



involved so many members of all our crafts, meeting construction deadlines required excellent contractors, knowledgeable supervision and exceptional craftsmen.”

Darryl Whitehead of Stark Enterprises is quick to credit the BAC for helping the project stay on its fast track schedule. “The BAC met all our needs for completing Phase I on time. Their work was phenomenal.”

Crocker Park is already bustling with activity, and construction of Phase II is currently underway. With the eventual completion of Phase III, the multi-use development will encompass 75 acres and will incorporate 547,000 square feet of ground-floor retail and commercial space with 1.2 million square feet of upper story for-lease residential and office space. For-sale condominiums and private homes will occupy the perimeter of the development.

*BAC Craftworkers involved in the construction of Crocker Park include:*

*Bricklayers, Stonemasons, Cement Masons, Tile Setters, Tile & Marble Finishers, Pointers, Cleaners & Caulkers, and Precast Specialists*

For additional information on the project detailed in this IMI Case Study, contact:

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The International Masonry Institute is a labor/management cooperative serving the interests of the International Union of Bricklayers and Allied Craftworkers and the contractors who employ its members.

The International Masonry Institute presents programs in four broad categories: apprenticeship and training, market development and technical services, research and development, and labor/management relations.

To reach the IMI office nearest you in North America, call 800.464.0988.

# IMI CASE STUDY

August 2005

Number 24

## CROCKER PARK

Westlake, Ohio



<b>OWNER:</b>	Robert Stark Enterprises, Inc., Woodmere, OH	
<b>ARCHITECT:</b>	Bialosky and Partners Architects, Cleveland, OH	
<b>CONSTRUCTION MANAGER:</b>	Arbor Construction/Whiting Turner Contracting Co. Cleveland, OH	
<b>ENGINEERS:</b>	McNamara/Salvia, Inc., Boston, MA; Thorson Baker & Associates, Inc., Richfield, OH	
<b>LOCAL UNIONS:</b>	Northern Ohio Administrative District Council of Bricklayers and Allied Craftworkers; Southern Ohio Administrative District Council of Bricklayers and Allied Craftworkers	
<b>MASON CONTRACTORS:</b>	Crest Masonry; Foti Construction Co.; Giambrone Masonry; LMR Construction Co., Inc.; Royal Landscape, Inc.; Zavarella Bros. Construction	
<b>TMT CONTRACTORS:</b>	Acme Arsena Company, Inc.; A.C. Tile & Marble, Inc.; Commercial Floor Covering, Inc.; Corcoran Tile & Marble; D.T. Peckham L.P., Fresno, California; Minerva Tile & Renovation; Monte Rose Construction Co., New York, NY; SMG Management Co., Inc.; Suburban Marble & Granite; Wagner Marble and Tile	
<b>PCC CONTRACTORS:</b>	HMH Restoration Co.; Kapton Caulking and Building Restoration	
<b>STONE CONTRACTOR:</b>	Acme Arsena Company, Inc.	
<b>PRECAST CONCRETE:</b>	R.W. Sidley, Inc.	
<b>PROJECT COST:</b>	\$480 Million	



**W**estlake, Ohio is one of a number of Cleveland's fast-growing western suburbs. Like many bedroom communities, however, it has grown up lacking a city center and a unique sense of place.

That all changed when developer Robert Stark, in collaboration with the Carney Group, chose Westlake as a place to create one of the most ambitious and synergistic mixed-use developments in the United States. Their goal was to create a substantial, high-quality urban environment where people would feel comfortable living, working, shopping and participating in recreation. According to Darryl Whitehead, company spokesperson for Stark Enterprises, "This is not a shopping center. It's the rebirth of what downtown areas used to be. When completed, the three-phase project will encompass twelve city blocks, and will feature a mixture of retail stores, spacious office buildings, restaurants, a hotel, luxury apartments and private homes."



Architects and planners from Bialosky and Partners were charged with creating a main street-style community, reminiscent of the early 20th century when communities were places where people walked to their destinations. One of their greatest challenges was to develop a design aesthetic that would result in an exciting urban street level experience, while providing for extensive buffering where the development would engage the surrounding community.

To meet this challenge, designers chose to utilize real building materials such as brick, slate, stone and marble to reinforce a feeling of permanence and comfort. According to Paul Deutsch, Principal Architect for Bialosky and Partners, "Because of its flexibility, durability and regional history as a solid, reliable building element, brick was chosen as the primary exterior construction material for Crocker Park." Brick was



used for building skins, arches, sidewalks, borders and interior walls. As a design element, brick was used both externally and internally to tie the mixed-use development together. At the same time, different types of brick, displaying a variety of colors, textures and mortar types, were incorporated to create distinct separations in building function and tenant space. Deutsch notes that, "Brick's inherent ability to create intricately detailed facades allowed the streetscape to exude the warmth and character reminiscent of early 20th century Americana." Aesthetics were further enhanced by incorporating ceramic tile, cultured stone and ground face block into both the interior and exterior designs.

Phase I of the project broke ground in April of 2004, with an ambitious completion date scheduled for October of the same year. This phase would include the construction of 125 retail spaces and restaurants, spacious upper floor offices, 4 parking decks, paved roads and walkways, and landscaped park areas.

Masonry work began in July and would require a massive influx of manpower if the project was to be completed in time for the grand opening at the end of October. The primary workforce was comprised of BAC craftworkers from Northern Ohio Locals #5, #6, #7, #16, #36 and #40. They were joined by craftworkers from several Southern Ohio local unions, as well as from BAC Locals as far away as Pittsburgh, Pennsylvania and Fresno, California. At the peak of the construction period, between 500 and 600 BAC craftworkers were actively engaged in the project. According to Bob Fozio, Director of the Northern Ohio Administrative District Council of Bricklayers and Allied Craftworkers, "We had up to nine different tile and marble contractors and at least seven mason contractors, in addition to a signatory landscaping contractor, working on site at all times."

Because of the extremely tight construction schedule, coordinating the daily activities of the numerous contractors was a major challenge for everyone involved. Extra safety precautions were required as well, since crew members were often working directly above one another. Fozio notes, "This project

