

Finding the Perfect MIX

Moderator

Stephen Engblom

SVP/Global Director, *AECOM Cities*

Panelists

› **Scott Adams**

Deputy City Manager, *City of Las Vegas*

› **Clare DeBriere**

EVP/COO, *The Ratkovich Company*

› **Rachel L. Roberts**

Director of Branding and Marketing

The Statler Hotel & Residences

Centurion American Development Group

OPENING REMARKS

Stephen Engblom

AECOM



ULI Fall Meeting
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**Urban Land
Institute**

ULI Fall Meeting
October 27, 2016
Dallas, Texas

Finding the Perfect MIX

MIXED-USE DISTRICT DEVELOPMENT IN SYMPHONY PARK: DOWNTOWN LAS VEGAS

Scott Adams
Deputy City Manager, City of Las Vegas



Overview

- Downtown Overview
- New Downtown Master Plan/Mixed-Use Hubs
- Symphony Park

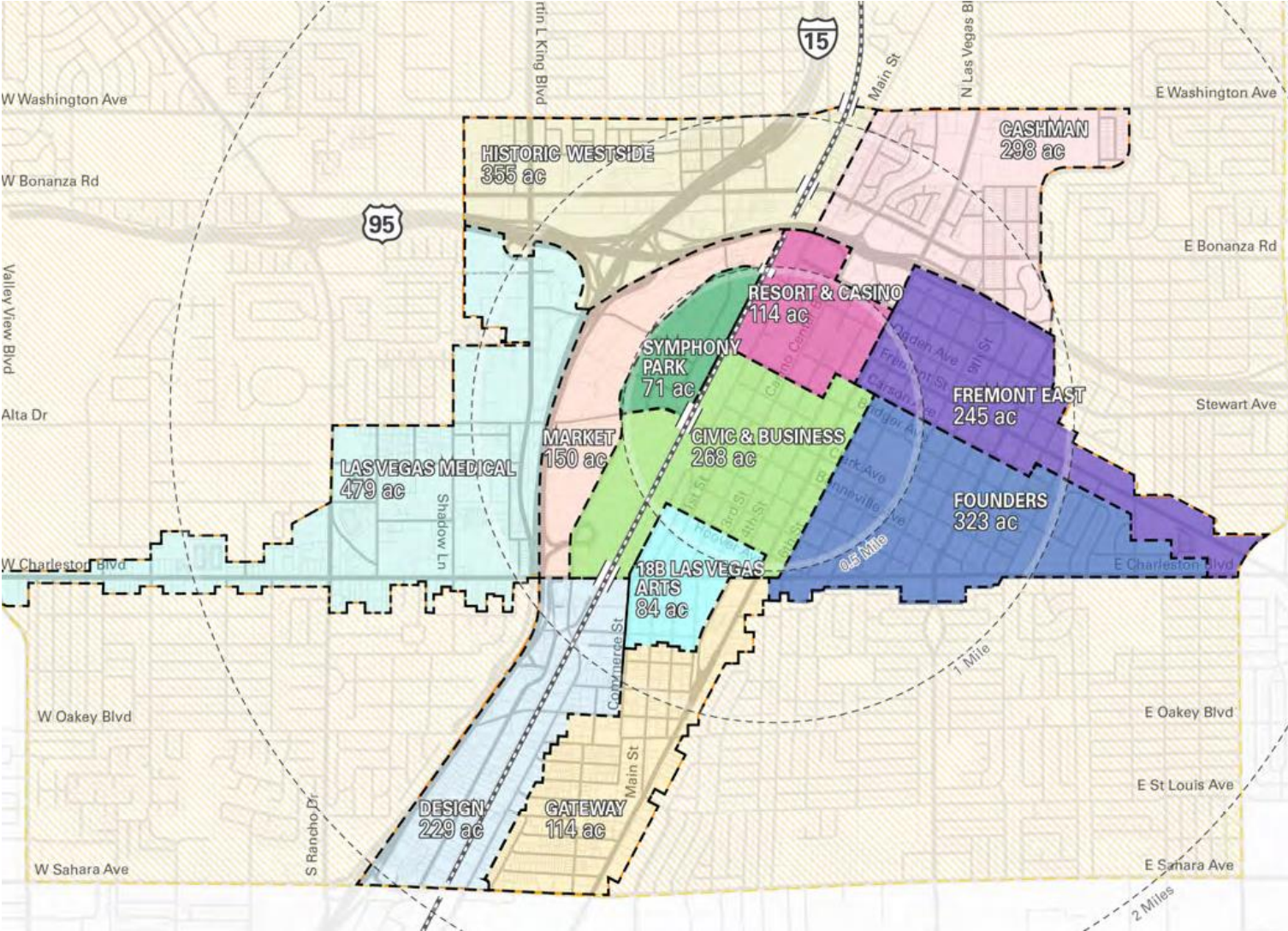


Downtown Las Vegas

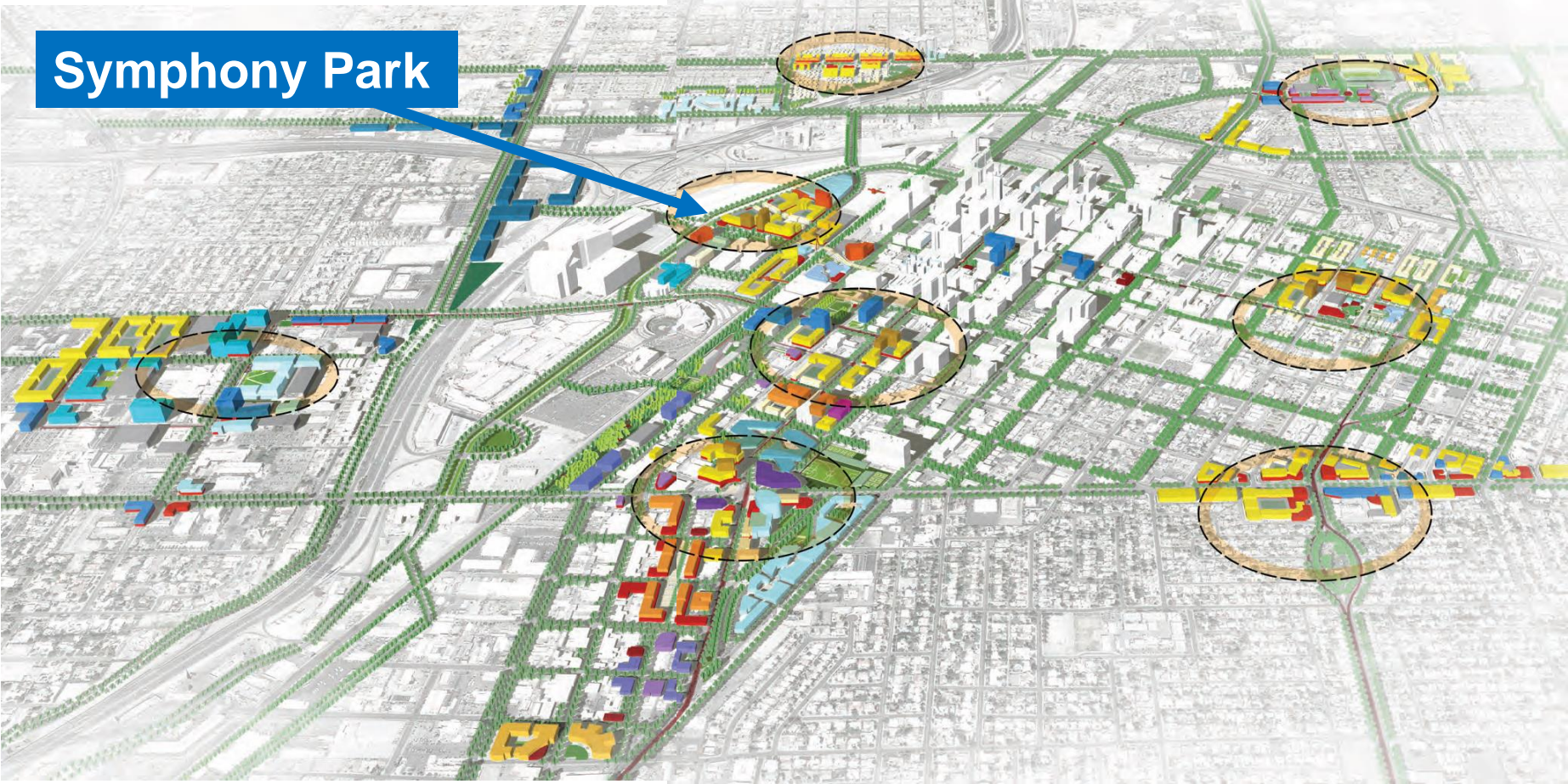
- Original gaming center of Las Vegas
- Currently experiences 15 million visitors annually
- Building a traditional downtown around this gaming core
- 15 year successful redevelopment
- Stalled by the great recession
 - Major city investment heading into recession (city hall, performing arts center, Mob Museum)
 - Zappos/Downtown Project investment commencing in 2012
- Currently recovering with a housing emphasis



