

ULI Fall Meeting 2016

Urban Resorts Reimagined

Moderator: Toni Alexander



October 27, 2016

Scott A. Lee | President, SB Architects

RESORTS REIMAGINED 2

URBAN RESORTS

SCOTT LEE | President and Principal



SB ARCHITECTS



WHAT IS AN URBAN RESORT?

URBAN HOTEL

- City center/gateway
- Compact site
- Higher scale
- Condensed amenities
- Leisure or business

URBAN RESORT

RESORT

- Large site
- Lower scale
- Near natural amenities
- Distinct amenities
- Focused on leisure



HOW DO WE DEFINE AN URBAN RESORT?

- Drop-dead location
- Blends leisure & business
- Highly amenitized/built around amenities
- Connected to nature
- Committed to health & wellness
- Resort-style rooms
- Designed to create a calm, exclusive retreat



WHY URBAN RESORTS?

- Work and leisure are collapsing
- We need a break from the 24/7 lifestyle
- We seek urban adventure
- We search for cultural exploration/connection
- Life is serious enough

3

WAYS URBAN HOTELS & RESORTS ARE CONVERGING



ANDAZ SAN DIEGO

1

BRING URBAN BRANDS INTO RESORT LOCATIONS

2

BRING RESORT BRANDS TO URBAN SETTINGS

3

CREATE A NEW URBAN RESORT BRAND



SEAFIRE RESORT AND SPA, A KIMPTON RESORT



BRING URBAN BRANDS INTO RESORT LOCATIONS



PARK HYATT LOS CABOS

2

BRING RESORT BRANDS TO URBAN SETTINGS



AUBERGE RESORTS & AUBERGE URBAN



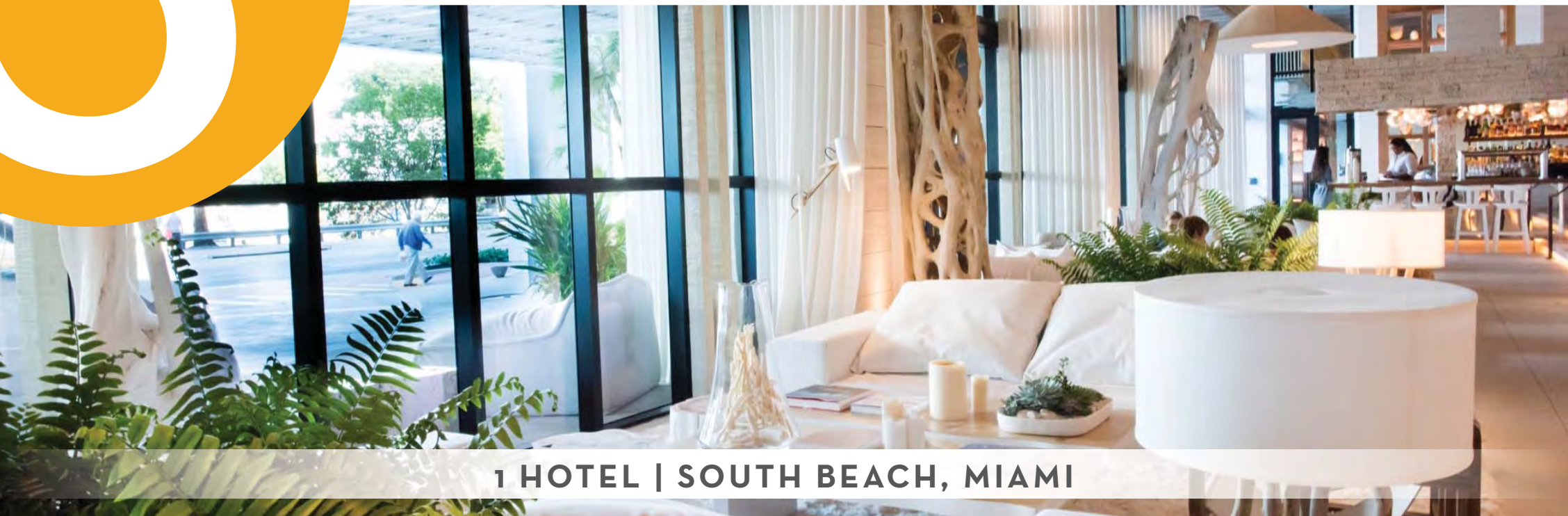
1 HOTEL | BROOKLYN, NYC



1 HOTEL | MANHATTAN NYC



CREATE A NEW URBAN RESORT BRAND



1 HOTEL | SOUTH BEACH, MIAMI



THE PULI, SHANGHAI



THE PUSHANG, XIAMEN

URBAN RESORT CONCEPTS BRAND



THE RUMA, KUALA LAMPUR



THE PUXUAN, BEIJING

THE NEW URBAN RESORT

KEY ELEMENTS



RESORTS REIMAGINED | URBAN RESORTS

10 KEY ELEMENTS OF AN URBAN RESORT

- Immersive experiences
- Sense of retreat
- Indoor/outdoor spaces
- Connection to nature
- Natural light
- Out-of-the-box design (i.e. outdoor showers)
- Iconic, place-defining food & beverage
- Rooftop everything
- Dedication to health & wellness
- Dedication to sustainability





SUKHOTHAI BANGKOK

- Sense of retreat
- Connected to nature
- Indoor/outdoor
- Spa focused
- Resort rooms
- Water as design element





MARINA BAY SANDS SINGAPORE

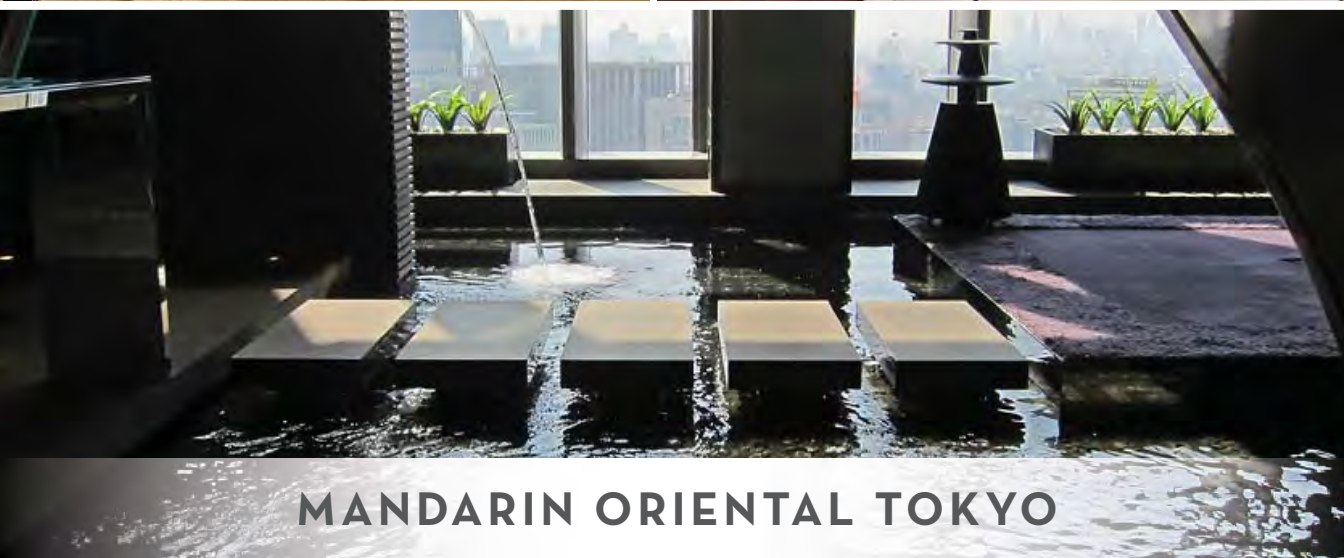
- Mixed-use
- Resort amenities
- Resort rooms
- Rooftop everything





