



Transformation of a Blighted Mall into ACC's Flagship Campus
COAA TX Fall Workshop – Session 4

www.coaa.org

COAA[®]
Texas Chapter



Aziz Hussaini
Austin Community College District
Interim Vice Chancellor
Facilities & Construction



Todd Kaiser
Barnes Gromatzky Kosarek Architects
Principal, AIA



Angela Whitaker-Williams
Perkins&Will
Principal, AIA



Chris Moyes
Flintco
Director



LEARNING OBJECTIVES

1. Identify/Evaluate potential candidates for adaptive reuse projects and explore benefits of building new vs. adaptive reuse.
2. Explore strategies to mitigate construction risks in adaptive reuse projects and projects involving multiple concurrent projects on the same site.
3. Improve project delivery through enhanced collaboration and non-traditional teaming approaches.
4. Explore opportunities to address cost escalations and market conditions.

AGENDA

- ACC Overview
- Highland Mall Background & P3 Structure
- Highland Phase I & Garage
- Highland Phase II
- Lessons Learned & Final Thoughts
- Q&A



INTRODUCTION AND OVERVIEW

ACC



ACC HISTORY

- AUSTIN RESIDENTS VOTED TO CREATE ACC IN 1972
- OPENED IN 1973 TO 1,726 STUDENTS
- MISSION TO PROVIDE ACCESS TO AFFORDABLE, QUALITY EDUCATION

<u>THEN (1973)</u>	<u>NOW</u>
1 Campus	11 Campuses
177 Faculty/Staff	5,000 FT & PT
1,726 Students	41,000 Students
30 Programs	100+ Programs

ACC's STUDY AREAS

>100 PROGRAMS



Austin Community College District Jurisdictional Boundaries



- ★ Campus
- ★ Administration Building
- Taxing District
- Service Area

Campus

- CYP - Cypress Creek
- EVC - Eastview
- EGN - Elgin
- HYS - Hays
- HLC - Highland
- NRG - Northridge
- PIN - Pinnacle
- RGC - Rio Grande
- RRC - Round Rock
- RVS - Riverside
- SGC - San Gabriel
- SAC - South Austin

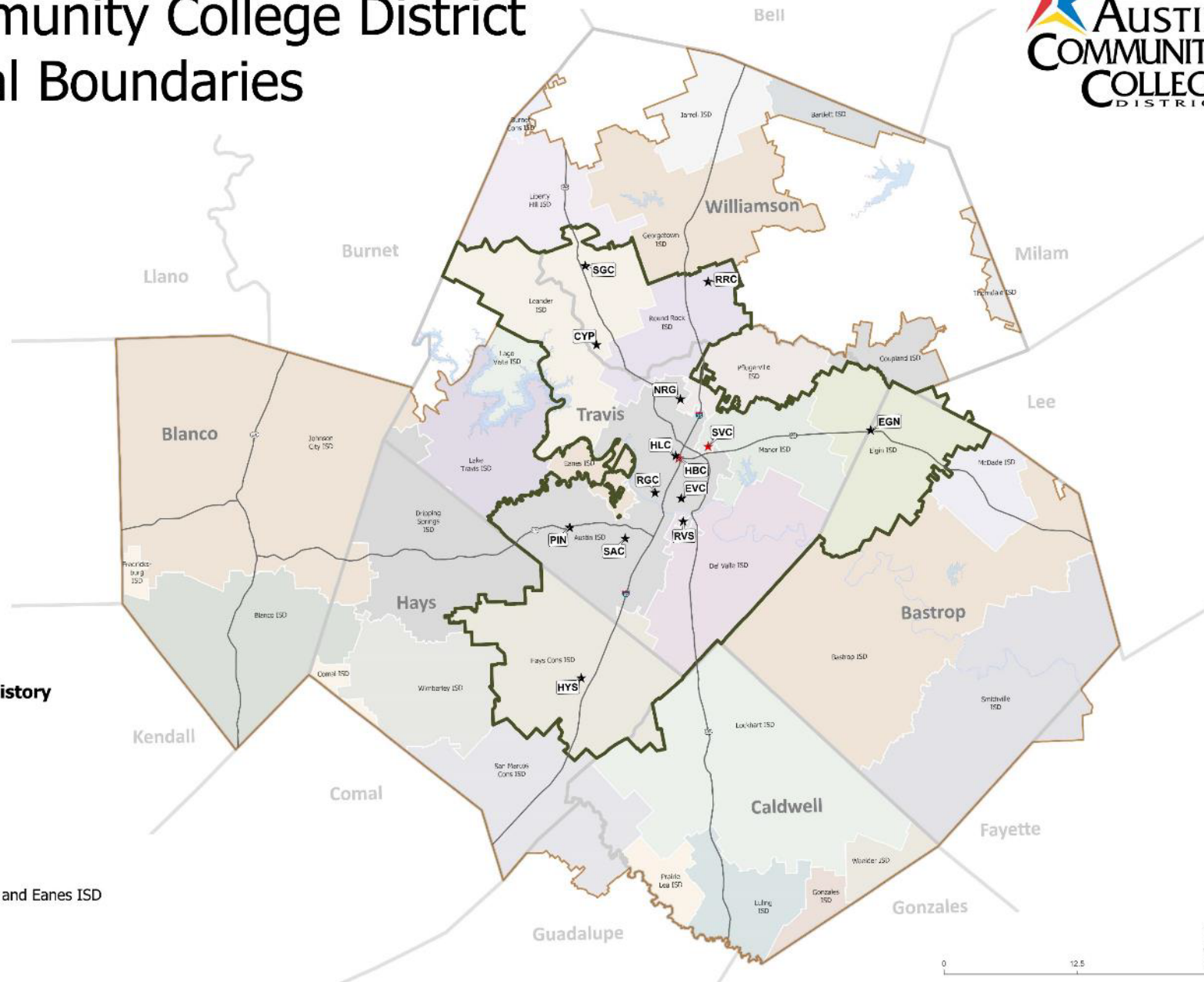
Administrative Building

- HBC - Highland Business Center
- SVC - Service Center

Taxing District Annexation History

- Austin ISD - December 1973
- Leander ISD - November 1985
- Manor ISD - November 1998
- Del Valle ISD - May 2004
- City of Austin* - May 2005
- Round Rock ISD - May 2008
- Hays CISD - November 2010
- Elgin ISD - November 2010

* Includes portions of Pflugerville ISD and Eanes ISD



MISSION

ACC promotes student success and community development by providing affordable access, through traditional and distance learning modes, to higher education and workforce training, including appropriate applied baccalaureate degrees.

SUSTAINABILITY

ACC is committed to stewardship of the environment and to reducing its dependence on non-renewable energy sources.

- Energy (+ water) Efficiency and Sustainability in all capital projects, renovation projects and O&M
- Promote alternative transportation
- Minimize the amount of landfill waste and
- Track, report (+ educate) and minimize greenhouse gas emissions

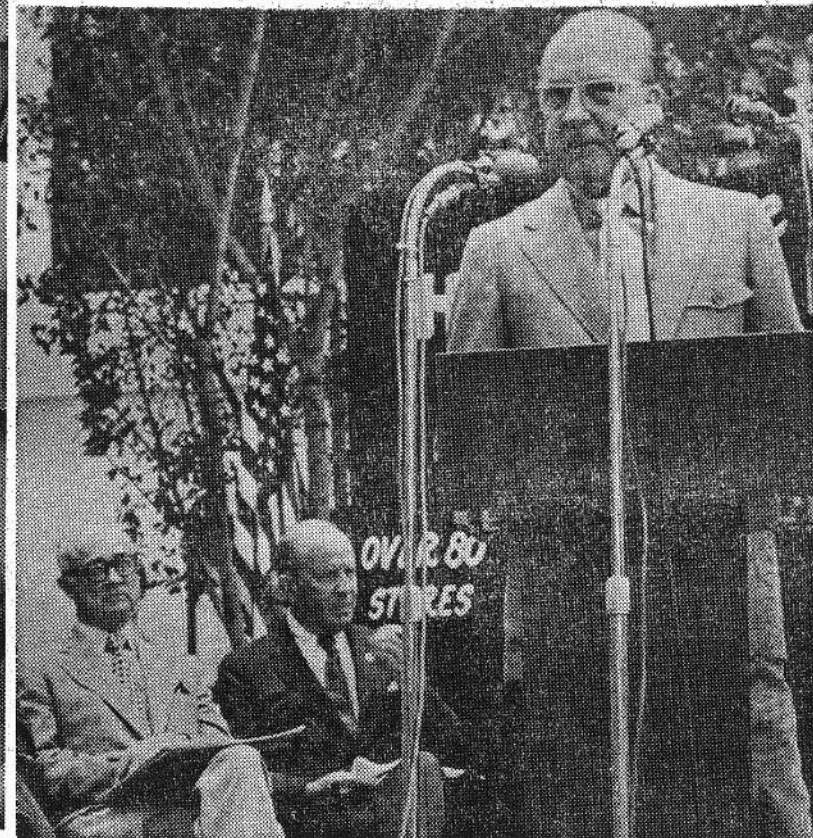


An aerial photograph of a complex, industrial-looking structure. The structure consists of a dense network of metal beams and supports. Numerous large, pointed, funnel-like components are attached to the structure, pointing downwards. The overall appearance is that of a large-scale engineering project, possibly a ventilation system or a structural framework for a building. The lighting is bright, casting shadows that emphasize the three-dimensional nature of the components.