New Downtown 2045 Master Plan



Downtown Mixed-Use Hubs

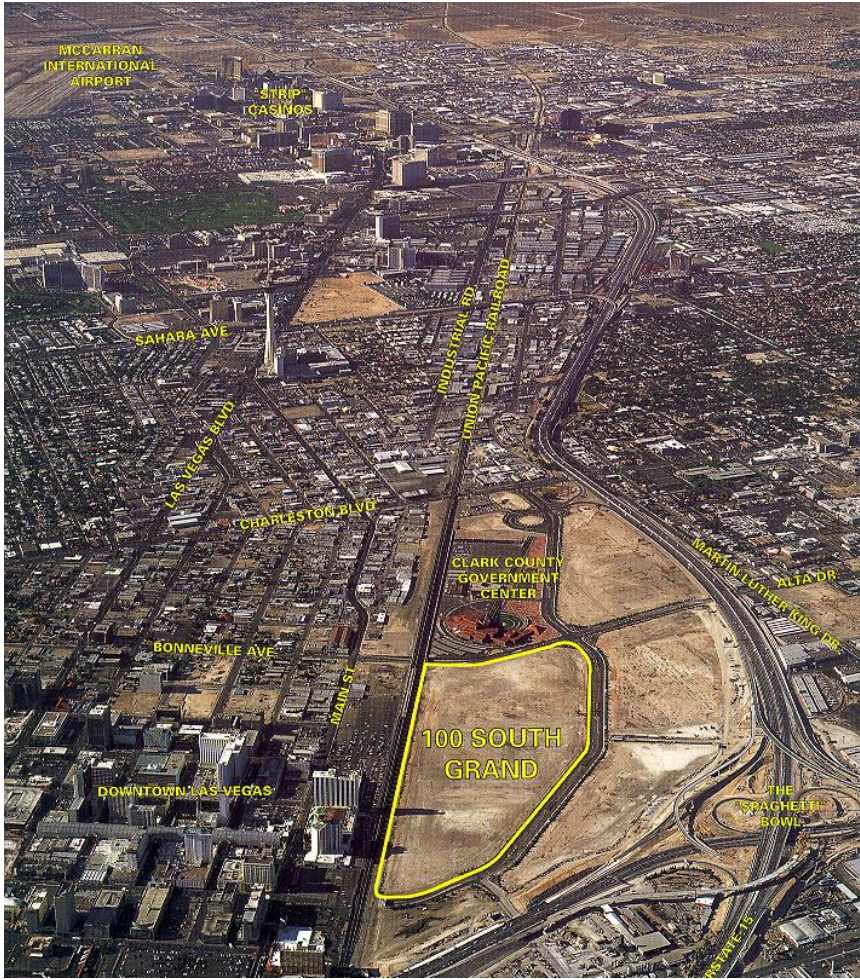


Symphony Park History

- City acquired in 2000 in exchange with Lehman Brothers for 200 business park acres
- Former main LV RR yard
- Part of a larger former RR district developed with other major uses
- City is master developer—formed SPMA
- All parcels were under a development agreement
- City built infrastructure via RDA (\$42 mil.)
- City partnered with Newland Communities as development advisor