MANDARIN ORIENTAL

- Immersive
- Spa/wellness focused
- Transparent/natural light
- Resort-style baths
- Sense of retreat



MANDARIN ORIENTAL TOKYO





THE DELANO

- Drop-dead location
- Immersive/oasis
- Sophisticated retreat
- Resort amenities
- Resort rooms
- Indoor/outdoor





SETAI MIAMI

- Drop-dead location
- Immersive/oasis
- Connected to nature
- Resort amenities
- Resort rooms
- Indoor/outdoor





EAST MIAMI

- Drop dead location
- Mixed-use
- Resort amenities
- Resort rooms
- Indoor/outdoor spaces
- Destination F & B





MANDARIN ORIENTAL

- Gateway location
- Mixed-use environment
- Resort-style arrival
- Resort amenities
- Resort rooms
- Indoor/outdoor spaces
- No back side



MANDARIN ORIENTAL BOCA RATON



RESORTS REIMAGINED 2

URBAN RESORTS

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Steven R. Upchurch I Principal, Hospitality Practice Leader, Gensler



The Waldorf Astoria and The Beverly Hilton **Revitalization of an Urban Legend**

ULI DALLAS OCTOBER 2016

**Presented by Steven R. Upchurch, AIA, Principal
Hospitality Practice Leader
Los Angeles**



The Legendary Beverly Hilton

Home of the Golden Globes, Miken Institute Global Conference,
Directors Guild of America Awards, Clive Davis Grammy Awards Pre-Party

Santa Monica Mountains

Beverly Hills Residential

Rodeo Drive Shopping

WILSHIRE BOULEVARD

Proposed Waldorf
Astoria Tower

The Beverly Hilton
8.9 acres

SANTA MONICA BOULEVARD

Los Angeles Country Club

Century City

Aerial Site Plan August 2014



Beverly Hills Residential

Proposed Waldorf
Astoria Tower

WILSHIRE BOULEVARD

SANTA MONICA BOULEVARD

Construction Progress



1955

The Beverly Hilton Opens

- Grand opening attended by celebrities, political leaders and dignitaries.
- An **innovator** in luxury hospitality.
- **Entertainment industry icon and fixture** of the Beverly Hills community, as well as leading employer and taxpayer.
- At the time the hotel opened much of the 9 acre site was a parking lot.



2003

Beny Alagem Purchases The Beverly Hilton for \$130M

- Alagem, a Beverly Hills entrepreneur, pledges to continue the hotel's **rich legacy**.
- Begins investing in a major **\$85 million renovation** to **elevate the hotel** from 3 to 4-stars.



The Beverly Hilton 1955



Developers' Vision: Creating an Oasis in the Heart of Beverly Hills

- **Thoughtful, Harmonious Development** Built Over 15 Years
- Capitalize on **Rich, Cultural History**
- Challenge the City to **“Build Better”**
- Give Back to City (**Good Neighbor**)
- **Create a Timeless, International Destination** Unlike Anything in the World
- **Legacy Project** for Owner, Partners and Their Families



2008

The Beverly Hilton Revitalization Plan

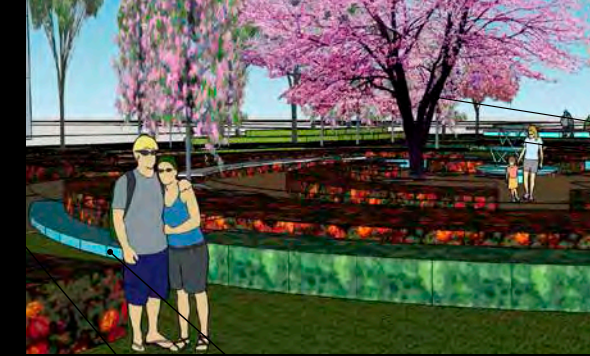
- City leaders and Beverly Hills residents approve major improvement plan for the property.
- A 5-star Waldorf Astoria hotel, up to 110 luxury condominiums, and transportation improvements.
- Plan approved by elected leaders and voters after an **extensive environmental review and 19 public hearings.**



2014

Construction Begins on Waldorf Astoria Beverly Hills

- 5-star hotel to feature 170 hotel rooms.
- Will **deliver new revenue and an unprecedented level of luxury** and quality to Beverly Hills.



2016

The Beverly Hills Garden & Open Space Initiative

- Improvement to the 2008 Specific Plan creates an expansive garden open to the public at Wilshire Blvd. and Merv Griffin Way and offering free parking
- **Consolidates condominiums** into one building, rather than two.
- **Thousands of residents sign petition to place on ballot,** allowing the public to decide which proposal will be developed.





New Waldorf Astoria

This architectural rendering depicts a modern urban development at dusk. The central focus is the 'New Waldorf Astoria', a tall, curved building with multiple floors of balconies and large glass windows, some of which are illuminated from within. To its right, the 'Existing The Beverly Hilton' is visible, a more traditional multi-story building with a sign that reads 'THE BEVERLY HILTON'. The foreground features a wide street with palm trees, a green hedge, and a few cars in motion. A street lamp with a warm glow is positioned on the right side of the frame. The sky is a deep blue with some clouds, and the overall atmosphere is one of sophisticated urban architecture.

Existing
The Beverly Hilton



8.9 ACRE SITE

PHASE 1: \$200M PROJECT OPENS IN 2017

- New 170 key, 5-Star Hotel (207,000 SF) + Spa
- Reconfiguration and Renovation of The Beverly Hilton
- New 5,000 SF “Green Carpet”
- 314 New Underground Spaces
- New Loading Docks

PHASE 2: \$300M PROJECT

- 110 New Branded Condominiums (365,000 SF)
- New Underground Parking for Over 2,000 cars
- New 4.5 Acre Park Plus Open Spaces
- Hilton Renovations and New Hilton Pool

FINAL:

- 2003 FAR 1.40 (543,537 SF)
- 2017 FAR 2.50 (1,094,025 SF)
- 70,000 SF Indoor Meeting Space

		EXISTING	DEMO.	NEW	TOTAL	NET NEW
SITEWIDE SUMMARY	Meeting Rooms	37,409	21,315	21,315	37,409	0
	Ballrooms	31,451	0	0	31,451	0
	Hotel Retail	12,810	11,642	11,642	12,810	0
	Hotel Restaurant	20,523	12,270	12,270	20,523	0
	Hotel Rooms	282,985	91,560	150,290	341,715	58,730
	Hotel Office	7,145	7,145	7,145	7,145	0
	Non-Hotel Office	13,030	13,030	0	0	-13,030
	Hotel Support	138,184	47,387	60,262	151,059	12,875
	Residence Units	0	0	371,453	371,453	371,453
	TOTAL FLOOR AREA	543,537	204,349	634,377	973,565	430,028
THE BEVERLY HILTON	Meeting Rooms	37,409	21,315	17,398	33,492	-3,917
	Ballrooms	31,451	0	0	31,451	0
	Hotel Retail	12,810	11,642	5,881	7,011	-1,761
	Hotel Restaurant	20,523	12,270	5,798	13,798	-7,798
	Hotel Rooms	282,985	91,560	13,871	204,143	-147,303
	Hotel Office	7,145	7,145	6,078	6,078	-1,067
	Non-Hotel Office	13,030	13,030	0	0	-13,030
	Hotel Support	138,184	47,387	7,982	98,779	-39,406
	Hotel Restaurant	20,523	12,270	6,798	6,078	6,798
EAST LUXURY HOTEL (SITE A)	170 Hotel Rooms (12 floors)			137,203	137,203	137,203
	Meeting Rooms			3,917	3,917	3,917
	Hotel Office			1,067	1,067	1,067
	Hotel Retail			5,761	5,761	5,761
	Hotel Support			52,280	52,280	52,280
NEW LUXURY RESIDENCES (SITE B)	110 Residence Units			371,453	371,453	371,453
	TOTAL FLOOR AREA	543,537	204,349	634,377	973,565	430,028
		EXISTING	DEMO.	NEW	TOTAL	NET NEW
TOTAL HOTEL ROOMS		569	217	170	-47	522
RESIDENCE UNITS		--	--	110	110	110
		EXISTING	PROPOSED			
TOTAL SITE AREA		389,426 SF	389,426 SF			
TOTAL FLOOR AREA		543,537 SF	973,565 SF			
FAR		1.4	2.5			
LOT COVERAGE		67%	40%			