HIGHLAND MALL

BACKGROUND & P3 STRUCTURE

AF-Shopping Centers - Highland Mall
5230 (11)



SHOPPERS AND "TOURISTS" INSPECT HIGHLAND MALL AFTER OPENING DEDICATION CEREMONY WEDNESDAY MORNING
The 5,000-car parking lot of the \$10 million, fully enclosed 80-store complex was jam packed most of Wednesday

JOSKE'S PRESIDENT, PAT SEGNER, SPEAKS AT DEDICATION
From left, Gov. Preston Smith, Willard Rouse

Crowds Throng to Mall Grand Opening

An estimated 50,000-plus people converged on Highland Mall Wednesday after morning dedication ceremonies for the \$10-million complex which contains 80 stores.

The rough-guess estimate was made by Jim Garnett

before the 9 p.m. closing hour. He estimated more than 20,000 were present during the first hour after the 10 a.m. dedication ceremonies.

Texas Gov. Preston Smith, in a brief address at the ceremonies, told the several

commercial achievement as well as its social and cultural achievements."

Those present also included Austin Mayor Roy Butler; Willard G. Rouse, vice-chairman of the Rouse Company, Baltimore mortgage

Mrs. Margaret Scarbrough Wilson, president of Scarbrough's stores in Austin; M. H. Segner, president of Joske's of Texas; and Tom Macioce, president of Allied Department Stores, owners of Joske's. Penney's Scarbrough's

Spokesman Garnett said many of the visitors Wednesday were "tourists" who had "come to look at what we have," despite overcast skies which followed heavy rains of the pre-dedication hours. He said most persons he had

enclosed, air-conditioned mall. Most really had not realized there were 80 stores involved, he said.

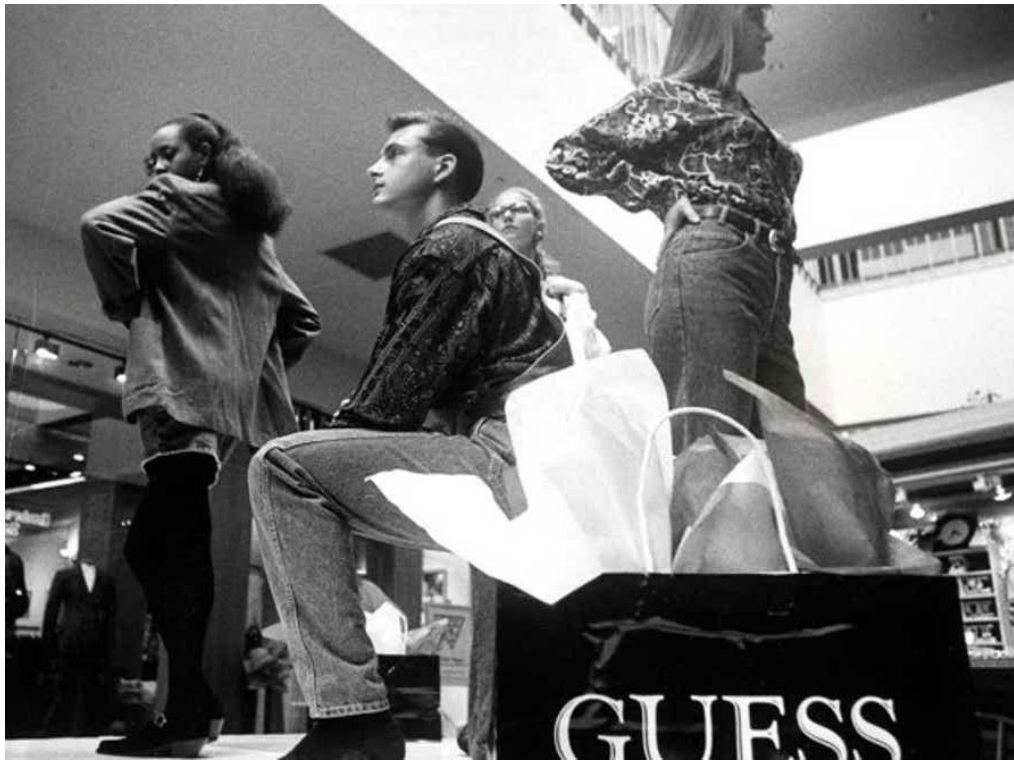
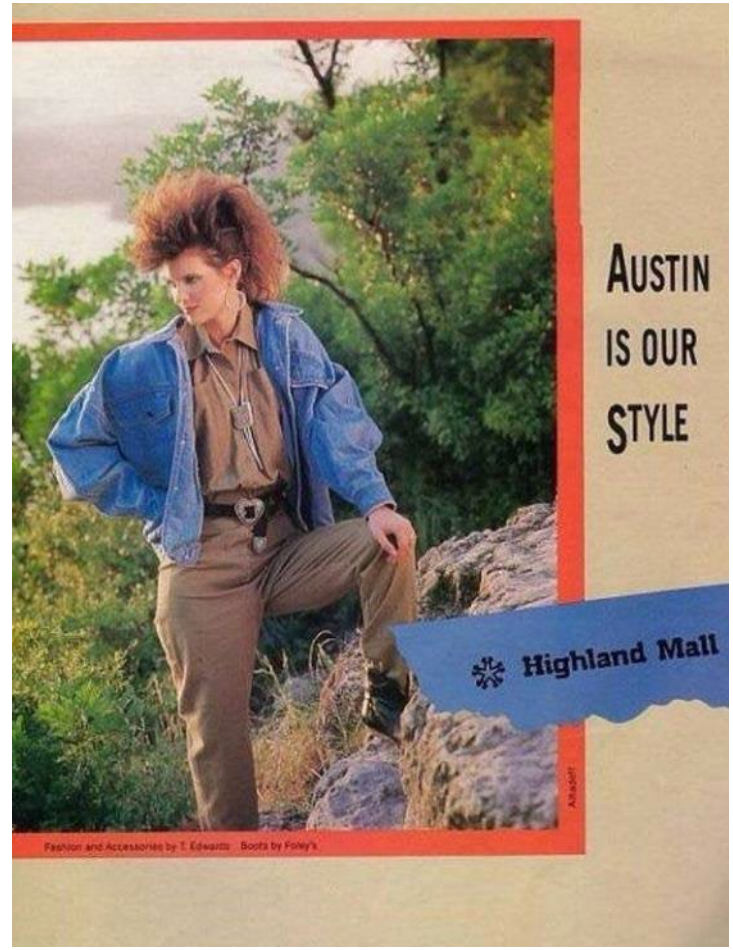
He said there was constant traffic rather than peak periods. "We got the crowd today I expected Saturday," he beamed.