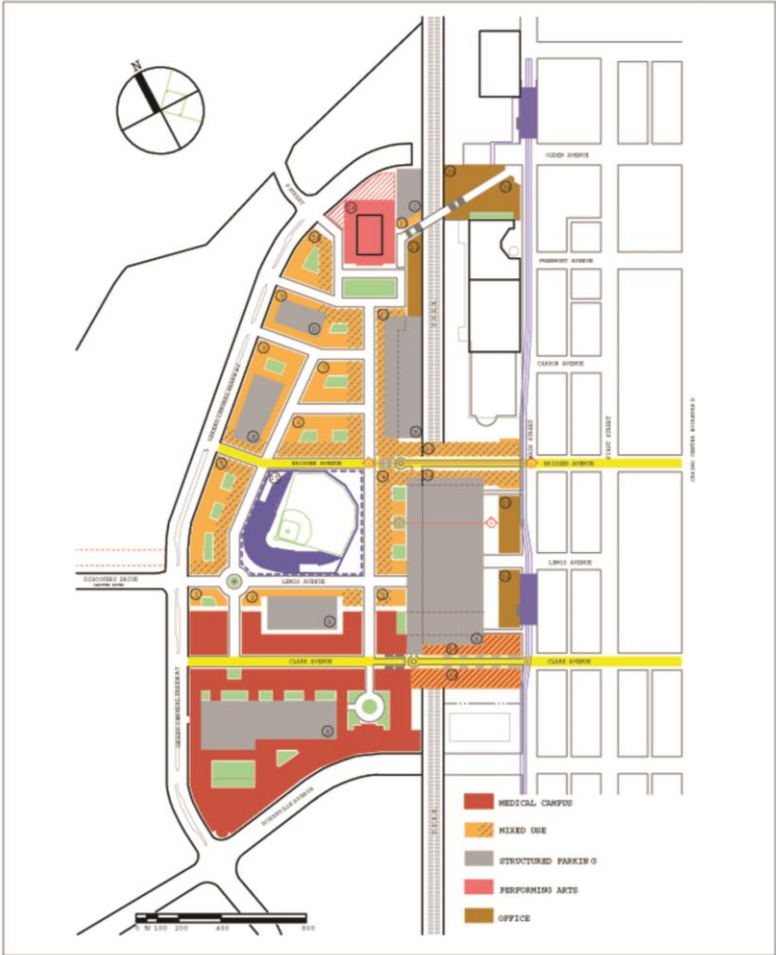
Then



Today

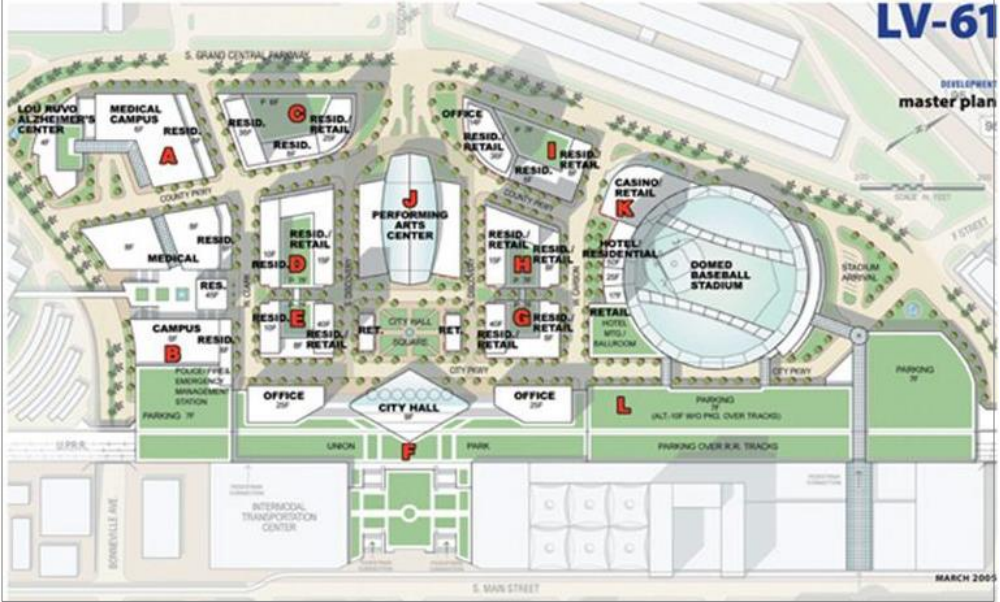


Past Plans

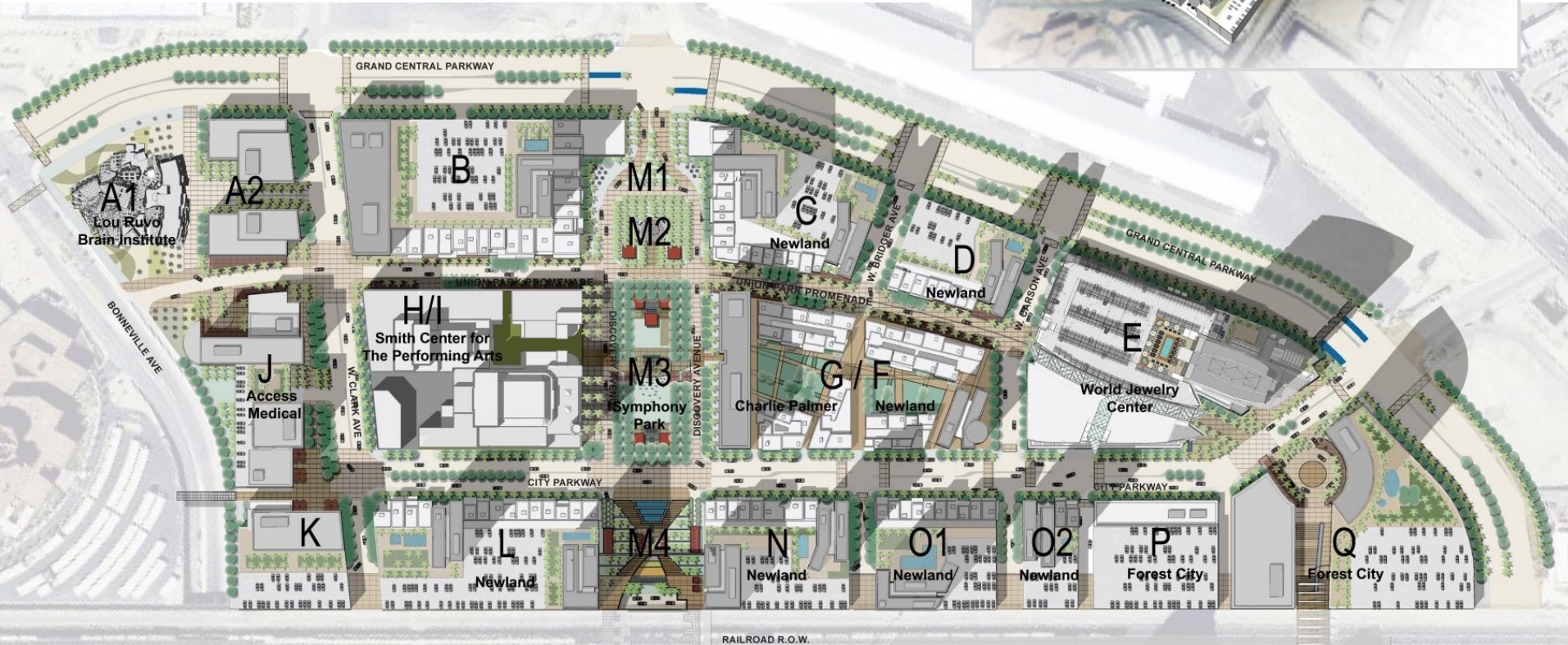


Southwest Realty DAVID H. SCHWAB / ARCHITECTURAL SERVICES, INC.	ACRES 61 MASTER PLAN	OPTION A AUGUST 1, 2002	CITY OF LAS VEGAS, NEVADA
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Union Park / LV-61 Parkway Center: Grand Central/Bonneville



