

AGENDA
Irving Convention and Visitors Bureau Board of Directors
Destination Development Committee
Tuesday, November 8, 2022 at 11:30 AM
Irving Convention Center – First Floor Conference Room
500 W. Las Colinas Blvd.
Irving, Texas 75039

NOTE: A possible quorum of the Irving Convention and Visitors Bureau Board of Directors and City Council may be present at this committee meeting.

1. Citizen Comments on Items Listed on the Agenda
2. Approval of August 9, 2022, Committee Meeting Minutes
3. Discussion on the use of Business Development Incentive Program funds for HOT-exempt bookings
4. Irving Convention Center Booking Policy Requested Exceptions – Review of Process
5. Review of Irving Hotel Development
6. ICVB/ICC Sales Pipeline Update
7. Strategic Plan Update
8. Committee Chair Report
9. Next Meeting – TBD

CERTIFICATION

I, the undersigned authority, do hereby certify that this notice of meeting was posted on the kiosk at City Hall of the City of Irving, Texas, a place readily accessible to the general public at all times, and said notice was posted by the following date and time:

_____ at _____ and remained so posted at least 72 hours before said meeting convened.

Deputy Clerk, City Secretary's Office

This meeting can be adjourned and reconvened, if necessary, the following regular business day.

Any item on this posted agenda could be discussed in executive session as long as it is within one of the permitted categories under sections 551.071 through 551.076 and section 551.087 of the Texas Government Code.

A member of the public may address the governing body regarding an item on the agenda either before or during the body's consideration of the item, upon being recognized by the presiding officer or the consent of the body.

This facility is physically accessible and parking spaces for the disabled are available. Accommodations for people with disabilities are available upon request. Requests for accommodations must be made 48 hours prior to the meeting. Contact the City Secretary's Office at 972-721-2493 or Relay Texas at 7-1-1 or 1-800-735-2988.



**IRVING CONVENTION AND VISITORS BUREAU
MINUTES – DESTINATION DEVELOPMENT COMMITTEE
IRVING CONVENTION CENTER – FIRST FLOOR CONFERENCE ROOM
IRVING, TEXAS 75039
TUESDAY, AUGUST 9, 2022**

Those in attendance were Committee Chair Greg Malcolm, Committee Vice Chair Nydia Hoskins, Board Vice Chair Bob Bourgeois, Michael Basoco, Julia Kang, Joe Philipp, Sam Reed, and William Mahoney – Committee members; Colvin Gibson – Board member; Carol Boyer, Lori Fojtasek, Maura Gast, Brenda Lopez, and Diana Pfaff – ICVB staff; Guest: Code Enforcement Director Shane Diller, Director Planning and Development Joycelyn Murphy, Assistant City Manager Philip Sanders, and Senior Manager Housing and Redevelopment Imelda Speck.

Committee Chair Greg Malcolm called the meeting to order at 11:30 a.m. There were no citizen comments.

Malcolm asked for a motion to approve the Destination Development Committee meeting minutes of May 10, 2022. On a motion from Board member Julia Kang, and a second from Board member Bill Mahoney, the motion passed unanimously.

R-AB ORDINANCE UPDATE

Assistant City Manager Philip Sanders and Director of Planning and Development Jocelyn Murphy gave a presentation on the R-AB Ordinance. Sanders reported the concept of the process to remove the R-AB and have the Texas Alcohol Beverage Commission (TABC) regulate the Ordinance has been presented to City Council on a few occasions. It then went to the Planning and Zoning Committee with required public hearings. There was significant opposition with people who did not want alcohol in the City at all and people who thought it too radical a departure from the current R-AB Ordinance. A Frequently Asked Questions document and workshops were created but the support was not there. Planning and Zoning decided to table the discussion indefinitely. In a March workshop with City Council, five fundamental questions related to decision points were asked of the Council. The responses gathered were brought to City Council last week and asked for direction and consensus going forward. There was a lot of discussion and broad support for the Arts Center and museums to be able to sell alcohol. There was support for expanding the alcohol to food ratios in some areas but not ready to let go of it completely. The challenge is how far to expand. An audit of alcohol sales is reported twice a year currently. The next step, based on what was heard from feedback, is a refined concept. Murphy added it will be presented at Work Session and draft Ordinance will be presented to Planning and Zoning Committee for recommendation and then brought to City Council for final decision. It has been delayed to after the elections and to update new City Council members with all the information and surveys. Gast noted there will be some progress and Board members may be asked to write letters of support to Planning and Zoning and Council members.