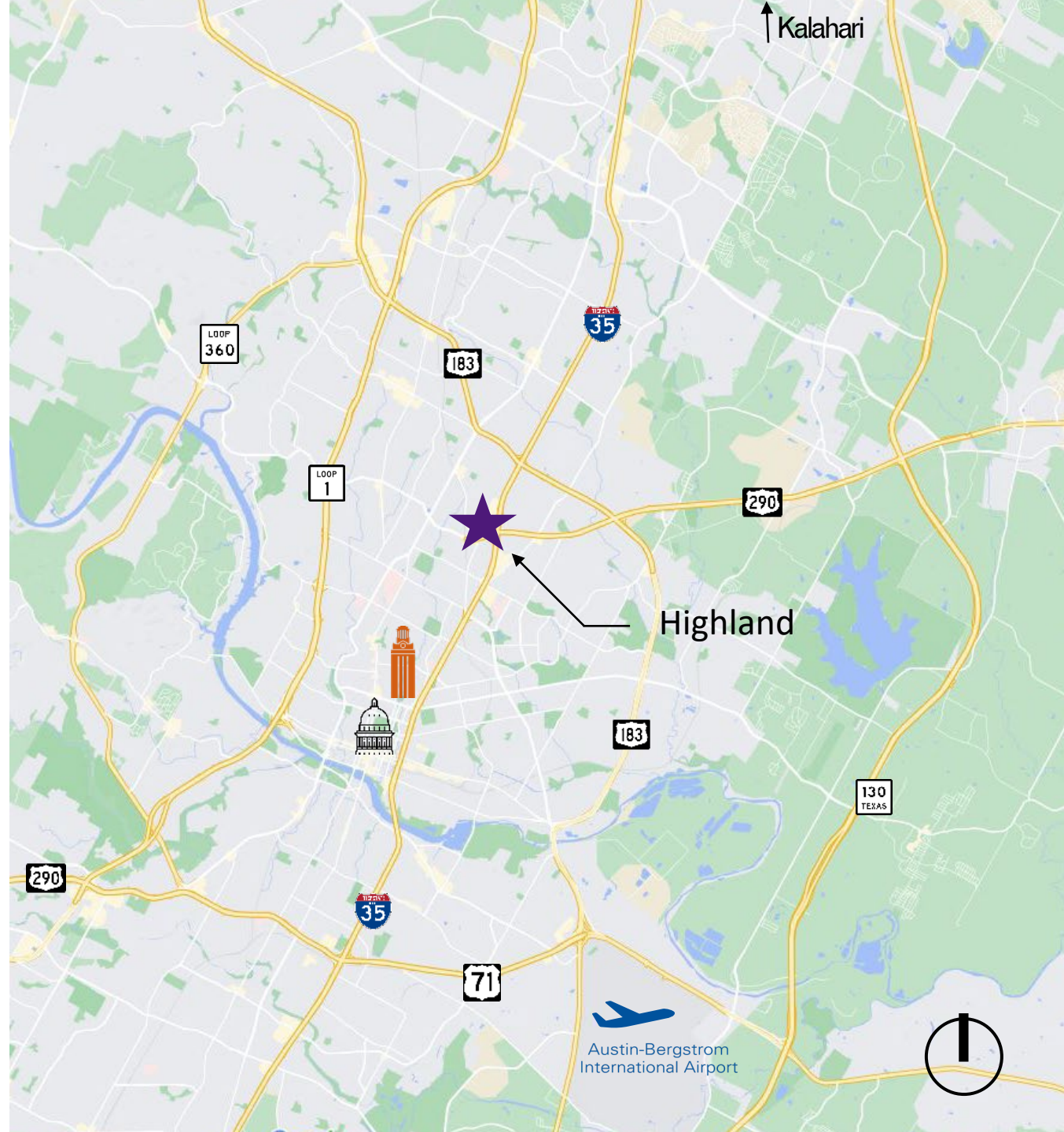
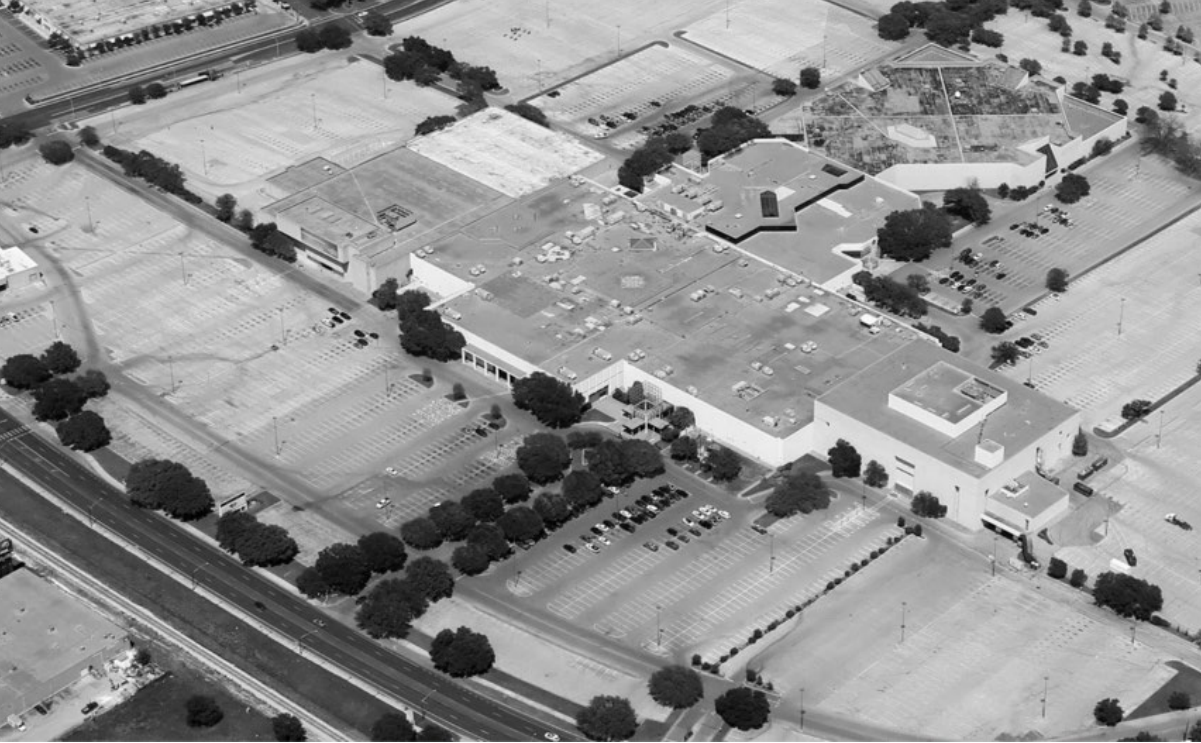
Inc., a project of the Rouse Company.

The mall is on a 70-acre site off Airport Boulevard, just north of Hwy. 290 and Koenig Lane, west of IH35. First phase of the complex has 750,000 square feet, with full development size estimated at 1.1 million square

include a convenience center with a supermarket next fall, and a 60,000-square-foot office building.

Following brief remarks of commendation to the developers and merchants who have stores in Highland Mall, Butler handed certificates of Austin citizenship







- Master Plan for Entire Site
- Design Standards
- Share Infrastructure Cost
- Shared Vision



