order to minimize impact to the twelve existing tenants who remained throughout construction, Beck held ongoing twice-weekly coordination meetings to develop temporary parking areas, plan temporary and permanent building entries and exits and create an ingenious “box within a box” to provide a public shopping area that existed safely inside the larger construction zone.

The Main Mall Renovation portion was completed in many phases – the North Concourse finished in November 2014, the center court opened prior to the holiday season and in time for the Foothills Holiday Celebration to celebrate the opening of Phase One on November 13, 2015, with the entire Main Mall Renovation completion occurring February 2016. The dynamic nature of retail construction required our building team to be agile when planning construction and turnover dates. The mall was actively leasing spaces during design and construction requiring frequent changes in priorities as specific retailers negotiated access to their tenant spaces.

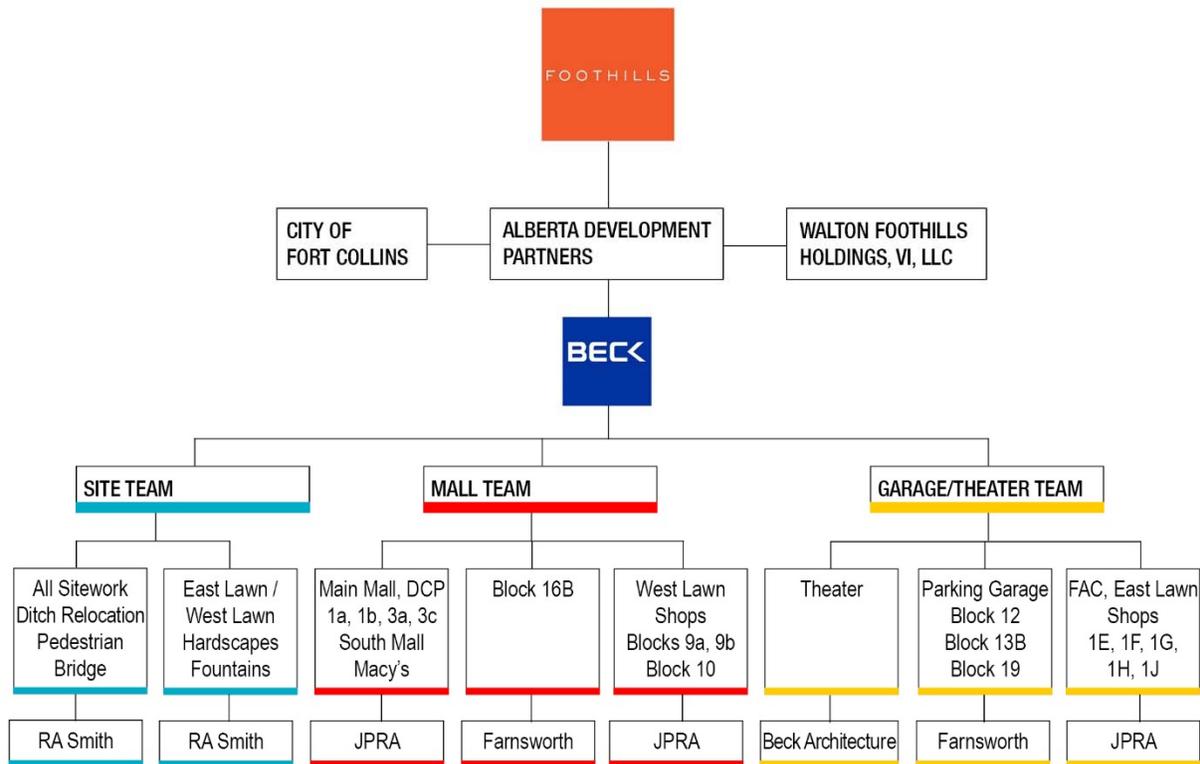
Another challenge for this project was Northern Colorado’s record rainfalls in the spring of 2015. “We obviously faced some significant delays leading up to the opening of phase one, with the loss of 82 works days out of a total of 182 possible work days from April 1 through June 30 due to historic amounts of rain, but our team has worked incredibly hard to overcome those delays,” Mr. McFarland said. “I’m proud of the construction team for how they’ve been able to recover from the delays and deliver the project.” Despite these events, Beck was able to maintain the substantial completion dates required by Alberta to successfully deliver their tenant spaces.