Achieved FAR from 1.4 to 2.5 with a **total** new area of **1 million square feet**

An Economic Engine for Beverly Hills

\$38M

One-Time Development Fees for City of Beverly Hills & Schools

\$22.7M/yr

Recurring Tax Revenue to the City of Beverly Hills

\$60M

Revenue to the City of Beverly Hills Past 10 Years

\$240M

Projected Revenue to the City of Beverly Hills Over 10 Years (starting 2022)

Binding Commitments to the People of Beverly Hills—“The Covenant”

- The **Garden will be permanently protected** and can never be eliminated
- The Garden will remain **open to the public**
- Two hours of **free parking** will be provided to residents while enjoying the garden



A New Vision: Urbanization

- Importance of Resilience
- Compact, Dense and Walkable
- Healthier/Sustainable
- Improve Access to Open Space
- Creating Destinations that Matter
- Traffic Mitigation

The movement towards urbanization creates a wealth of networks and communities that drive local economies.

- Environmentally sustainable, **including dedicated greywater irrigation system**
- **Maintains** the extensive transportation and pedestrian **benefits of the 2008 Beverly Hilton Revitalization Plan**
- Provides a **beautiful new garden and open space** for the public to enjoy, at no cost to taxpayers
- **Linkages and green passageways** throughout site
- Complimentary, contemporary **architecture that engages open spaces and streetscapes**

“Oasis in the Heart of Bustling Beverly Hills”



Sharing Economy

Urban resort guests seeking real-time, communal, **meaningful experiences** are prioritizing access over ownership, driving the focus away from personal space and more toward communal and collaborative spaces such as gardens, restaurants and hotel lobbies.

Brand Extensions

Beyond the traditional settings, dual branded hotels are popping up and serving as exclusive extensions of brands with thoughtful, luxuriously branded architecture and spaces creating a more **dynamic experience** for their guests.



Creating a variety of unique Open Spaces offering flexible uses for hotel guests, wedding parties and Hollywood events.



The Third Place

The 4 acres of open space on the site features a new 2 acre **gateway park** open to the public.



The Waldorf Astoria and The Beverly Hilton **Revitalization of an Urban Legend**

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Hospitality Practice Leader
Los Angeles**

Brant Coletta | Partner, Skidmore, Owings & Merrill LLP



URBAN RESORTS REIMAGINED
BRANT COLETTA, AIA, MANAGING PARTNER
NEW YORK OFFICE
27 OCTOBER 2016

SOM

Baccarat Hotel & Residences

New York, New York

Location: 53rd Street & Fifth Avenue
Completed: 2015
Client: Starwood Capital, Tribeca Associates
Site Area: 17,573 sf
Height: 605 foot
Stories: 50
Keys: 114
Units: 63
Mixed-use: Condominiums
Luxury Hotel
Public Library



Leveraging the Site's Real Estate Potential



TIMOTHY HURSLEY



Assembling a Team of Designers

SOM:

Architecture of base building

Giles & Boissier:

Design of the hotel's interiors and 114 guestrooms and suites (Woods Bagot)

TEN Arquitectos:

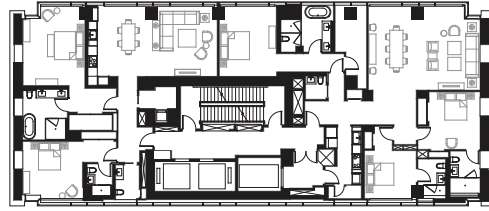
Redesign of Donnell Library Center

Ingrao Inc.:

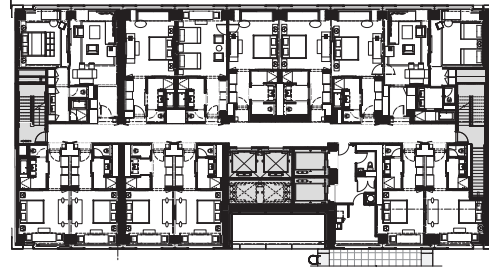
Interior design of the 60 residences



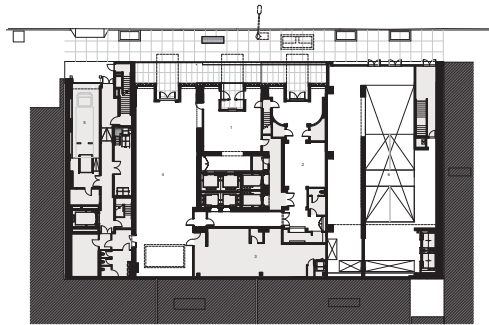
Massing Diagram



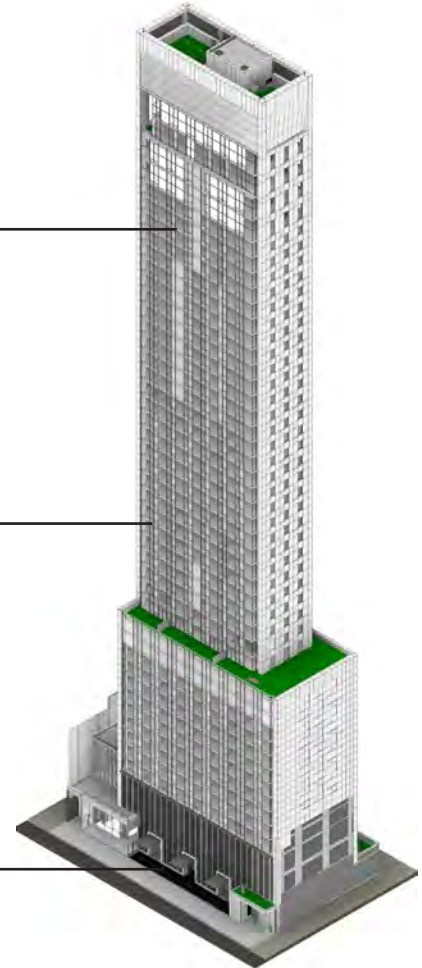
TYPICAL RESIDENTIAL FLOOR PLAN



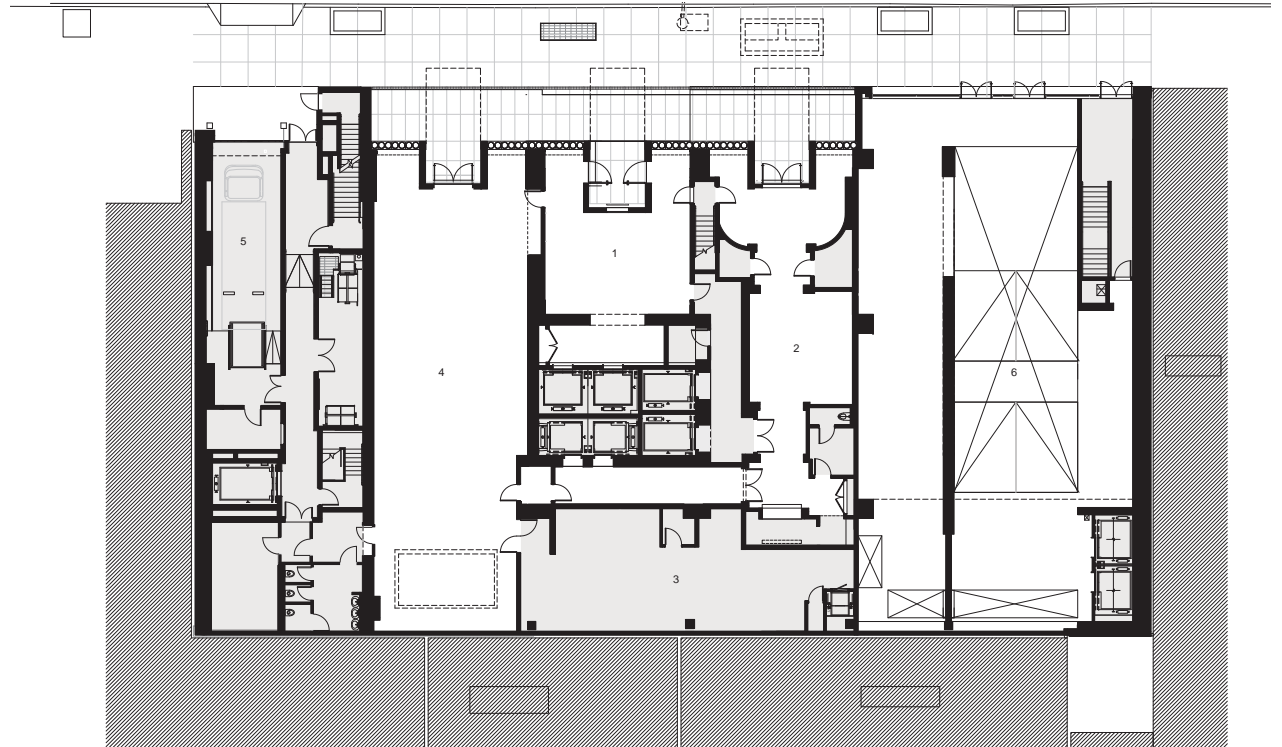
TYPICAL HOTEL FLOOR PLAN



GROUND FLOOR PLAN



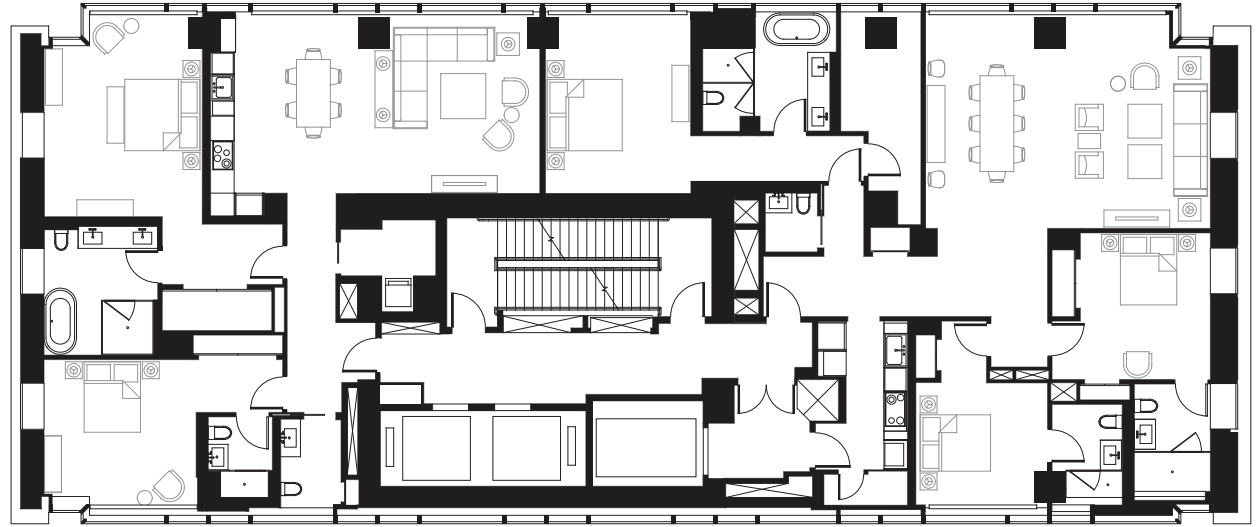
Ground Floor Plan

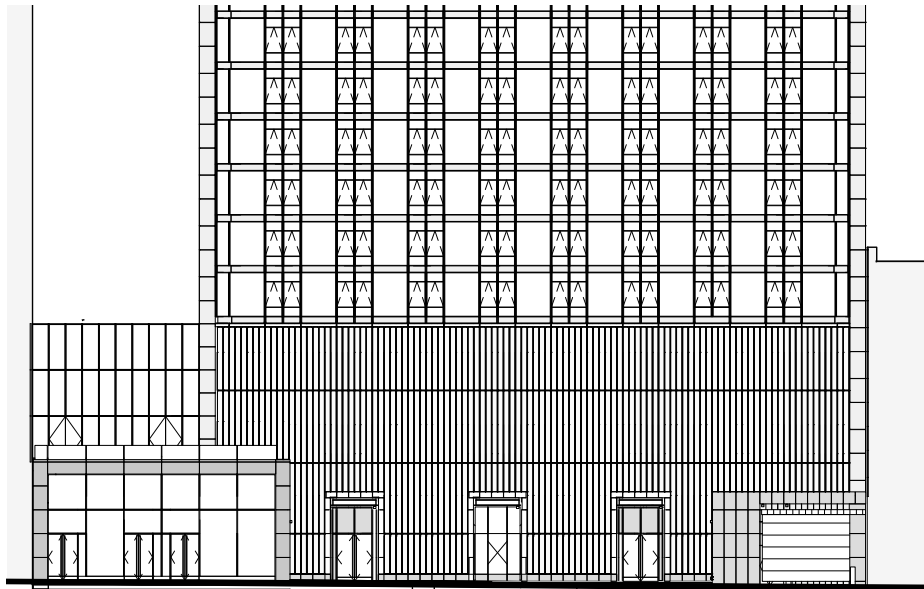


Typical Hotel Floor Plan



Typical Residential Floor Plan





NYPL Donnell Library Before



Incorporating a Community Asset

TEN Arquitectos



Brooklyn Public Library Real Estate Developments

280 Cadman Plaza West & Brooklyn Heights Public Library (BPL)

Marvel Architects

BAM Development & Pacific Branch Library (BPL)

TEN Arquitectos





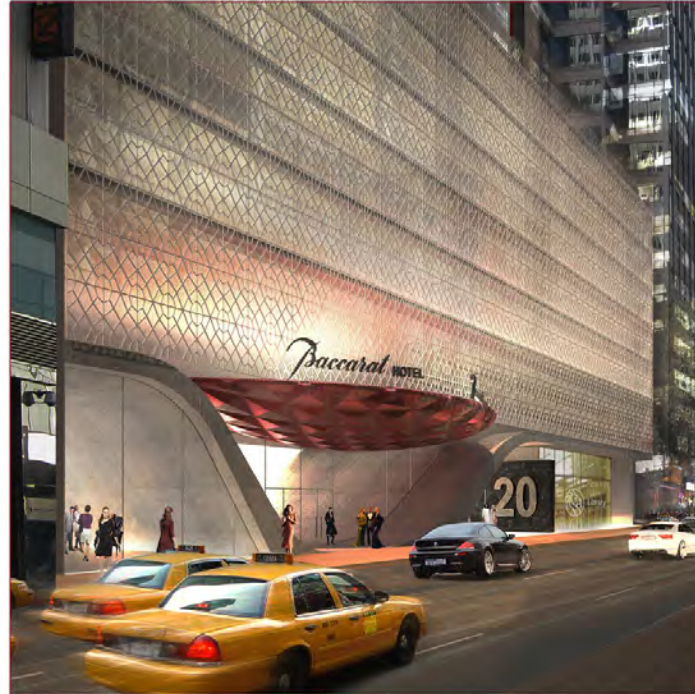
BACCARAT BOX



An elegant crystalline box housing the Baccarat brand's '*distinct art of gracious living*' is the concept of the project.