REDLEAF
PROPERTIES, LLC





HIGHLAND 3 OFFICE



HIGHLAND 4 OFFICE



RESIDENTIAL MIXED-USE PHASE 1



PHASE 2 & 3 MIXED-USE RESIDENTIAL



RETAIL & RESTAURANTS



SIGNATURE PARKS



ACC HIGHLAND

HIGHLAND PHASE I & GARAGE

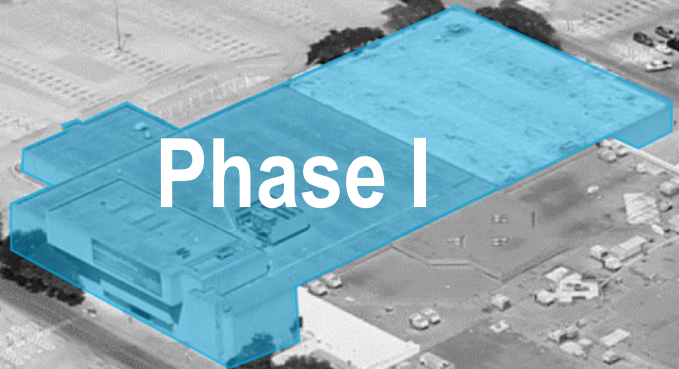
West Entrance



PHASE I

PHASE II

GARAGE



Phase I

BEFORE



HIGHLAND PHASE I

205,000 sf

Completed 2014

Final Construction Cost \$47.6M

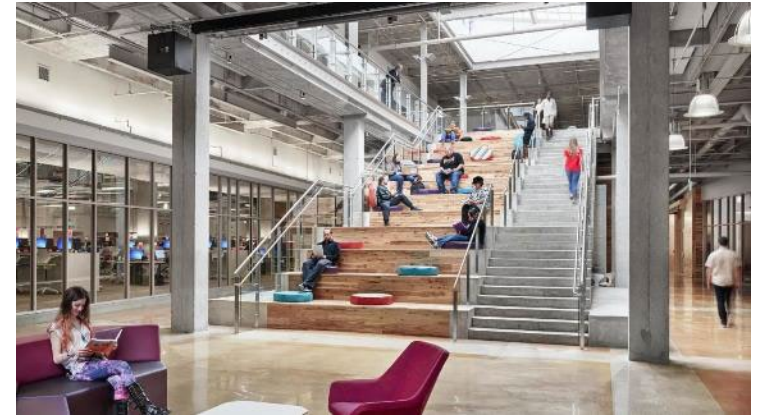




Highland Phase I BEFORE



Highland Phase I AFTER





88%
EXISTING BUILDING REUSED



67%
REGIONAL MATERIALS



73%
WATER USE REDUCTION



32,000
GALLONS RAINWATER STORAGE



83%
CONSTRUCTION WASTE DIVERTED



694
SOLAR PANELS



12,273
SQUARE FEET OF NEW DAYLIGHTING INTRODUCED



22%
SAVINGS IN ENERGY COST



HIGHLAND GARAGE

800,000 sf

Completed 2020

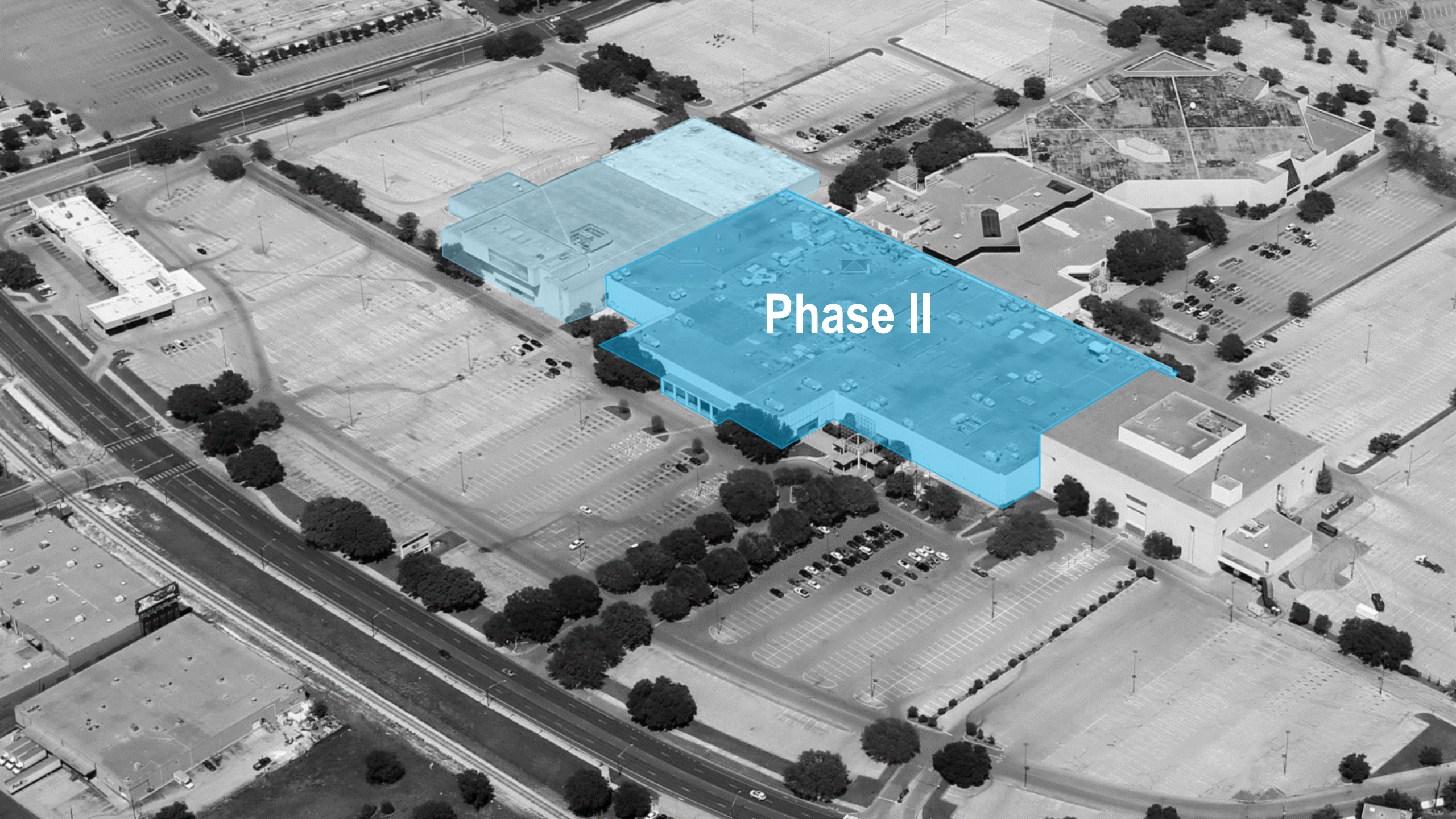
Final Construction Cost \$49M





PHASE II

ACC



Phase II

HIGHLAND DECISION DRIVERS

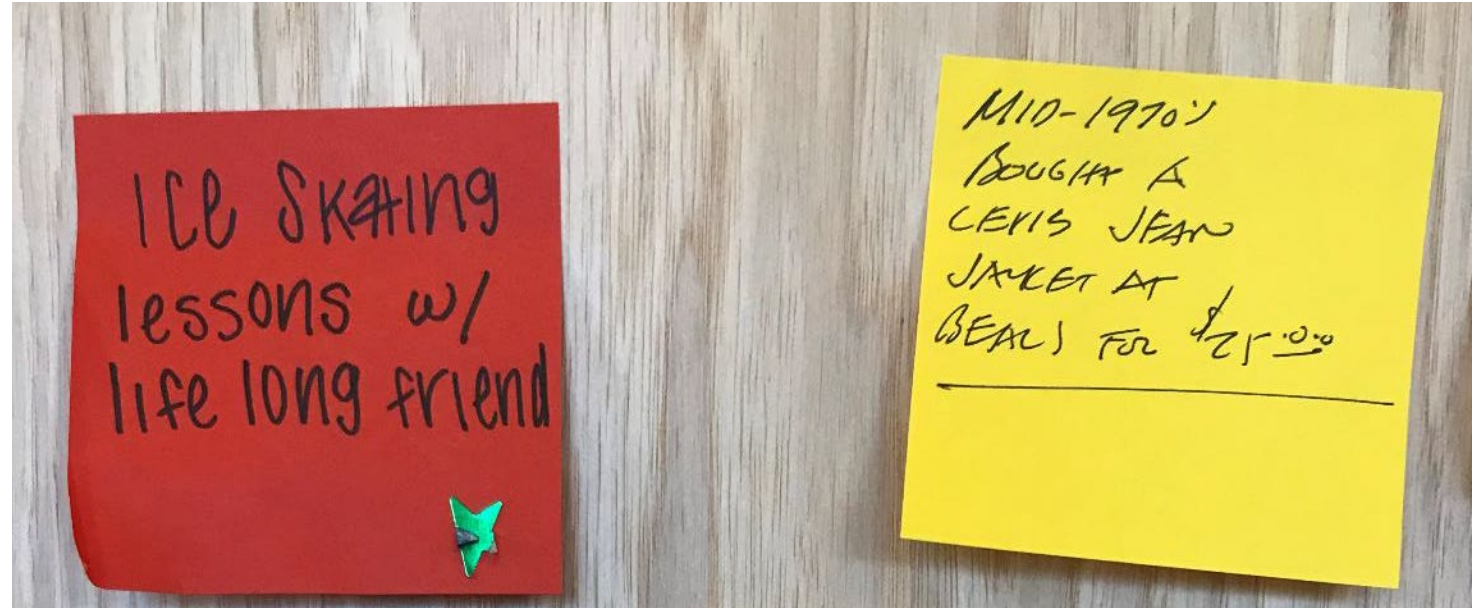
ADAPTIVE REUSE

- SUITABILITY FOR INTENDED USE
 - Can it support the new program?
- SUITABILITY FOR DESIGN VISION
 - Ceiling heights, floor plates, building code
- GOOD BONES – Structure & Infrastructure
- COMMUNITY & STAKEHOLDER COMMITMENT
- HISTORICAL SIGNIFICANCE
- SUSTAINABILITY GOALS
- RISKS
 - Asbestos/Hazardous Materials, Code/Life Safety/ADA Compliance, Unknowns
- COST vs. REWARD -or- REBUILD vs. RENOVATE
- LOCATION



REGIONAL ACCESS

- ✓ 4 miles from Downtown
- ✓ Direct access to IH-35, US-290, and US-183
- ✓ Served by Capital MetroRail
- ✓ On the Airport Boulevard growth corridor



HIGHLAND PHASE II AT A GLANCE

- **EXISTING**
 - 420,000 sf / 2 levels
 - 18 ft elevation change E/W
 - Steel structure, slab on grade, flat roof
- **ADAPTED USE**
 - > 16 Departments = Multiple end users
 - Specialty areas including
 - Black box & proscenium theaters
 - Recording & TV studios, photography labs
 - Culinary arts & restaurant
 - IMPACT lab & manufacturing programs
 - Nursing & health profession programs
 - Community amenities/spaces
 - Timeline – 09/2015 – 10/2020