HERITAGE DISTRICT PROJECT UPDATE

Sanders introduced Senior Manager for Housing and Redevelopment Imelda Speck. Speck gave a presentation on the Heritage District Project with an overview of the Vision, Current and Future Projects and Next Steps.

- Public Improvements include:
 - Irving Blvd. reconstruction (over \$26 million)
 - Heritage Park – completed December 2021
 - Senter Park Rehabilitation
 - Irving Archive Museum
 - Main Street Plaza
- Next Steps include:
 - Develop additional programs and incentive – neighborhood empowerment zones
 - Consider future HCD zoning amendments – update regulations and extend district
 - Consider rezoning of areas per housing study
 - Review Alcohol Ordinance

In response to a question from Board member Colvin Gibson, Speck replied the City partnered with housing channels to build affordable units for sale. Other funding streams are rehabilitation projects and not targeted for downtown. Bear Creek is \$250,000 or 50% of homes allocated for affordable housing.

Discussion was held on special programming and the ability for ICVB to sell the area with retail and events. Gast noted that much of the land the City acquired in the Heritage District was inherited and has a lot of issues that compound the challenges for a vision. Parking is a fundamental need for the area to accommodate events. Murphy added it is important for businesses to be coordinated and organized to be at the table with input for a solution. Speck noted coordination will be imperative with DART and the TRE.

In response to questions, it was noted input for a new Fire Station design will be on August 25 and City Hall move or remodel is in the preliminary stages. The Delaware Creek Phase I project happened very quickly, and Phase II is sold out. That project is wrapping up.

SHORT-TERM RENTALS UPDATE

Sanders introduced Code Enforcement Director Shane Diller. Diller gave a presentation on the Short-Term Rental status. Driven by the need for good contact information, the City has adopted a Short-Term Rental registration program. The goal is to ensure single-family homes do what is best and required to keep the character of the neighborhood. The Ordinance does not impose additional rules but does require compliance to standards and the City has the ability to revoke or deny the Short-Term license. The program has been adopted and requires registration by October 1, 2022. Missed deadlines will lead to more aggressive notification and possible legal action. Confidentiality in the data is a challenge and incentive programs will be considered as a benefit for complying. Apartment sub-leasing are not registering but are data is captured in another area. Registration is \$200 per year, per property.

IRVING HOTEL DEVELOPMENT

Gast gave an overview of the hotel development, reporting there are 1,500-1,800 rooms reflected on new and rumored properties.

- The Embassy Suites Hotel is under construction.
- The Element Hotel has opened.
- Extended Stay on Greenway Drive is 21 stories tall and has no specific flag.
- The Four Seasons is rumored to be keeping most of their staff during the \$60-70 million year-long renovation. The golf course is still for sale with one interested buyer. Adding 14,000 square foot ballroom, guest room and pool bar area renovations. It may be challenging to book business there during construction.

ACTION ITEM: Gast to send the Hotel Development chart to Committee members.

ICVB/ICC SALES PIPELINE UPDATE

Assistant Executive Director Sales and Services Lori Fojtasek reported on the ICVB/ICC pipeline, noting the Corporate market has not turned around yet, but rates are up, and Occupancy is slowly growing. There have been a few cancellations. The ICC sales team is fielding a lot of leads and prospects, but it is hard to find space in the Convention Center right now and hard to get sleeping rooms that coincide with availability. In response to a question from Board member Michael Basoco, Fojtasek stated the Grand Prairie cricket stadium will be interesting and can produce opportunities. The team is hoping that it will be a large influx of rooms and will include local people as well wanting to stay overnight.

STRATEGIC PLAN UPDATE

Gast reviewed the 2021-26 Strategic Plan Vision, Mission, and Board Mission. The Destination Development Committee Goals were reviewed:

- GOAL: Advocate for Destination-Enhancing Development
- GOAL: Enhance the Visitor Experience

COMMITTEE CHAIR REPORT

Malcolm reported the Frisco, Texas Tourism Public Improvement District (TPID) will launch October 1.