Current Plan



Current Anchors



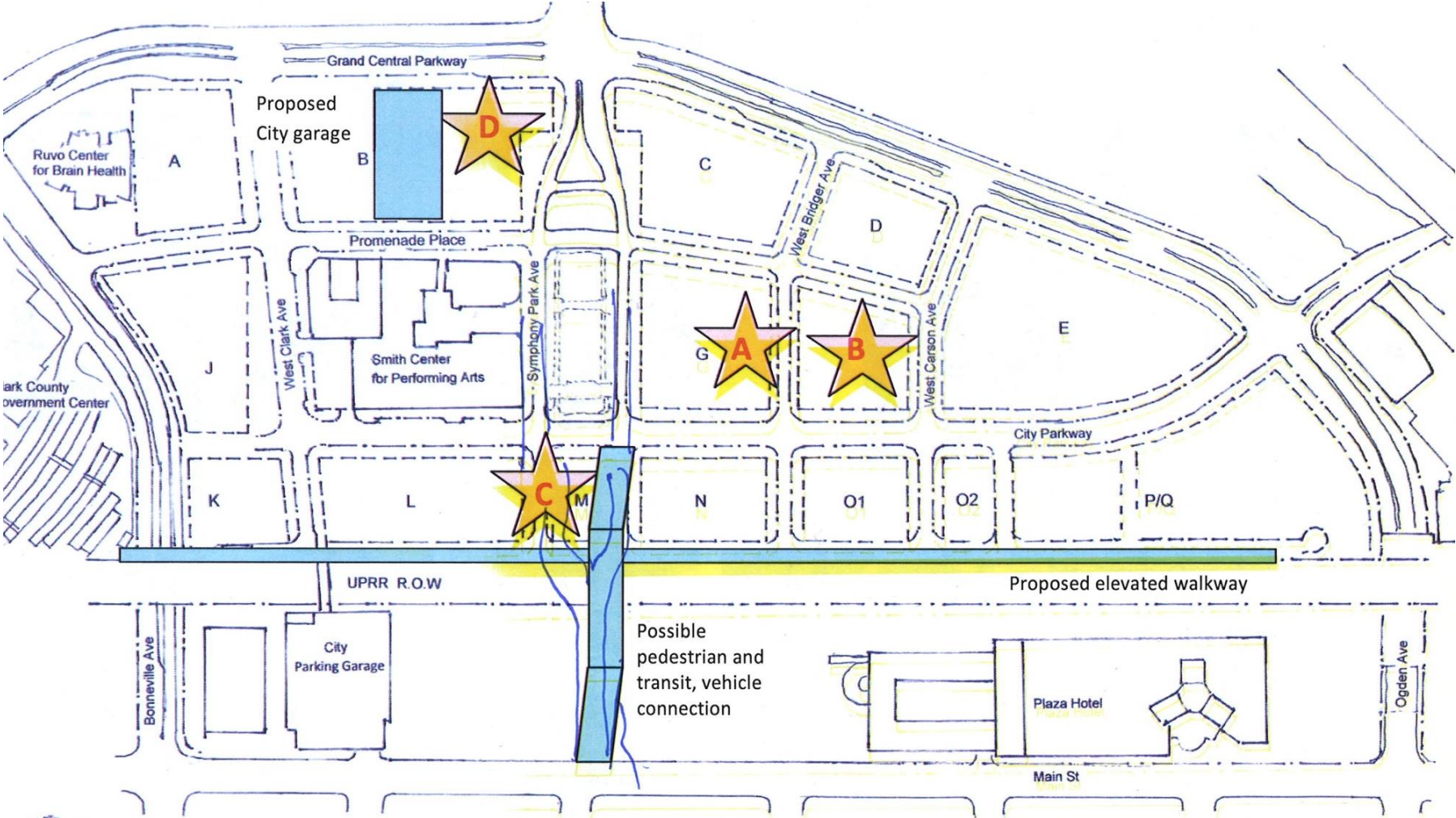
Issues Going Forward

- Most development agreements have lapsed
- Establish new market driven land use mix
- Connections to downtown core
 - Pedestrian
 - Vehicular
- Elevated trail—LV version of the Highline
- Park space
- Parking garage development
- Identifying new developers



Photo by Donald Blessing

Planning Issues



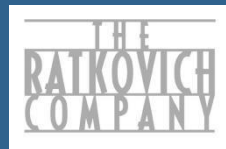
Studies



THREE NEIGHBORHOOD CASE STUDIES

1. **The Hercules Campus**, Playa Vista, CA
2. **The Alhambra**, Alhambra, CA
3. **The Bloc**, Downtown Los Angeles, CA

Clare DeBriere
EVP/COO, *The Ratkovich Company*



*Profitably Producing
Developments that Improve
the Quality of Urban Life*

Understand Your “Neighborhood”

- Who and what is there now?
- What will the future look like?
- Who are you building for and when will they arrive?
- How can you combine all those parts to create a greater whole?