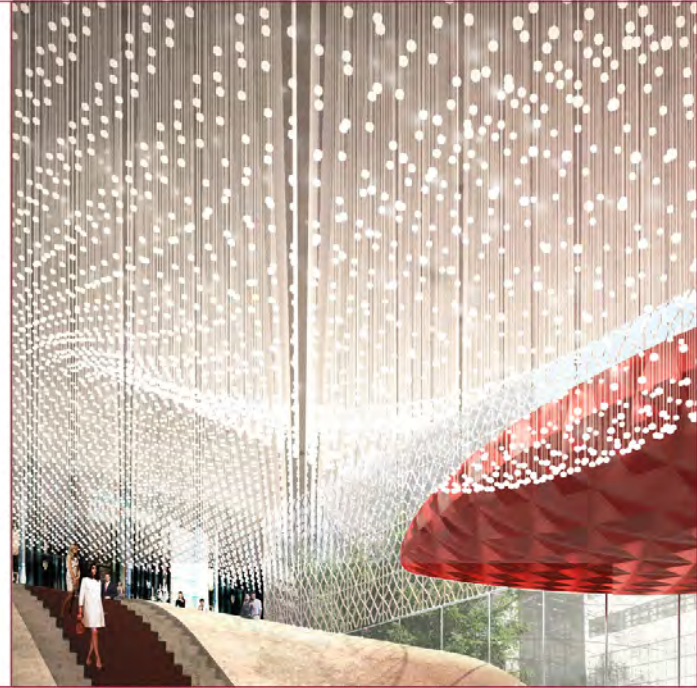
ROUGE



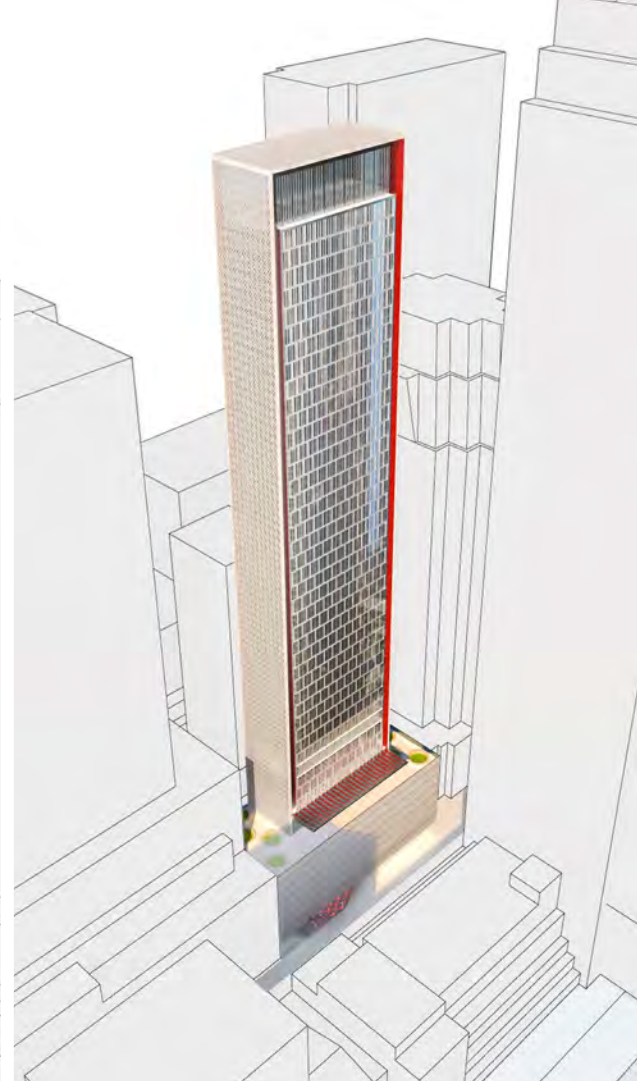
A **ruby red** canopy hung underneath the delicate white skin of the podium, extends out to create a porte-cochère for the hotel, announcing the signature of the Baccarat brand.



CHANDELIER



Inspired by the theatrical world of Baccarat, where tales are told in plays of light and shadow, guests walk through a **runway**, like super models, underneath the glamour and magic of the Baccarat **chandelier**.



Baccarat Hotel & Residences: Luxury Urban Hospitality











La Mer Spa



BBar

Outdoor Seating



Chevalier Restaurant













SOM

Nunzio DeSantis I Director, HKS Hospitality Group, HKS Inc.