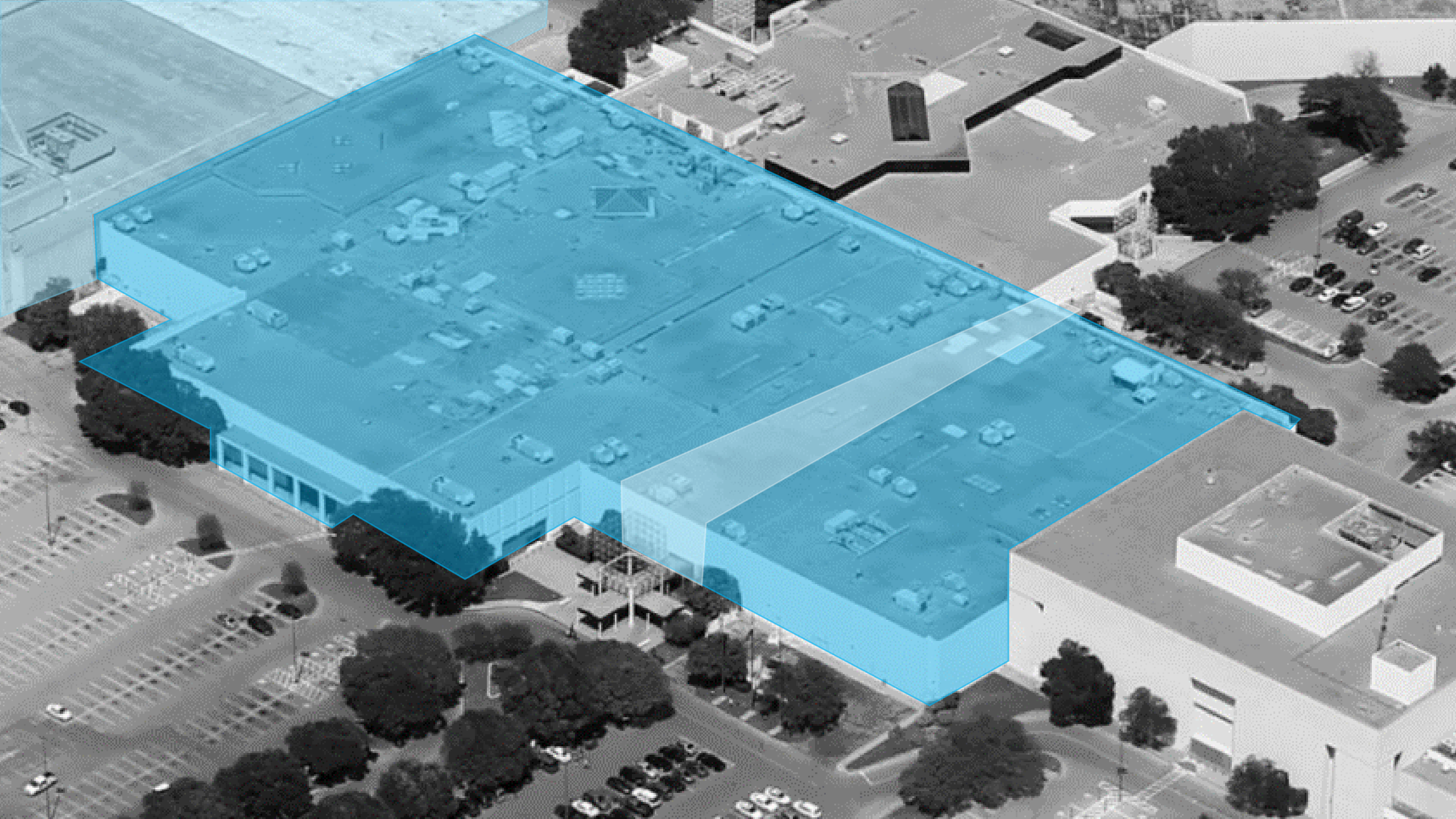




DIRECTORY

AVON







PRE-CONSTRUCTION COLLABORATION & PLANNING

- SALVAGE INVESTIGATION
- CHANGE IN BUILDING USE
- CODE NEGOTIATIONS
- AGING ELEMENTS
- STRUCTURE & INFRASTRUCTURE
- UTILITIES COORDINATION
- PRICE MONITORING
- SCOPE TO BUDGET PLANNING
- SUSTAINABILITY & LEED PLANNING

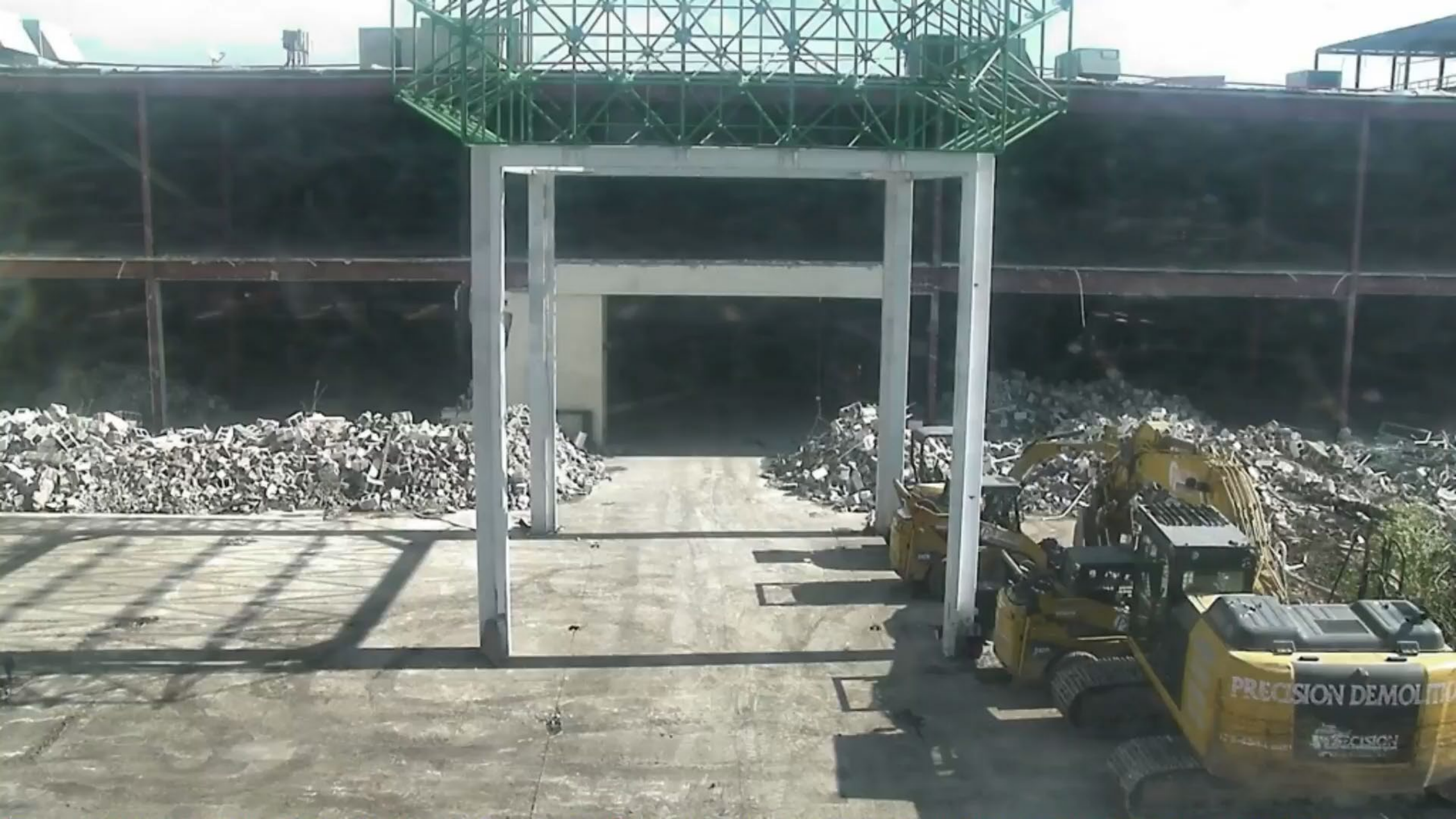


CHALLENGES - STRUCTURAL

- EXTENSIVE STRUCTURAL DEMOLITION
 - Shoring
 - Precise cutting/wrecking
 - Loud & disruptive Work
- UPGRADING STRUCTURE
 - 128 new piers
 - Upgraded foundations under existing columns
 - Connecting new elements to existing structure
 - New structure to facilitate new departments







CHALLENGES - AGING ELEMENTS

- AGE OF CONSTRUCTION MATERIALS
 - Asbestos/Hazardous materials
 - Roofing
 - Roof decking
 - Windows/Exterior
- STRUCTURE
 - Existing concrete foundations
 - Existing concrete slabs
 - Condition of existing steel & connections