The next Committee meeting is November 8 at the Irving Convention Center.

Malcolm adjourned the meeting at 1:10 p.m.

Respectfully submitted,



Maura Allen Gast, FCDME
Executive Director



IRVING CONVENTION CENTER
AT LAS COLINAS

Booking Policy Requested Exceptions.

The City of Irving has made a substantial and long-term investment in the Irving Convention Center at Las Colinas. The ICCLC enhances the economy of the City of Irving by the attraction of events, the visibility and awareness they create, the visitors that accompany them and the generation of new economic benefits throughout the area by that visitor spending. Funded by hotel occupancy taxes, it is a self-sustaining prerogative that bookings that generate contracted hotel room nights are given First Priority. The assurance of these priorities is critical in order to protect the city's investment.

Organizations whose events do not fit the Booking Policy's Priority definitions may not reserve space nor receive a guarantee for same until their priority level is allowed. Organizations that wish to request an exception to the Booking Policy may appeal directly to the ICVB Board of Directors.

Appeals must be made a minimum of 90 days in advance of the desired decision date. Appeals must be made in writing, addressed to the ICVB Chairman of the Board and delivered/mailed in care of the Executive Director, to 500 W. Las Colinas Boulevard, Irving, TX, 75039, via email to mgast@irvingtexas.com, or via fax to 972-401-7728.

Appeals will be heard at a regularly scheduled meeting of the Destination Development Committee, which meets four times annually, and then forwarded to the ICVB Board of Directors for action at its regularly scheduled monthly Board of Directors meeting. (If the need for a decision on the requested exception does not coincide with a scheduled Destination Development Committee meeting, the Destination Development Committee Chair may elect to forward the request directly to the full board for action at its next scheduled board meeting date.) The decision of the ICVB Board of Directors is final and may not be further appealed.

*Draft Proposed to the Destination Development Committee, May 2015
Adopted by the ICVB Board of Directors, June 2015*

Per the ICCLC Booking Policy:

First Priority Events

Conventions, trade shows and other group activities which are international, national, regional or statewide in nature, which are not typically open to the general public, and which have a significant impact on the local hotel occupancy tax are given first priority in selecting and reserving dates. Events in this category will typically use a significant portion of the rentable space and generate a minimum of 1200 room nights and/or a peak night of 400 rooms in Irving hotels.

Second Priority Events

Smaller conventions, trade shows, corporate meetings, sporting events and similar activities that provide a positive impact on the generation of hotel taxes shall be considered Second Priority. Events in this category will typically use a significant amount of space and may generate hotel room nights, however with a room usage of less than 1,200 total room nights and/or 400 peak rooms.

Third Priority Events

Multiple-day local trade shows, consumer shows, seminars, food functions and other social events are categorized as Third Priority. These events generate few if any trackable hotel rooms and utilize available space remaining, or are held during low demand times, or in periods with conflicting hotel room demand. Reservations may not be made more than 12 months in advance.

Fourth Priority Events

Single-day local events are considered Fourth Priority. While Reservation consideration may be given no sooner than 12 months, license agreements may not be issued until 6 months prior to the event date. There may be exceptions to this for holiday season or Special Consideration events, which may be granted Third Priority status.