CREATING & REDEFINING DESTINATIONS WITHIN COMMUNITY

Nunzio M. DeSantis, FAIA, LEED AP | HKS, Executive Vice President



MGM NATIONAL HARBOR — WASHINGTON DC



PRO FOOTBALL HALL OF FAME — CANTON, OH

MGM NATIONAL HARBOR

WASHINGTON DC





MGM NATIONAL HARBOR URBAN PROXIMITIES: NATIONAL MONUMENTS





MGM NATIONAL HARBOR NEIGHBORING NATIONAL HARBOR



BALTIMORE-WASHINGTON METRO-AREA

9,331,587
POPULATION

4 % OF
UNEMPLOYMENT
RATE

686/110,277
PROPERTIES/ROOMS

4 MILLION SF OF
EVENT/EXHIBIT/
MEETING SPACE

40/31,000
PERFORMING ARTS/TOTAL SEATS

IT IS THE MOST EDUCATED,
HIGHEST-INCOME, AND FOURTH
LARGEST COMBINED STATISTICAL
AREA IN THE UNITED STATES

WASHINGTON DC

7.10 billion in visitor spending
(2015) **7.10**

8th visited area in the US **8**

21.3 million tourists
(2015 - new record) **21.3**

museums **79**

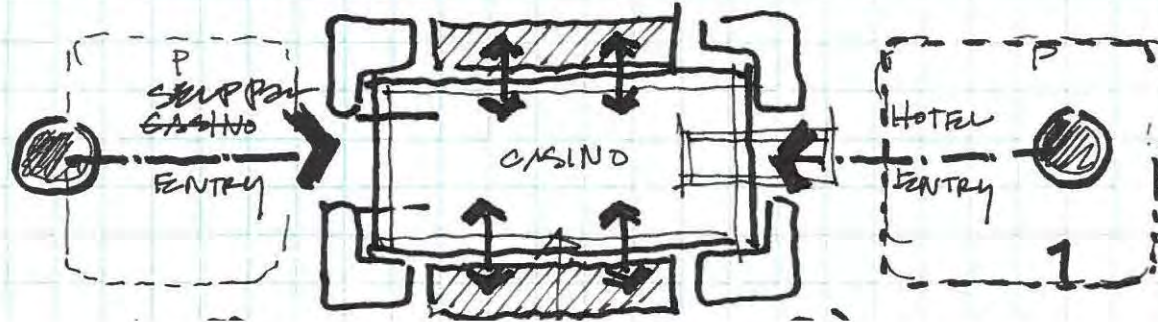
memorials & monuments **116**

every visitor generates
\$183 in wages **183**

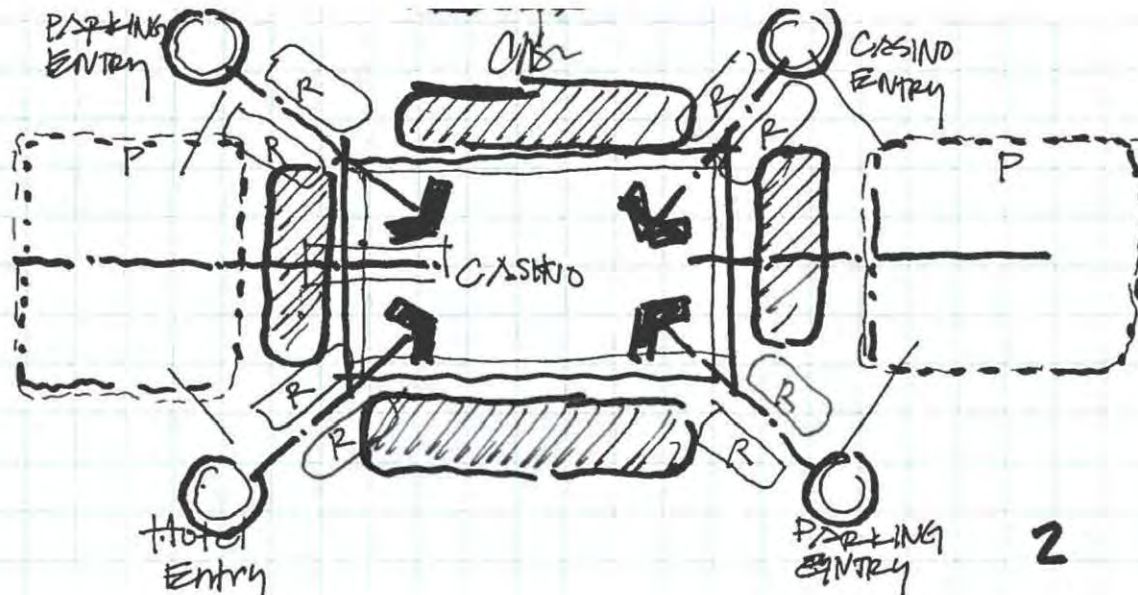
every 290 visitors
creates a new job **290**

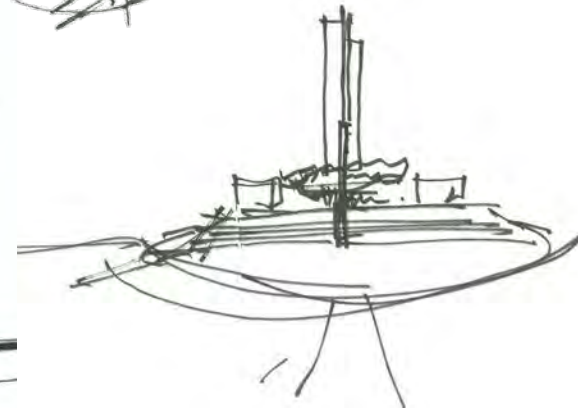
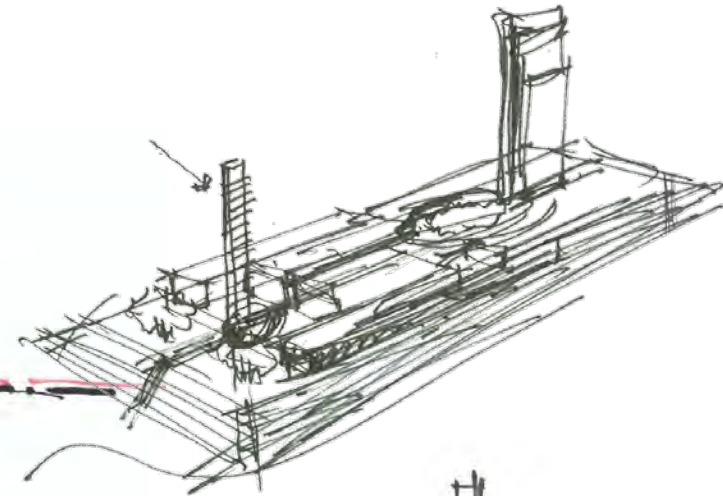
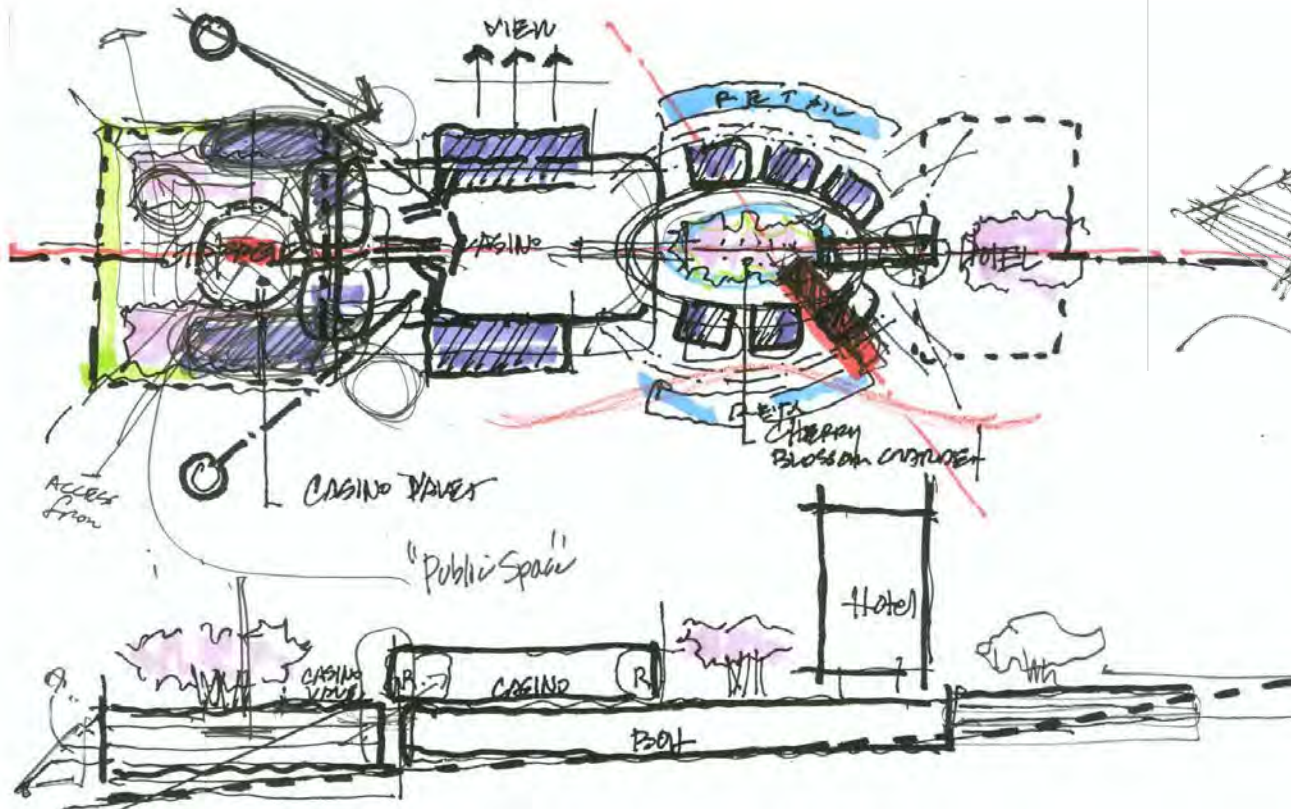
jobs supported annual **74,445**