Find Your Brand

- Understand how to “talk” to your audience—both your prospective tenants and your community—and be consistent with how you share your vision.
- Form relationships with key community partners.
- Figure out how to fill the gaps.

Be a Matchmaker

- You know your location, community, brand, and prospective tenant lists better than anyone else—use that knowledge.
- Find natural alliances between the values of your various tenants, their clients, and the community.

Hercules Campus

Understand Your Neighborhood

Valuable residential, a university, a beach, creative office in the adjoining communities of Santa Monica, Venice and Culver City with burgeoning tech users.

Thousand of new housing units had been built with thousands more to follow. Big retail amenities planned for and now developed.

The gap: Building creative office space for media, entertainment, and technology companies hiring millennials, who want a more urban, local environment.



Hercules Campus

Find Your Brand

Every project needs a story - the more local the project, the more local the story. At Hercules, the name, the brand, the design was all tied to its history as the innovation hub for Howard Hughes and how that sells to the new residents and selling them on the coming retail.

Our anthem told that story:

The Hercules Campus is a place for seasoned visionaries, and those who are just beginning to know their genius; a place for the problem solvers, the brave, the ones who don't take no for an answer and for their quiet supporters, without whom nothing would ever get done; a place of unlimited visual space and inspiration, of historic significance and natural beauty for thinking, testing, and rethinking, for ground breaking, record breaking and coffee breaking, where limits are just benchmarks on the way to new discoveries. The Hercules Campus is a place that will awaken and inspire the inventor in each of us.



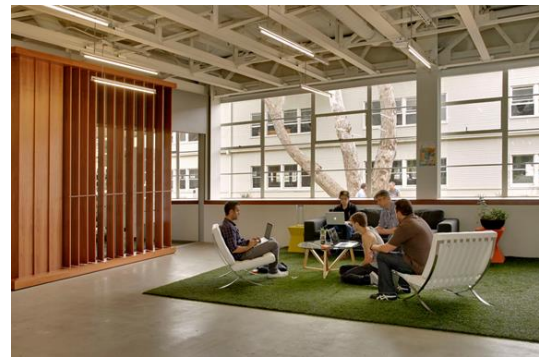
Hercules Campus

Be a Matchmaker

We marketed our innovative, creative, office campus to future tenants as being part of a bigger community.

We were the Hercules Campus at Playa Vista. We physically connected to existing amenities; toured perspective office tenants both the existing and planned residential; and, showed the coming retail developments.

We programmed events in our communal spaces for existing and future tenants, retailers and residents to meet and interact.



The Alhambra

Find Your Brand

We named ourselves The Alhambra and called ourselves an urban community.

We used images of The Alhambra palace's lush gardens to craft a vision of what we could be; and focused on the building of that urban community.

Planned (and entitled) residential on a portion of the property, developed supporting retail—in both cases complementary to what existed or was being planned in the community.

Focused on enhancing the community through green building, innovation and preservation.



The Alhambra

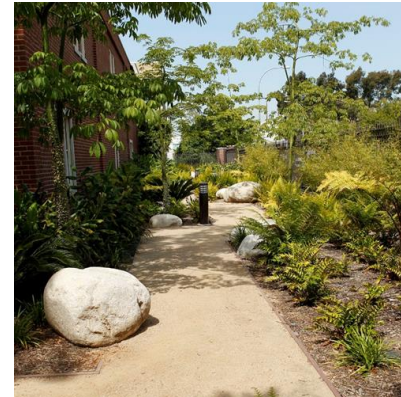
Be a Matchmaker

Connected to both LA County and USC, existing office tenants, to provide a Metro bus connection and shuttle connection, respectively to the Metro system for all the tenants at the campus and local residents.

Connected to local residents through various organizations to bring them to the campus for Santa Night, Music on the Green, putting contests, walking clubs, free e-waste collections, etc.

Connected to local restaurants/retailers to bring them on campus to share their products with the tenants.

Created a tenant bike share program to allow easy access from campus to Main Street.



The Bloc

Understand Your Neighborhood

Located in the heart of downtown Los Angeles.

Consists now of a 496-room Sheraton Grand Hotel, a 220K sf Flagship Macy's, 200K sf of retail, 740K sf Office Tower.