CHALLENGES- CONCURRENT PROJECTS & PANDEMIC

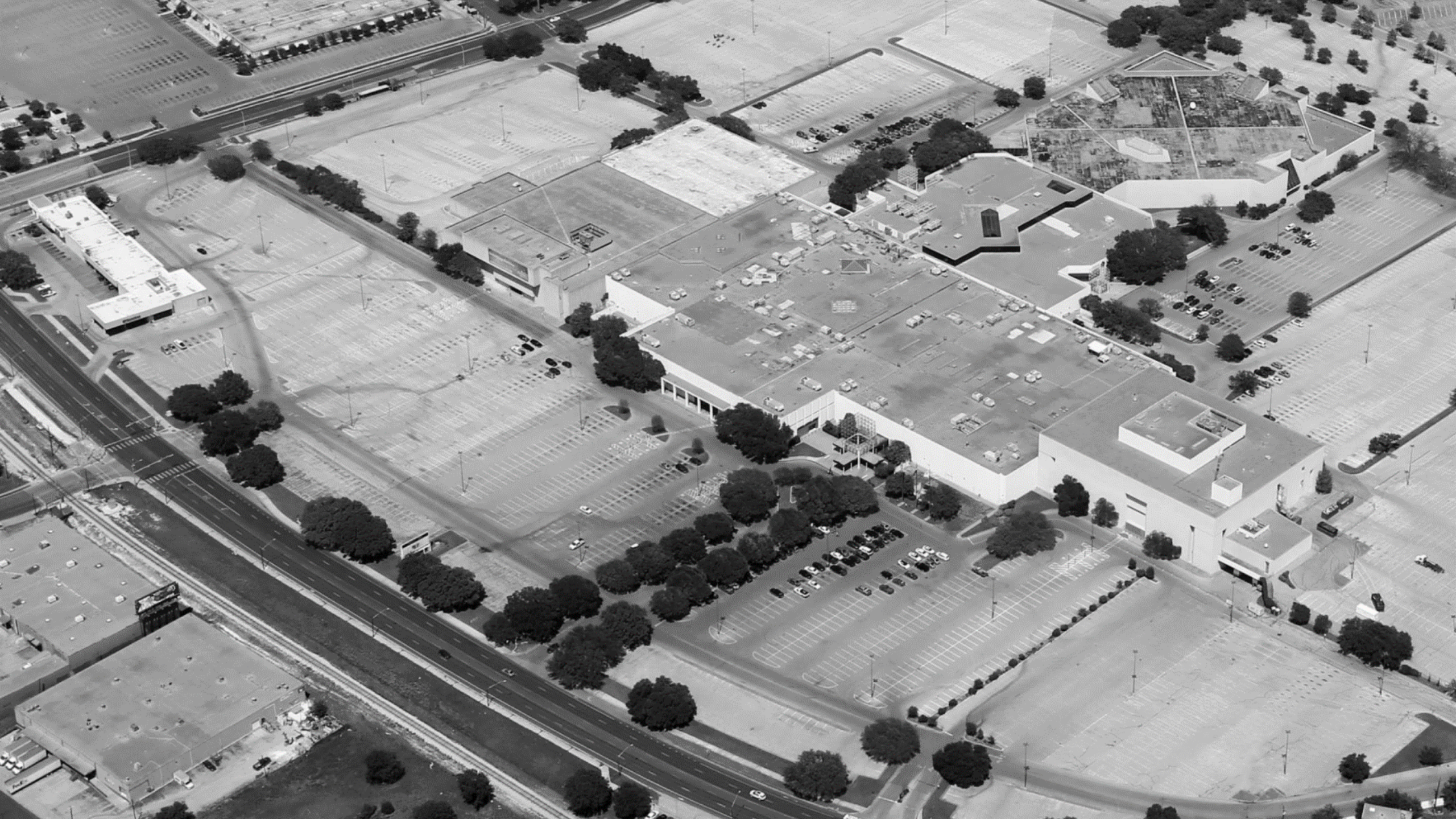
– PANDEMIC & ESCALATION

- We were lucky! Finished prior to escalation
- Manpower challenges especially impacted specialty vendors
- Material & procurement delays

– CONCURRENT PROJECTS

- Limited laydown/staging
- Impacted vehicle/equipment flow
- Logistics & sequencing plans
- Shared utilities & infrastructure added to coordination challenges







Fontaine Plaza
2020 / 1 Acre

Highland Phase II
2020 / 420,000 sf

Phase 2B
Infrastructure
2021

Austin PBS
2022 / 45,000 sf

Phase 2A
Infrastructure
2020

COA Permitting Ctr
2020 / 251,000 sf

District Cooling Plant
2020 / 9,000 sf

Highland Garage
2020 / 800,000 sf

FiveTwo Residential
2020 / 390
Apartments

Ella Parkside Residential
2017 / 309 Apartments

Water Quality Pond
2020
(Off photo)

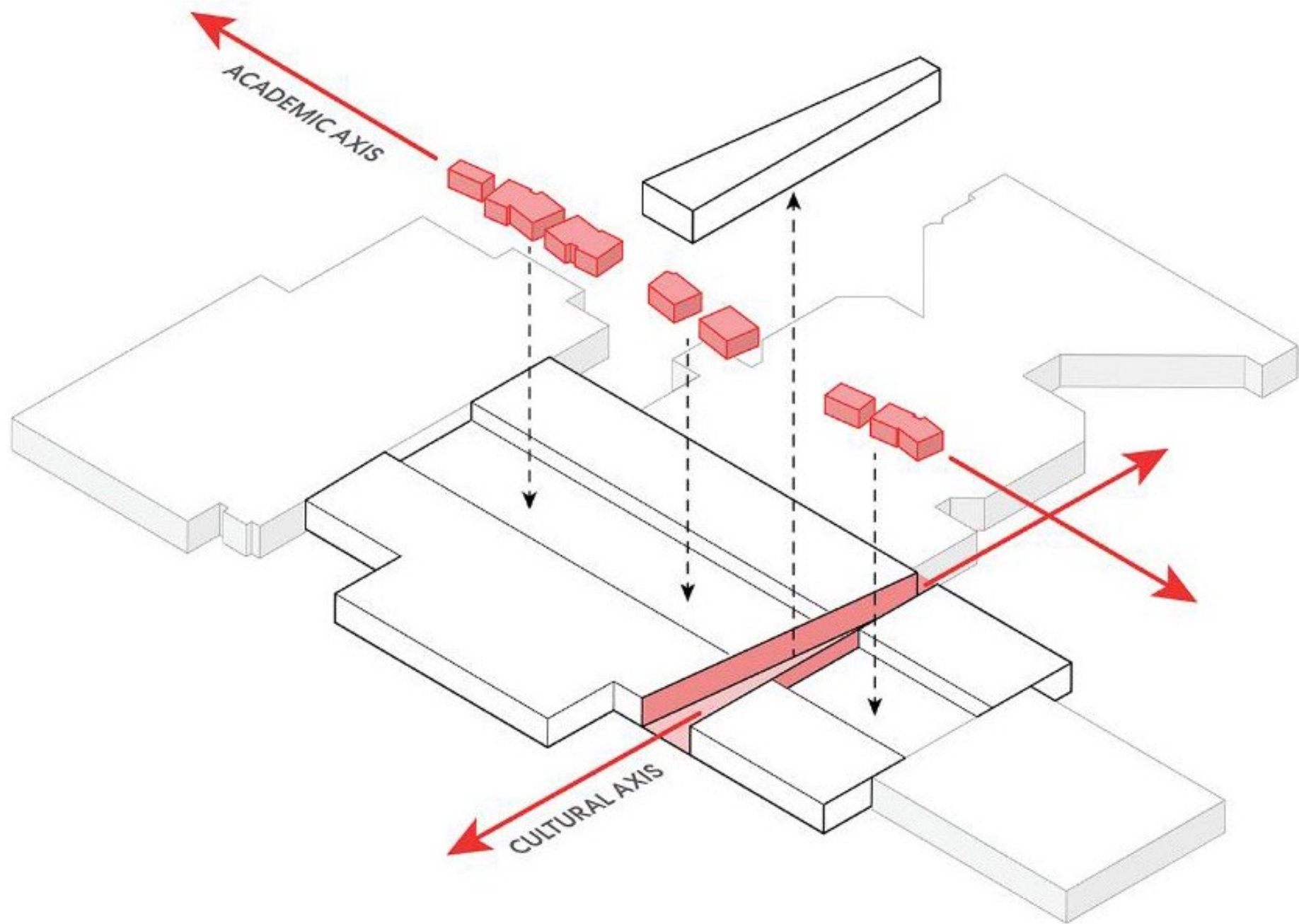


HIGHLAND PHASE II

420,000 sf
Completed 2020
Final Construction Cost \$115.9M

Public functions in Paseo to Connect to Mixed Use Development







LOWER LEVEL FLOOR PLAN

- | | |
|---------------------------------|--|
| 1 PHOTOGRAPHY | 6 MUSIC, MUSIC BUSINESS+TECHNOLOGY |
| 2 MECHANICAL | 7 RESTAURANT |
| 3 RADIO, TELEVISION FILM | 8 LECTURE HALL |
| 4 HEALTH SCIENCE | 9 ARCHITECTURE/ENGINEERING CAD/GIS |
| 5 CULINARY | 10 REGIONAL WORKFORCE MANUFACTURING LAB |