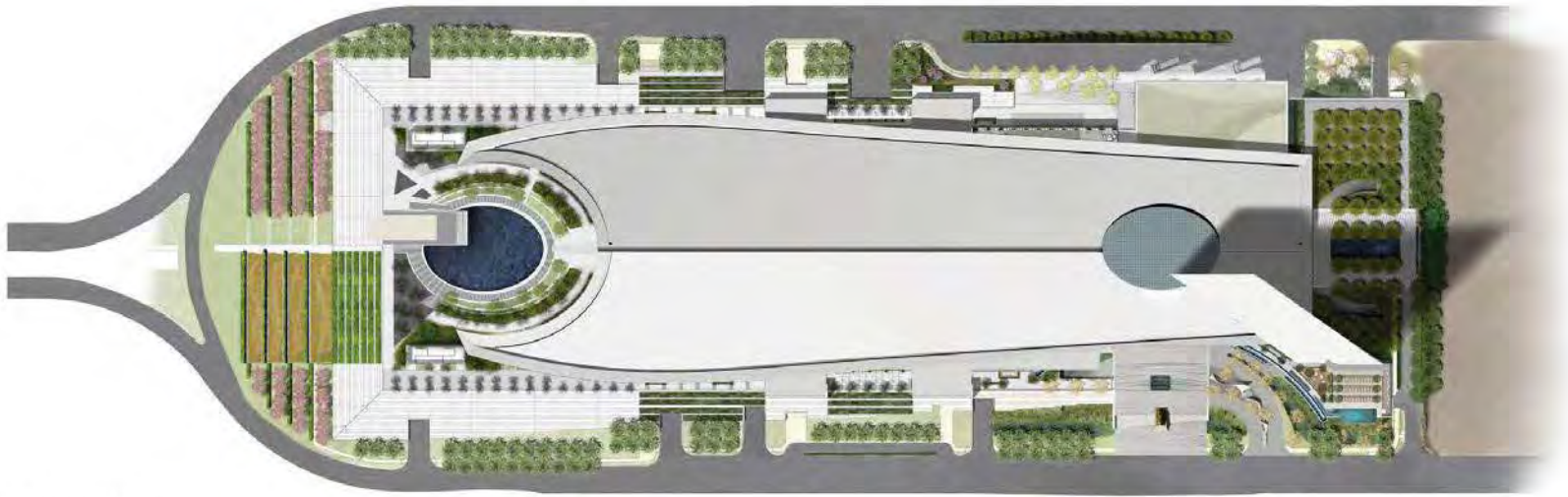
convention room
nights booked in 2015 **1,100,000**



MECHANICS



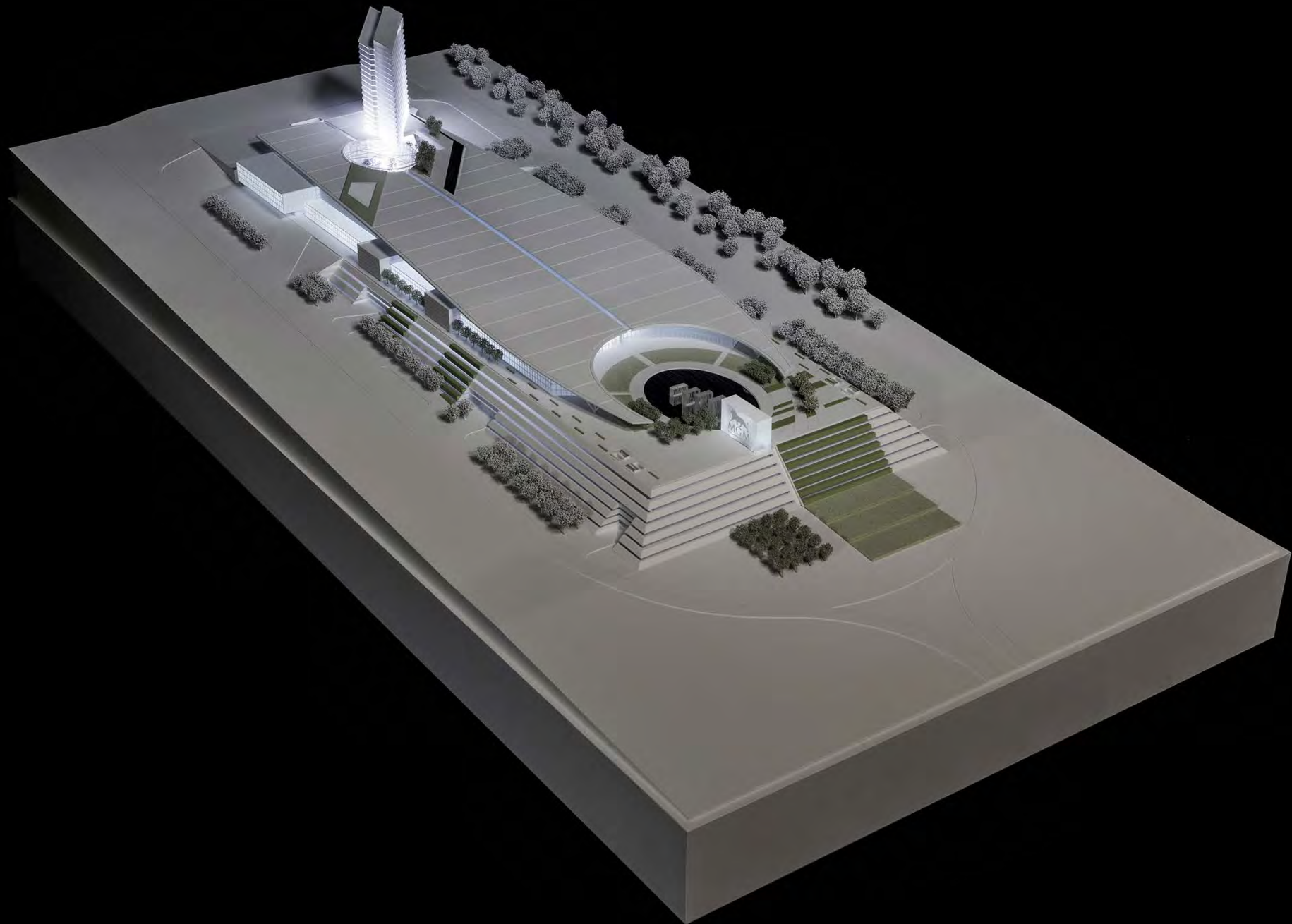




EVENT TERRACE









Plinth



Entertainment



Connector



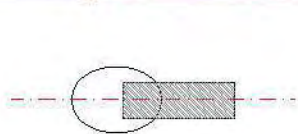
Conservatory



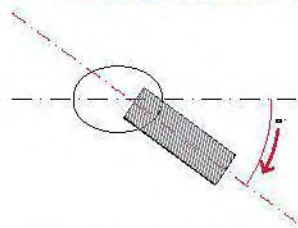
Landmark

MGM NATIONAL HARBOR THE ARCHITECTURAL EXPRESSION

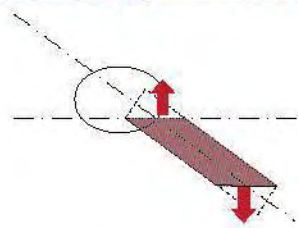




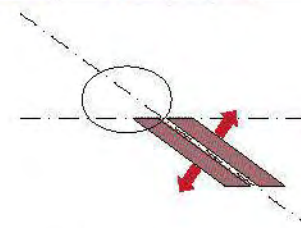
Tower Origin



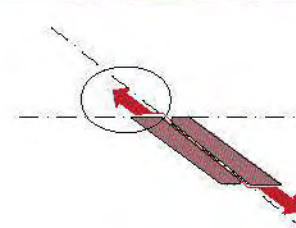
Tower Reorientation



Knife Edge



Tower Mass Split



Tower Mass Shift



MGM NATIONAL HARBOR WASHINGTON DC

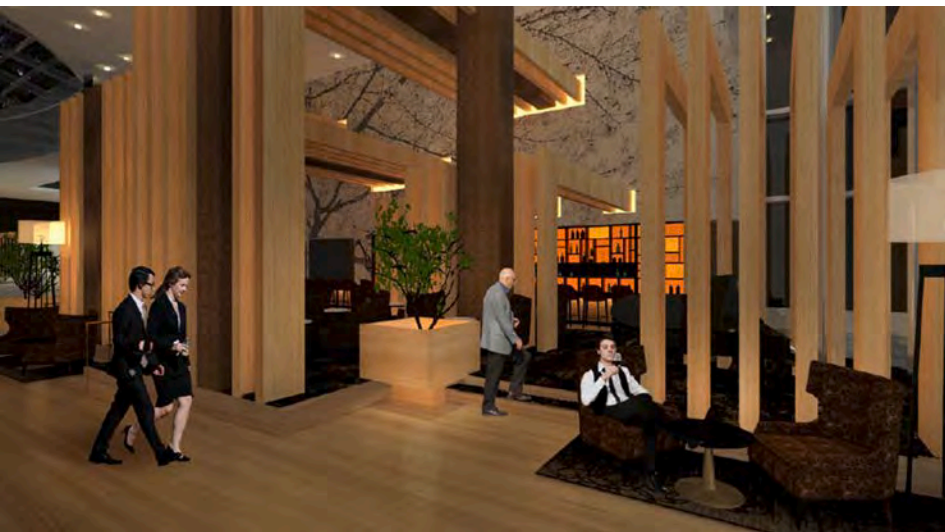






MGM NATIONAL HARBOR CONSTRUCTION







An aerial photograph of the Pro Football Hall of Fame stadium in Canton, Ohio. The stadium features a large green field with white yard lines and a large, multi-tiered seating bowl. To the left of the field is a large, red brick building, likely the stadium's press box or administrative offices. To the right of the field is a large, white, circular building with a prominent dome, which is the Pro Football Hall of Fame museum. The stadium is surrounded by parking lots, roads, and some residential areas in the background.