Located immediately adjacent to the busiest station in entire Metro system, located within two blocks of the City's highest grossing restaurant and bar, four blocks from Staples Center and convention center, and on downtown's historic shopping district.

Entire project was non-competitive when acquired.



The Bloc

Find Your Brand

Brand Values were determined to be: Activated, Connected, Sensory, Artisanal and Local. We called ourselves, downtown's living room.

We emphasized the indoor/outdoor nature of our development geared toward the millennials and the creative class.

We focused on the connections to the restaurants, shops and cultural institutions that were all within a five minute walk of our site—great for the office tenants and hotel guests—and ultimately the shoppers.



The Bloc

Be a Matchmaker

We connected with locally-focused non-profits who embraced/embodied our brand values to activate our “Square” through programming.

Brought in local artists to create art for the Square and to show activity on the street before we had retail tenants opened.

Connected with our future retail tenants by having food trucks Thursdays for those restaurant tenants who had food trucks, for those who did not, used their products as office tenant gifts to introduce them to the project.

Engaged the hotel bar with a happy hour program for the office tenants.



THE STATLER HOTEL & RESIDENCIES

Rachel L. Roberts

Director of Branding and Marketing, *Centurion American Development Group*



THE Statler



History & Significance

THE *Statler*



- Architect- William Tabler
- Adjacent to the original Dallas Public Library
- Opened 1956
- Considered the most technologically advanced hotel in the country
- First new large hotel in Dallas in over 30 years
- Largest Conference Hotel in the Southwestern United States
- Elite destination for entertainment & business
- Had been vacant since 2001
- Replete with urban legends

The Value to Downtown Dallas

Benefits

- The Statler reactivates a significant sector of downtown
- The Statler contributes to downtown's sustainability:
 - Recycling a historic building
 - Long-term lease w major tenant
 - Smaller apartment units are more affordable
 - The apartment is the "bedroom"; The Statler and downtown are the "living room"
- The Statler's activation will:
 - Connect 4 Major Downtown Districts
 - Increase activity in Main Street Garden
 - Drive pedestrian traffic eastward
 - Contribute to a less dependent automobile culture



Challenge 1: The Right Mix



- 159 Curio Hilton Hotel Rooms
- 219 Apartments
- Food & Beverage
 - 4 venues, Catering & Room Service
- 14.6K SF Blackbox Ballroom
 - Concerts, Weddings, Events & Conferences
- 6400 SF Meeting Space
- Lounge/Co-working Space
- Lifestyle Retail
 - Fitness, Health & Beauty, Pop-Up Retail
- 90K SF Single Tenant Office Space (former DPL site)

Solution: Approachability & Sustainability

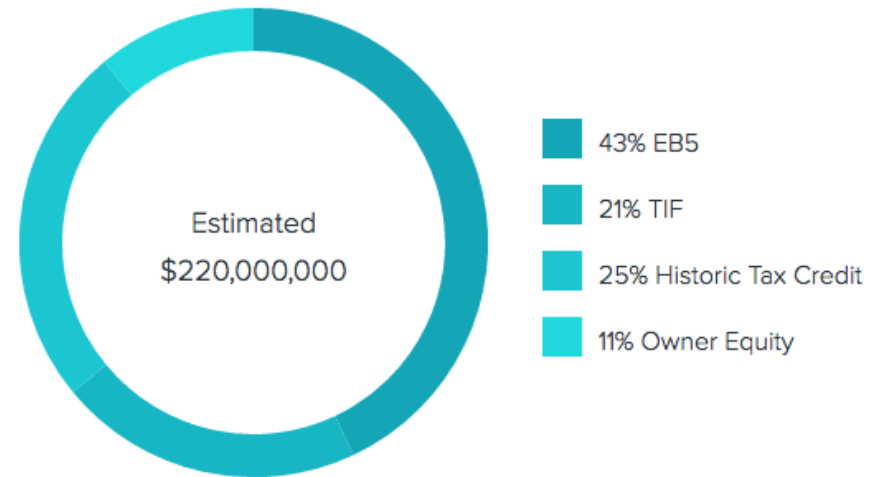
Challenge 2: Financing & Process

Economic Impact Projections

Construction, FF&E,
Hotel, Leasing & F&B Operations

- 2340 Jobs Generated
- \$316M Output into Economy
- \$200M Value Added after purchase
- \$99.5M Total Annual Revenue for all Sectors after Stabilization

**Source: July 2016 JLL Report*



City widens sidewalks and grants additional lane for valet.