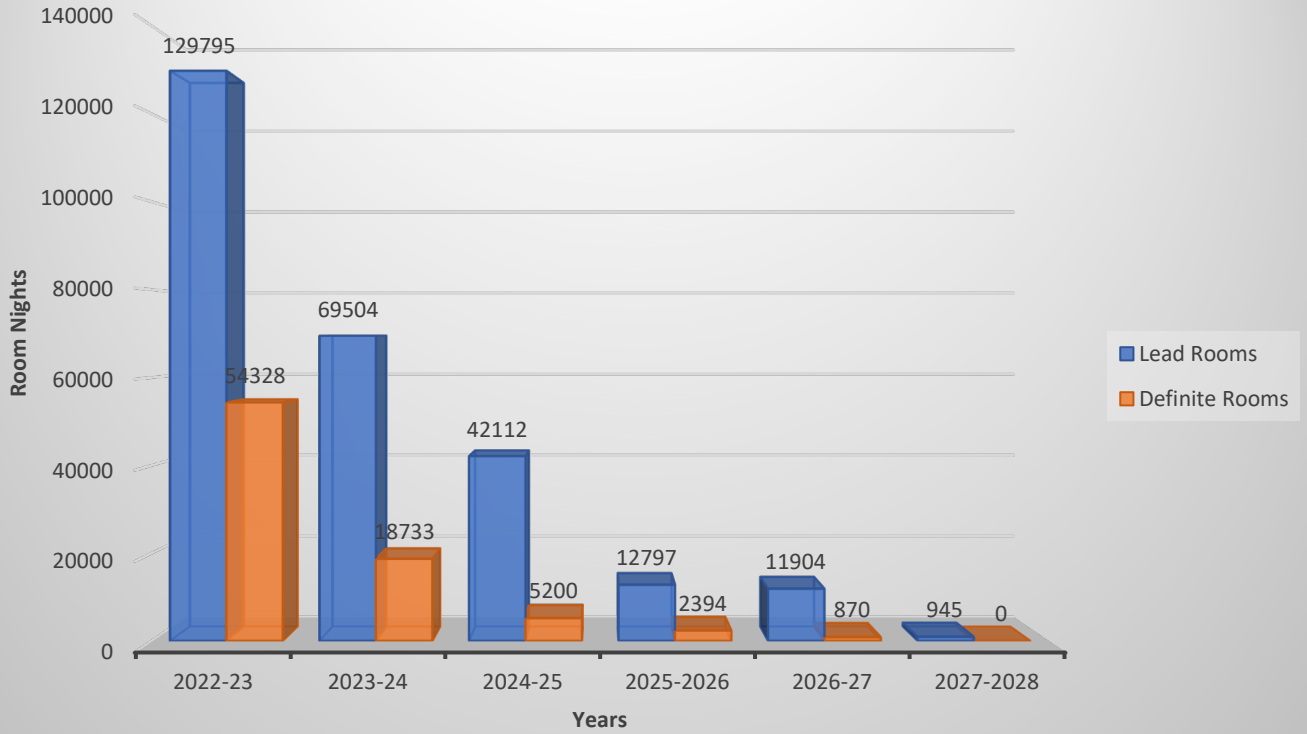
Special Consideration Events

Guidelines for Special Consideration include: overall direct economic impact to the City of Irving and to the hospitality industry; total number of room nights required; projected revenue to the ICCLC; event timing in off-peak demand times; arrival/departure patterns; public relations value; hotel occupancy during distressed periods; conflicting events elsewhere in the region which impact hotel room availability; potential for growth, annual, repeat or multi-year bookings; previous verifiable history and event experience.

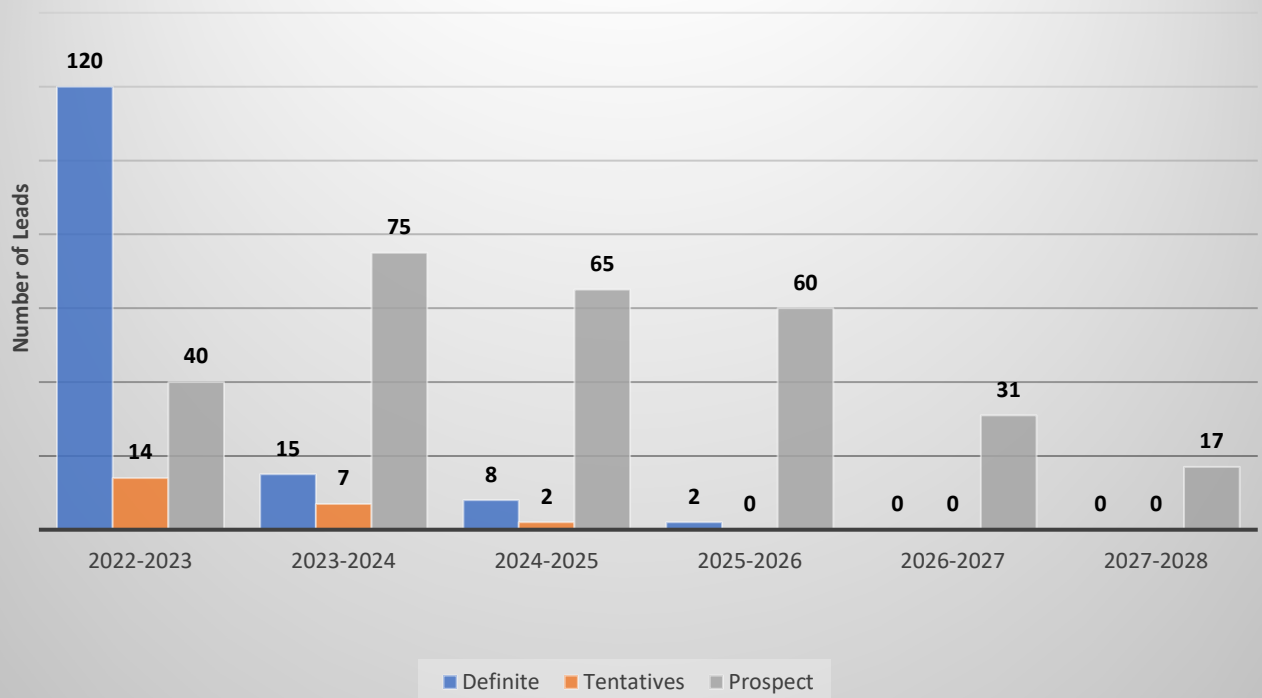
**Irving Hotel Development Update
as of August 5, 2022**