PRO FOOTBALL HALL OF FAME

CANTON, OHIO

STARK . COUNTY

375,432

POPULATION

4.9 % OF
UNEMPLOYMENT
RATE

\$1,700,000,000

VISITORS GENERATED 2015

CANTON, OHIO

city population 72,683

% of unemployment rate 5.8

full & part-time jobs created by
HOF in a peak year 13,375

of visitors in 2015 211,000

of projected visitors in 2016 217,000

WITHIN STARK COUNTY REVENUE ESTIMATE TO GENERATE

\$10.0

BILLION

cumulative net
new direct spending

\$15.3

BILLION

cumulative net
new total economic output

\$3.6

BILLION

cumulative net
new personal earnings

\$307.3

MILLION

net new cumulative Stark
County Tax Revenues



EXISTING CONDITIONS



MASTER PLAN – OVERALL SITE PLAN

PRO FOOTBALL HALL OF FAME THE VISION



- 1 **PFHOF Museum**
Enhanced Hall of Fame Museum/Attraction. Renovation, expansion and enhanced interactive programming and entertainment.
- 2 **Tom Benson Hall of Fame Stadium**
Redevelopment of the former Fawcett Stadium into a modern sports and entertainment venue with significant upgrades in patron amenities and functionality.
- 3 **Hotel & Conference Center**
A 233-room, nationally-branded, four-star, full-service hotel with upscale amenities and 33 "owner" suites themed by team and NFL Commissioner, plus a 35,000 square foot conference center.
- 4 **Hall of Fame NFL Experience**
A permanent version of the Super Bowl's wildly successful NFL Experience. An indoor & outdoor activity center that celebrates the NFL and football through interactive and cutting-edge attractions, activities and entertainment that will provide a one-of-kind experience to visitors.

PLANNED OPENING	ASSUMED CONSTRUCTION COST
January 2016	\$5,000,000
August 2017	\$80,000,000
September 2017	\$127,000,000
April 2018	\$157,000,000

- 5 **Youth Fields**
An amateur football complex comprised of 10 football fields, several with artificial surfaces, serving to attract regional & national youth tournaments & training academies.
- 6 **Legends Landing / Residential**
150 residential units, including an assisted living center (Legends Landing) for Hall of Fame enshrinees, other NFL Legends and their families.
- 7 **Center for Excellence**
A one-of-kind training, educational and learning complex that will include the Academy for Corporate Excellence, Character Camps, Coaches University, and the Institute of Integrity for Officiating.
- 8 **Retail / Restaurant / Office Space**
Mix of generalized to upscale/boutique retail, plus office space and restaurants, including one or more football themed steakhouses such as Shula's or Ditka's.

PLANNED OPENING	ASSUMED CONSTRUCTION COST
May 2018	\$22,000,000
May 2018	\$25,000,000
May 2018	\$30,000,000
May 2018	\$30,000,000

TOTAL CONSTRUCTION COSTS (1)

\$476,000,000

THIS IS A GAME THAT REFLECTS WHO WE ARE AS A PEOPLE.
A GAME OF LIFE. A GAME THAT REWARDS HARD WORK. A GAME WITH
THOSE CHEERING FOR US... AND SOMETIMES THOSE AGAINST.
THIS IS A GAME THAT REELS US.



- **HALL OF FAME OPENED ON SEPTEMBER 7, 1963**
- Building expanded in 1971, 1978 and 1995
- Major exhibit gallery renovations in 2003, 2008 and 2009
- The "Future 50" Expansion & Renovation Project has expanded the museum to 118,000 sf
- Today, the Hall of Fame stands as a shining tribute to the men who have made professional football America's most popular sport.

BORN OUT OF AN
INDUSTRIAL TIME OF
HARDENED MEN. A CULTURE
OF GRIT, DETERMINATION,
COMMITMENT, LOYALTY,
HARD-WORK AND
DEDICATION.

PRO FOOTBALL HALL OF FAME
Canton, Ohio

MISSION

Honor the Heroes of the Game
Preserve its History
Promote its Values
Celebrate Excellence EVERYWHERE

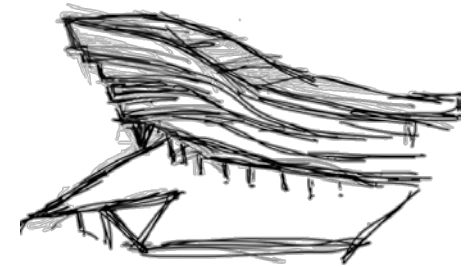
VALUES

Commitment
Integrity
Courage
Respect
Excellence



PRO FOOTBALL HALL OF FAME THE VISION





WEATHERED, PRODUCTIVE, STRONG, IMPERFECT,
HONEST. A GAME THAT REFLECTS A GROWING, OPTIMISTIC
COUNTRY. FROM A RUST-BELT **INDUSTRIOUS TIME** TO A
INNOVATIVE, PRECISE, **TECHNOLOGICAL TIME**.



PRO FOOTBALL HALL OF FAME THE VISION – THE HOTEL





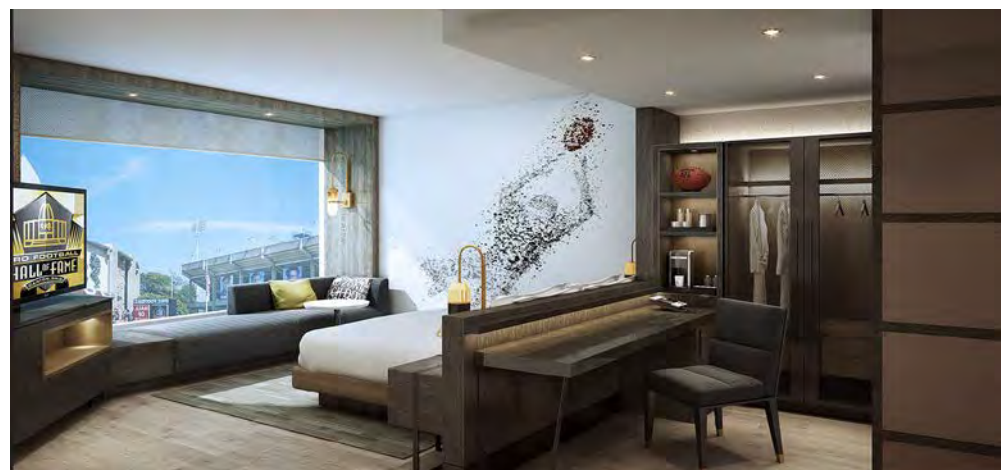
PRO FOOTBALL HALL OF FAME THE VISION – THE HOTEL





PRO FOOTBALL HALL OF FAME THE VISION – THE HOTEL INTERIORS





THANK YOU!



MGM NATIONAL HARBOR – WASHINGTON DC



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