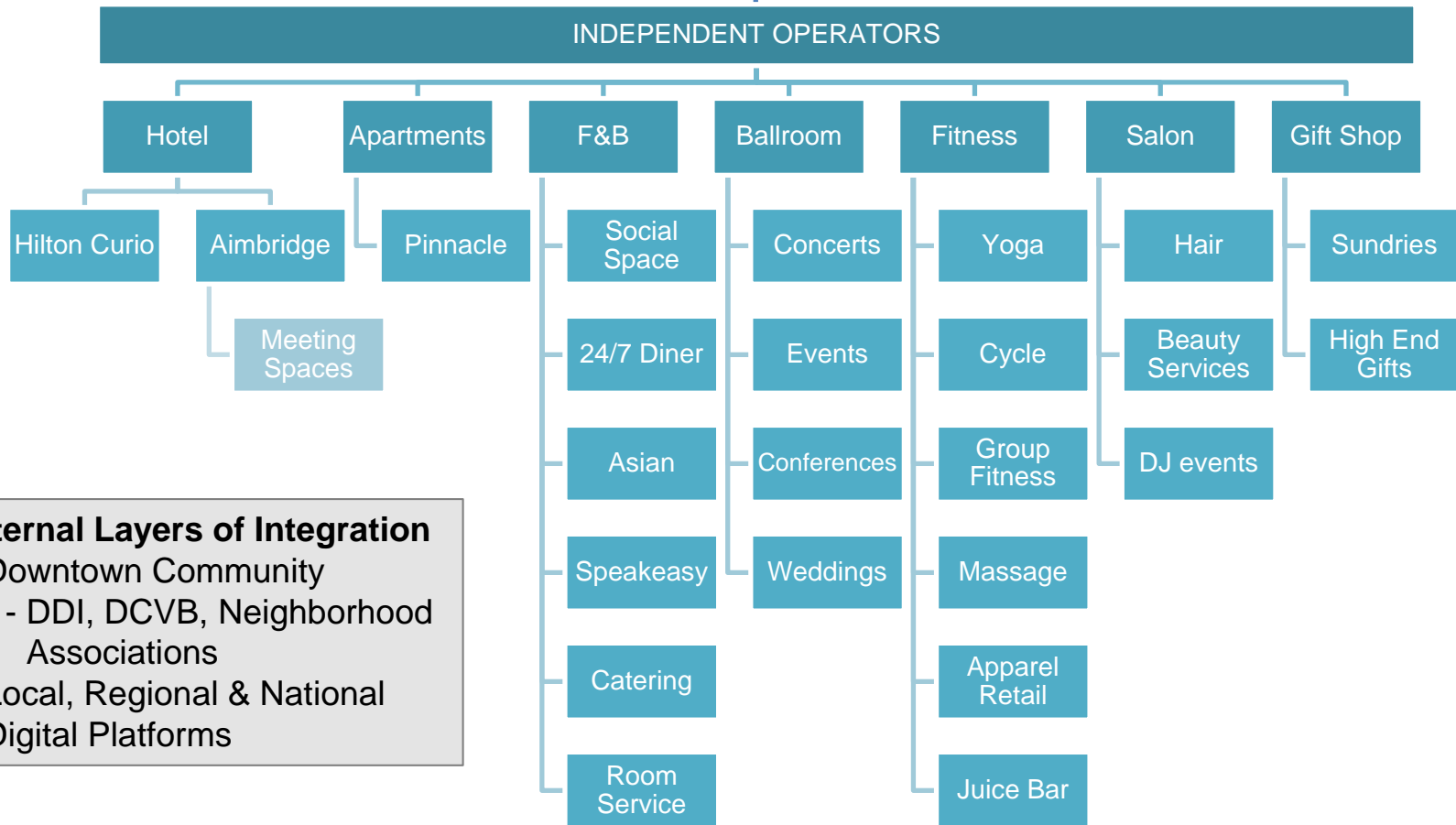
City Planning, Permit & Eco Dev. Dpts meet weekly to oversee The Statler timeline of production

City has internal Task Force to expedite high priority projects like The Statler

Solution: Public/Private Partnership

Challenge 3: One Owner, Many Operators

Centurion American



External Layers of Integration

- Downtown Community
 - DDI, DCVB, Neighborhood Associations
- Local, Regional & National
- Digital Platforms

Solution: One Roof, One Experience

Cohesive Brand Development					Benefits
Relationships	Community		Brand Advocates		
	Guests		External Brand Ambassadors		
	Employees		Internal Brand Ambassadors		
	Operators	Establish Collaborative Expectations: <ul style="list-style-type: none"> • Operating Agreement • The Statler Brand Council • Regular alignment mtgs] • Budget parsing • Marketing synergy opportunities • Guest happiness review • Social media requirements • Pool & share measurements • Shared vernacular, dress standards, & service standards 	<ul style="list-style-type: none"> • Based on <i>experience</i> as an employee • Incentives to cross-promote from within • Examples: discount program, monthly happy hours or free yoga, etc. • Statler “Fab” Award with staycation giveaway • What’s the Buzz? (Monthly newsletter) 	<ul style="list-style-type: none"> • Based on <i>experience</i> as a guest or resident • Give them STORIES to tell (Ex: Llama branding) • Personal engagement touchpoints • Provide ample Instagram opportunities • 7th Mile Service • Guest happiness mgmt • Social media & online mgmt 	
Ownership					



THE Statler

THE Statler





Discussion



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