Hotel Name	Location	Projected Opening	Number of Rooms	Room Variance Required?	Project Status	Misc Other Info
DFW Airport Hotel and Conference Center	4440 W Airport Fwy	October 1 2022	300		Hotel is being renovated, currently closed. Also Rebranded - Wyndam DFW Airport Hotel	10/10/22 - Kathy spoke with DOS - Soft Opening End of Nov 2022
Extended Stay, Brand not known	1320 Greenway Drive		200	No	Approved by Irving City Council 3/31/2022.	Owner: NB (Nadir Badruddin) Greenway LLC; architect East Star Design (Forney). 6000 sf meeting space, plus full-service restaurant. Curious location for a project like this - it is 21 stories tall
Hawthorne Suites DFW North - Rebrand to Candlewood	500 Plaza Drive	Nov or Dec 2022	96	TBD	8/5/22- Kathy spoke with Mike Patel - hotel temp closed will be rebranded to Candlewood with new ownership	Hotel Projected Opening - August of 2022
Embassy Suites by Hilton Las Colinas	800 W. John Carpenter Freeway	Mar-23	168	No/Grandfathered (1998)	10/12/22 - General Manager robert.han@hilton.com (469) 242-6252 - Hotel (817) 863-0250 - Cell	Contact: Neal Patel - AAA Hotel Company - neal@aaahotelcompany.com AAA Hotel Company LLC; OSO Nine LLC; Dixit Patel; dixit@aaahotelcompany.com; RevPAR Companies LLC, Pete Patel, ppatel@revparco.com
Hotel Indigo	455 E. John Carpenter Freeway	Jul-23	150		6/8/22 - Kathy heard back from owner - construction to start in 2 weeks. Completion of build in July of 2023	Bhavin Patel, CEO/Managing Partner, Shreem Capital 222 W. Las Colinas Blvd, Ste 755E Irving, TX 75039 214.415.4367 www.shreemcapital.us, Bhavin Patel <bhavin@shreemcapital.us>
Hilton - New Brand - TEMPO	311 W. Carpenter Freeway	2024	138	Likely	82' tall; 2500 sf mtg space. P&Z Nov 18, 2019. Dec 12 2019 City Council; CGH Colinas LLC - owner; Jay Davies & Bobby Stewart. 5/18/21 UPDATE: https://www.hospitalitynet.org/announcement/41006347/tempo-irving-las-colinas.html	
Aloft	635/DFW North	Oct-20	145	Yes	Construction	DFW Resorts LLC, Bharat Vashi
Element Hotel (Sfuzzi-site)	525 Meadowcreek Dr (Sfuzzi-site)	Apr-22	159	Yes	Opened July 2022	
Tru by Hilton	DFW Airport South/2100 Valley View	2022-23	125	Likely	Approved by City Council 10/24/19. Lowen Hospitality developer. Construction start TBD.	
IHG-3 property combo	DFW North/Avion Business Park	Q4-2021	320	Yes	Approved; IHG combination Staybridge, Avid & Even - https://www.connect.media/ihg-triple-brand-development-arriving-avion-business-park/	Owner/Developer-CAI Atlantic Holdings LLC/CF Irving Owner LLC; Partnership betw Civitas Capital Group & Atlantic Hotels Group - Perry Moluboy
AVID/Holiday Inn	DFW North/Plaza Drive @ O'Hare?	TBD	125-150	Yes	Rumored	
Avid/Staybridge Combo	183 @ 161/2350 Valley View Lane	TBD	176 total	Yes	P&Z case postponed. Oncor & TxDOT issues; fire access issues; Apollo Hospitality/Mitesh Patel; Rochelle Valley Property-Dev/Dawood Jameel; nearby hotels opposed.	
