

## **Civica Cherry Creek**

Category 5: Best Building Project – Specialty Contractor (\$2M - \$6M)

Horizon Glass & Glazing Co.

In an industry where buildings are built, not by the achievements of one, but by contractors and subcontractors from all trades who join and commit to working together, sometimes success is all about **not** doing your job; That was most certainly the case for Civica, soon to be the latest and greatest new commercial development that 5280 Magazine rated as #1 on their list of places that local design experts “promise will make Denver a better place to live in 2018”. This mixed-use office building and class A+ boutique certainly lives up to this ranking, offering the best in class amenities and features that exceed even the highest demands of local residents occupying such an affluent community. The most luxurious of which may be said to include our installation of state-of-the-art electrochromic glass; referred to by Schnitzer West, one of the primary equity partners on the project, as the “grand finale” on its leasing tour. However, working to install the most advanced products within the extremely tight building confines that are characteristic of any downtown neighborhood, brings forth plenty of its own challenges, and those say nothing of the unforeseen issues that emerged due to delays in schedule. The incredibly high expectations of the building owners and community, combined with all of these difficult and unexpected challenges, could have easily resulted in the failure of this project. However, by looking outside of our own job role, we were able to provide innovative solutions to site conditions; such as tight spaces, limited delivery access, and walkway moratoriums. We were also able to provide ideas and assistance with schedule issues to help with the workflow of all trades around the building, thus improving our completion date. And, by not being one dimensional in our focus, we contributed to the greater success of the project.

From the very beginning, limited access and the confines of working within such narrow space, were primary issues to be addressed throughout the duration of construction. The task of managing logistics—material deliveries and typical site traffic, for example—takes on an entirely new level of complexity when accompanied by rush-hour traffic and sidewalks full of people. Proper coordination and teamwork played essential roles in coping with these obstacles. For instance, while in the process of stocking our materials, we allowed other subcontractors

onsite the use of a large loading platform which we had suspended off of the side of the building for access. This platform was one of the only access points onsite and provided all trades with a sorely needed safe and efficient means for loading and off-loading materials, all while aiding in the timely execution of the project schedule.

Unfortunately, this limited access had already somewhat derailed the schedules of some of the preceding trades before Horizon had even arrived on site. Per the original project schedule, window installation was timed to follow brick and panel façade; however, due to preceding delays, the building enclosure milestone was already tracking several months behind, which was bearing significant repercussions on the progress being made by the interior trades. Rather than continue with our work as scheduled, Horizon proposed a meeting with the General Contractor, Saunders Construction, in which we offered input on how to recover the enclosure schedule by modifying our workflows so that Horizon could take the lead on enclosing the building. This allowed the interior trades to continue with their work and provided the exterior contractors with some much needed time to catch up. We were further able to assist with the construction progression by intentionally bypassing the installation of some of the exterior window units, which we left as vital, temporary openings for the other subcontractors onsite to pass their materials through, a measure which fundamentally helped facilitate the completion of their tasks.

While these efforts significantly alleviated some of the previously lost man-hours, our schedule was ultimately extended into the Holiday season, which presented further challenges. In particular, our primary delivery zone, located in the front of the building, was eliminated, in order to provide a temporary sidewalk for Holiday shoppers. This measure effectively restricted delivery access for all trades down to a singular, narrow and congested alleyway on the building's backside. Dealing with this required extending the use of the material hoist, which became the only means for transporting materials. Creating enough room to house such a large piece of equipment additionally required leaving a significant section of our curtainwall open that extended all the way from the 1<sup>st</sup> to the 7<sup>th</sup> story floor. Having such an experienced crew was a major asset to this end, as they were easily able to mobilize and demobilize to work around these needed temporary openings and proved essential towards meeting our expected duration schedule.

Even when not facing seasonal challenges, the structure's restricted access and working within such close confines gave way to significant concerns involving safety and the surrounding community. With only a 5ft easement on the side of the building, Horizon had to be especially careful to watch out for the civilian's safety, as well as our own. This easement was also problematic for vehicles which would commonly park on either side of the building and, again, Cherry Creek being such an affluent neighborhood, we oftentimes found ourselves hoisting and setting these large and heavy pieces of glass while almost directly above brand new luxury and expensive vehicles. Luckily no Mercedes or Lexus's were damaged by any falling pieces of glass. As a result of our efforts, Horizon Glass completed the Civica project with a resoundingly perfect safety record totaling zero lost-time of the more than 20,000 man hours worked.

The true uniqueness and innovation of Civica can most notably be found in the glass that encloses it. In fact, the Civica project boasts the largest square footage of View Dynamic Glazing in the entire state of Colorado! This glass is an insane blend between glass and computers, using a sophisticated algorithm to identify optimal window tint based on every conceivable environmental factor including, GPS location, Season, time of day, height, and elevation. Teamwork, once again, proved critical to our success as the installation process for such a complex and high-end product required a special partnering with Encore electrical. Together we were able to install the appropriate whips and leads required for the View Glass system to properly function. We helped outfit every window with its own IP address so that building tenants and users can even adjust the window's tint to their liking through the use of an easily downloadable app on their cellphones. Investors in the Civica project were extremely keen on ensuring that this wonder glass worked as well as was claimed and even arrived on site during construction for multiple impromptu tests which were, of course, successful.

The result: By using View Dynamic Glass we added over 4,500 hours of added natural daylight as opposed to blinds. The glass, itself, saved the building an additional \$300,000 in construction costs by enabling the owners to downsize the size of their HVAC systems and eliminating the need for window blinds or shades. The downsizing of these core mechanicals had an even greater bonus by allowing for more rentable space that equated to a \$250,000 increase in the building's

asset value. Innovation aside, the manufacturer of View Dynamic Glass sums up the aesthetic and environmental benefits of their product best by describing its impact on the Civica building: “View will help the tenants get more of what they are paying for – panoramic views of downtown Denver and the Rockies. With View, tenants will enjoy abundant natural light, unprecedented control of their workspace, and a greener, more energy-efficient building”. Innovation was rewarded in the long-term and the Civica project was designated Leed Silver for 2018.

The successful completion of this project was made possible only by working outside the confines Horizon’s immediate job role and adjusting our focus towards the greater success of the project. Teamwork was essential to this end and was prevalent throughout every aspect and stage of the job’s progression: from transporting materials, facilitating workflows, to ensuring the safety of our crew and surrounding neighbors. Civica was the powerful end result of these efforts.