3



6

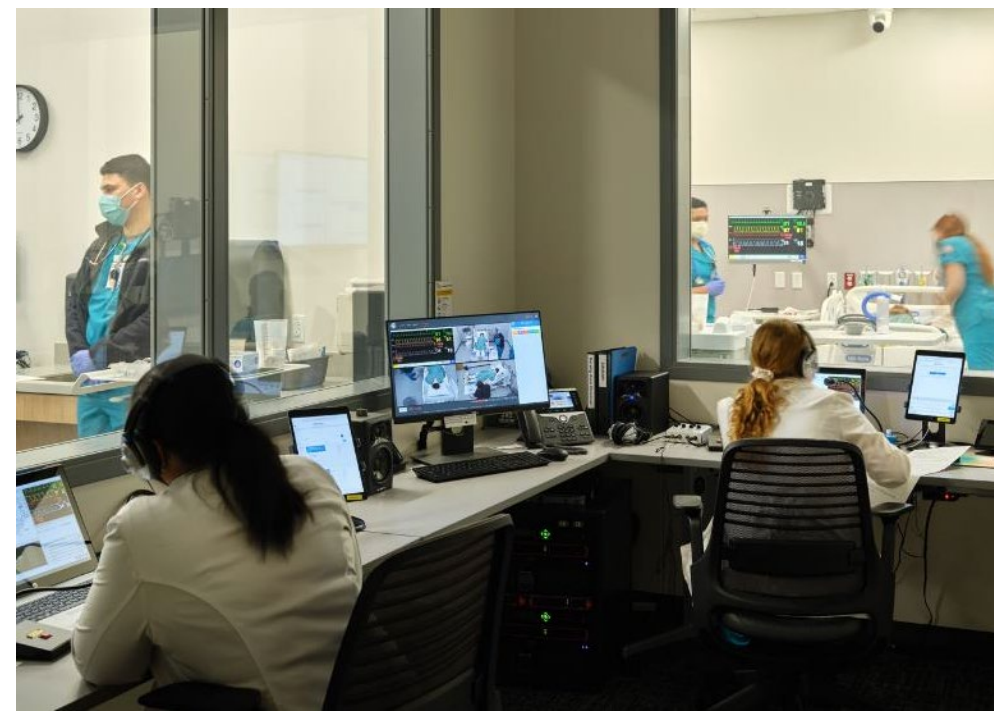


10

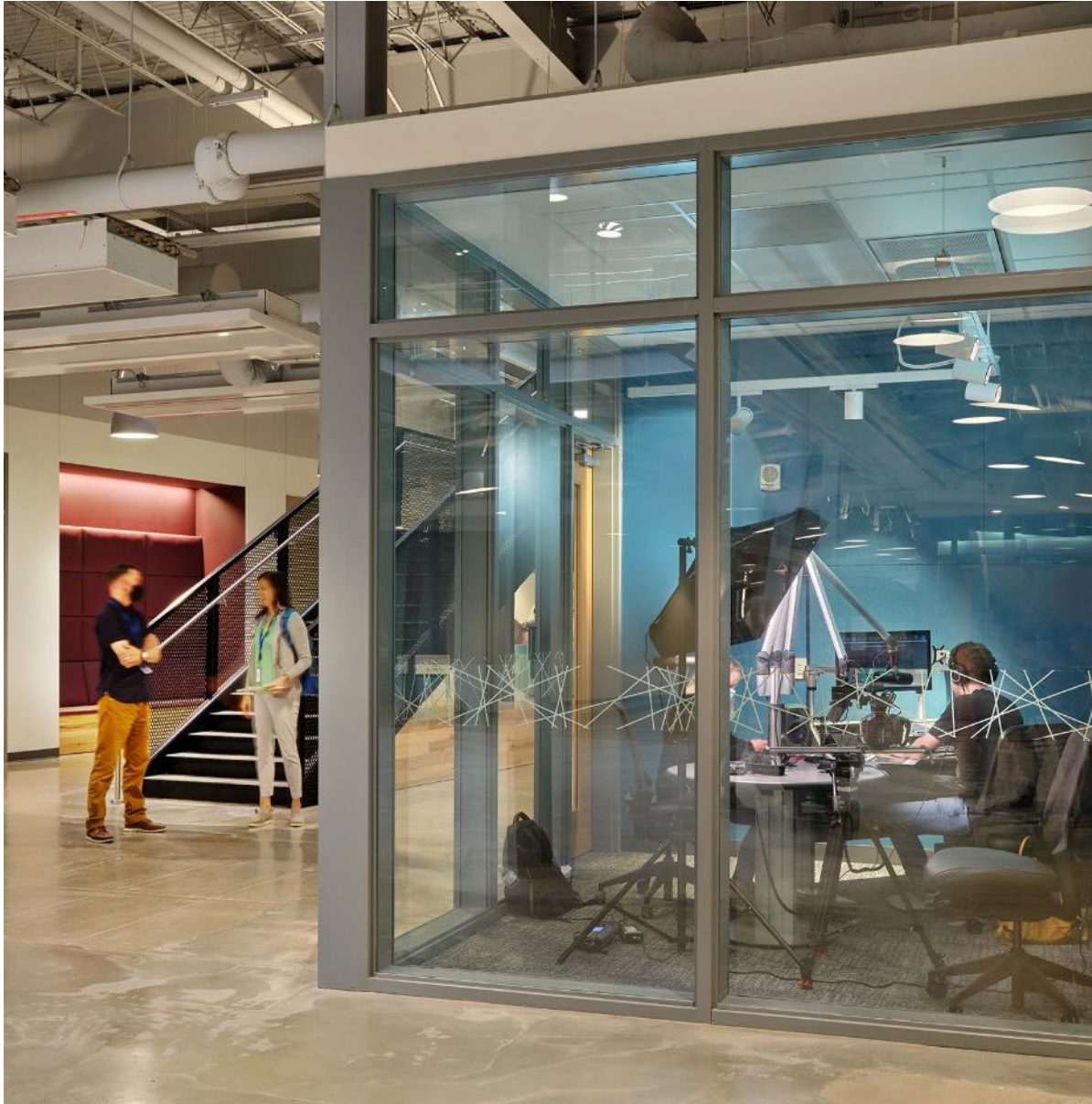
















UPPER LEVEL FLOOR PLAN

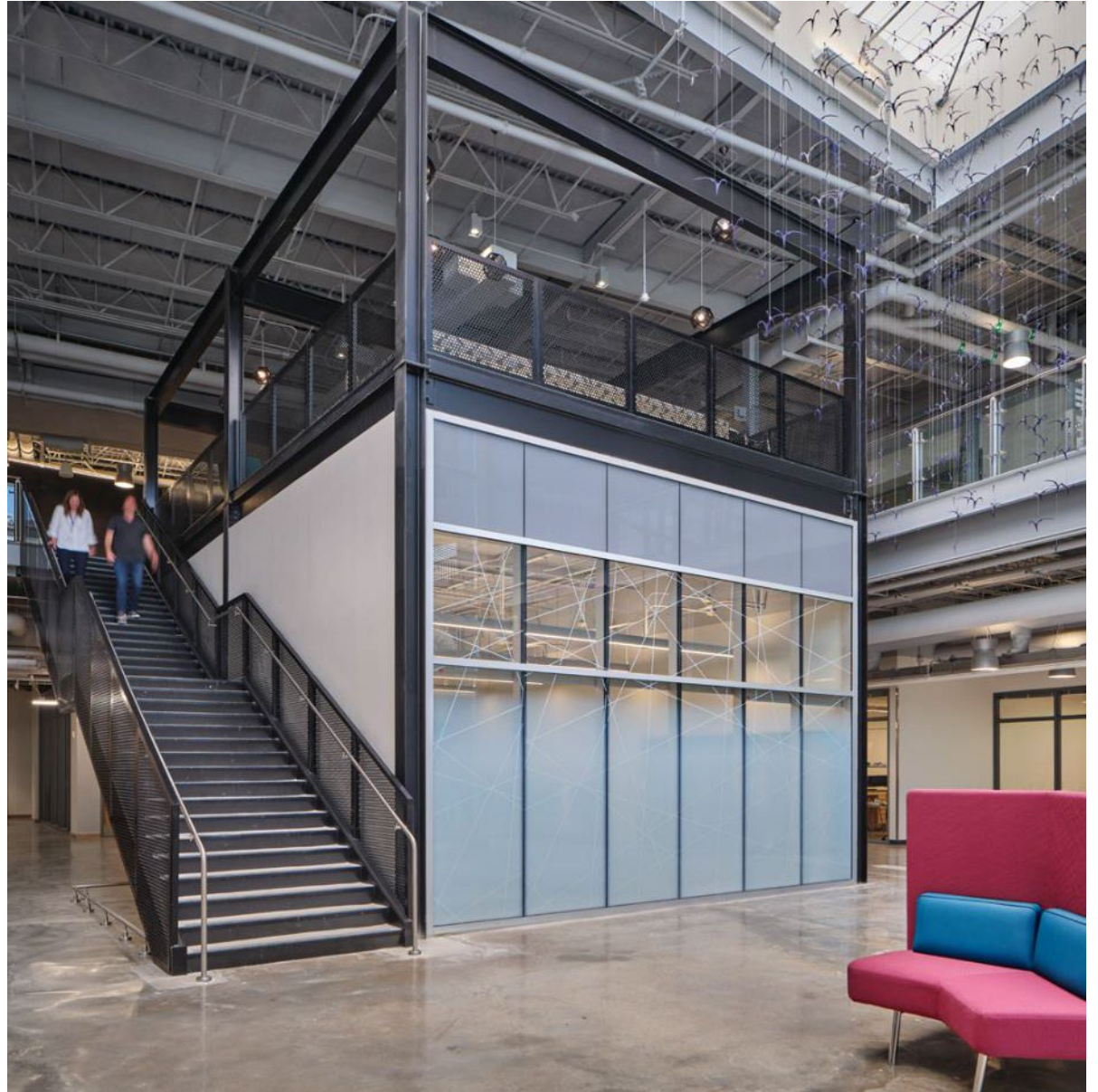
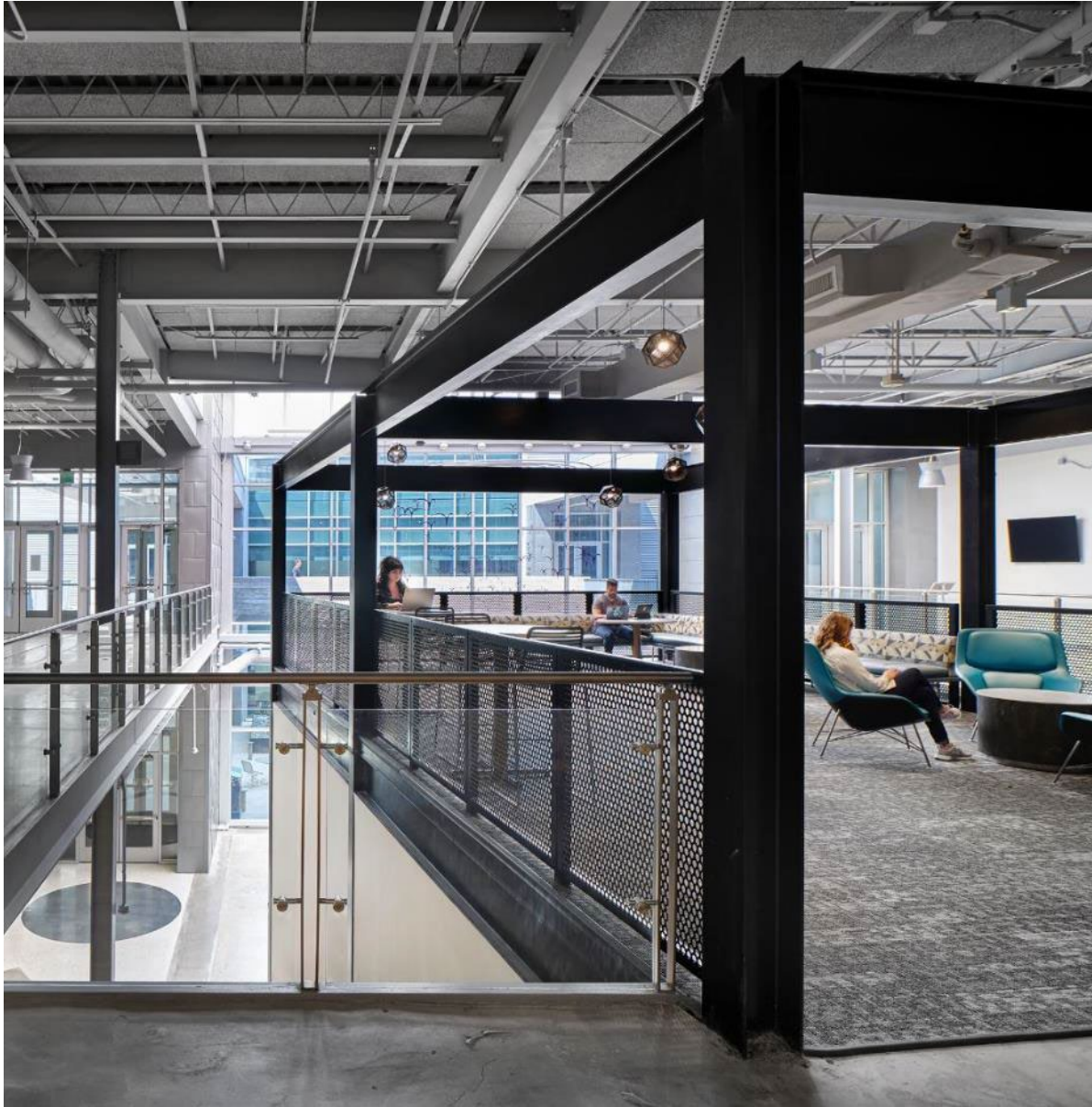
- | | |
|------------------------------------|--------------------------------|
| 1 DENTAL LAB | 6 STUDENT COLLABORATION |
| 2 FOOD SERVICE | 7 SCENE SHOP |
| 3 COMPUTER SCIENCE | 8 DANCE |
| 4 VISUAL COMMUNICATIONS | 9 AUDITORIUM |
| 5 GAME DESIGN AND ANIMATION | 10 BLACK BOX THEATER |















58%
EXISTING BUILDING REUSED



30%
RECYCLED MATERIALS



34%
WATER USE REDUCTION



80%
CONSTRUCTION WASTE DIVERTED



89%
CERTIFIED SUSTAINABLE WOOD



7%
ON-SITE GENERATED RENEWABLE ENERGY



21%
ENERGY COST SAVINGS



LESSONS LEARNED

OWNER

- Carefully consider adaptive reuse
- Stakeholder & project team fortitude/commitment
- Multiple owners added complexity to the sell for 5 years
- Developers build and fund faster than institutions
- Scheduled masterplan phases
- Shared amenities saved time and money
- Reserve contingency & expect surprises

ARCHITECT

- Broad consideration of building's adaptability to new use