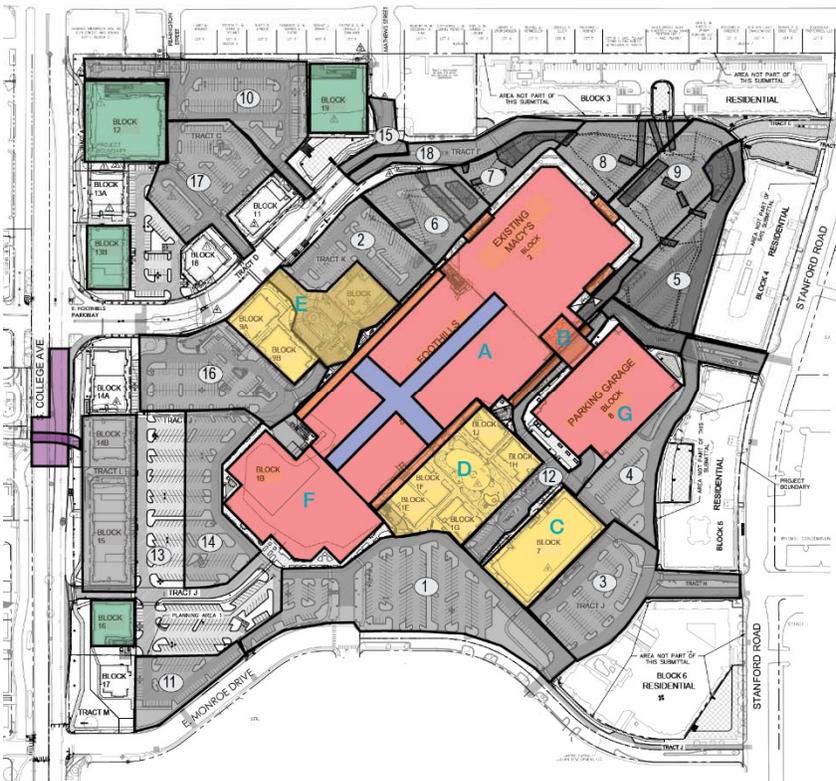
Beck created a job-specific Zero Accidents Safety Program. The program was implemented prior to the commencement of demolition or construction. Best practices and dedicated safety personnel and procedures resulted in zero lost time incidents, fatalities or man hours lost with nearly 200,000 total man hours for Beck.

From the start of demolition it would take 19 months to complete the Phase 1 portion of construction and renovation. Alberta Development Partners and Beck were dedicated partners in meeting the City of Fort Collins' sustainability goals and working with the City from the beginning to repurpose most of the existing mall. The City charged the team to recycle at least 70 percent of all demolition and construction waste for the Project. At the time, Foothills was one of the largest of its kind in the country with this mandate – with demolition totaling over 600,000 square feet and nearly the same amount of new construction. Our team exceeded the City's expectations by diverting and/or recycling 72.4 percent (approximately 76,000 tons) of construction waste from the landfill. Moreover, Beck also gave back to the community by providing construction materials to local businesses including the provision of hardwood trees to a local furniture maker, and steel to a local artist, among others, for re-use within the community.

Foothills is not a single project, it is a \$130 million multi-faceted redevelopment. It is a collage of building types, styles, construction methods and technologies. It is caissons and spread footings. It is precast concrete and masonry, EIFS and tilt wall concrete. It is demolition and construction, renovation and adaptive reuse. As such, the project exemplifies "E pluribus unum" which translates to "Out of many, one." Out of many unique, different, and at times completely isolated projects, came one – Foothills.

Perhaps the best part of being a builder is that the work we do can last for generations, and impact countless people in ways both big and small. Years from now when a family in Fort Collins walks the concourse of the mall, has a great meal, and goes to a movie, or when a teenager practices a jump shot in the Foothills Athletic Center, the complexities of the construction process will be long forgotten, but the impact of this project on the community will remain. The singular effort of Beck's team transformed a previously outdated, underutilized space into a destination that enriches the community.





**FOOTHILLS: SITE MAP
LEGEND**

- Mall District: Renovation and Expansion, Foothills Activity Center and Parking Garage
 - Mall Concourse clerestories
 - Exterior facade upgrades
 - Entertainment District: East and West Lawns, Cinemark Theatre
 - College Shops District
 - Pedestrian Underpass
 - Site Work, phasing
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- A** Main Mall Renovation
 - B** Foothills Activity Center
 - C** Cinemark Theatre
 - D** East Lawn and Shops
 - E** West Lawn and Shops
 - F** Main Mall Expansion
 - G** Parking Structure

FOOTHILLS: MAIN MALL RENOVATION
"BOX WITHIN A BOX" PROGRESSION



Existing Mall Concourse



Tunnel Shoring



Temporary mall interiors and retail branding



Finished renovation with raised roof and new finishes