- Stakeholder engagement & buy-in
- Early due diligence (Laser scan, subgrade, roof, envelope)
- Early decisions for salvage and reuse items
- Strong technical team (Vibration, structural, roof, envelope & others)
- Complex code upgrades to a more restrictive occupancy type
- Design opportunities to stretch \$

CONTRACTOR

- CMAR delivery & team continuity was key
- Over-plan/manage/communicate with concurrent projects
- Tighter planning needed to include timelines
- Phase in and out of parking lots to garages
- Game plan to address the unexpected
- Specialty spaces increase risk
- Close coordination of civil engineers – roads and utilities

ADAPTIVE REUSE FINAL THOUGHTS...

- BROAD SUPPORT & BUY-IN
- MINDSET - NOT FOR THE RISK AVERSE
- ANTICIPATE UNKNOWNNS
- MITIGATE RISKS
 - CMAR w/ early engagement
 - Contingencies
 - Technically strong design team
- INVEST HEAVILY IN EARLY DUE DILIGENCE
- DON'T DO IT FOR COST SAVINGS ONLY
- ALIGN WITH GOALS & MISSION
- SUSTAINABILITY DRIVEN





**Barnes
Gromatzky
Kosarek
Architects**

Perkins&Will



<https://sites.austincc.edu/2022-bond/>

**THANK YOU
QUESTIONS?**