Boutique/Full Service - TBD	520 E. Carpenter Freeway	TBD	TBD	TBD	Skypass Travel owners are the developer; may be the same as Conrad Hilton above. www.mandalayfalls.com	
Four Points by Sheraton	183/DFW South/555 Airport Freeway	TBD	125	Yes	Zoning approved but nothing else has happened. Rumor has it that the site is being shopped again. 8/26/20 - Planning dept has recd new plan for what would now be a Hampton Inn. No other details available yet	
Hampton Inn & Suites	DFW North; 4500 Plaza Drive	TBD	130	Yes	Approved	
Holiday Inn Express	7800 Carpenter	TBD	TBD	Likely	Rumored	
La Quinta	635 @ Beltline	TBD	TBD	Likely	Deferred; site being shopped	
Northland Properties - Sandman and Sutton Place	Blue Star Site 161 @ 114 (Meridian)	TBD	200+	No	Sandman zoning to Council 7/30/20 - 205 rooms, 715 sf meeting space; Moxie's Restaurant	
Radisson Hotel	DFW Airport North; 114 @ Esters; 8230 Esters	TBD	180	Yes	Approved	
TBD	Verizon/Hidden Ridge Campus	TBD	200+	No	Consultant retained to assess flag opportunities	
Atwell Suites (IHG)	7501 Esters Blvd		125		Owner: Gopal Laxmi, LLC (represented by Sharon Barbosa-Crain); to P&Z Feb 6 2021; to City Council 3/25/21	
Conrad Hilton	Urban Center				Rumored; preliminary meetings with various parties; may be the same as Boutique/Full Service TBD below (Skypass)	8-acre site
Boutique/Full Service - TBD	520 E. Carpenter Freeway	TBD	TBD	TBD	Skypass Travel owners are the developer; may be the same as Conrad Hilton above. www.mandalayfalls.com	
Home2Suites	460 E. John Carpenter		140	Yes	10/13/22 UPDATE No meeting space; to P&Z September 2022 (denied), City Council action indefinitely postponed at the applicant's request. Las Colinas Hospitality LC/DK Patel, Whitestone Hospitality.	6-story, 140-room hotel with a lobby, lounge, fitness center, and a pool
Residence Inn/Courtyard by Marriott dual-property complex	550 E. John Carpenter Freeway		228 combined		11/8 UPDATE: Dual-brand within one building structure. Total 220 keys, 1800 sf meeting space total (largest space @ 1000 sf), sharing all services/amenities. Developer is PEG Companies, western US-based background. Site is across 114 from 545 Carpenter bldg. Marriott will operate. Requesting significant parking variance.	
Staybridge Suites	2350 Valley View Lane		125		11/12/20 City Council meeting; previously was the above-noted Avid/Staybridge combo, now just a Staybridge. Standards meet the then-proposed revised. (125 rooms, no restaurant, min meeting space)	
Woolley's Classic Suites has cancelled						
Extended Stay America	183 @ Estrada (near the Walmart)		123	YES	UPDATE 7/27/22 ICON Lodging - Sushil Patel; o meeting space; to P&Z September 2022 (denied); to City Council 9/15/22	
Wingate by Wyndham	8220 Esters (already open)				Zoning to add a restaurant w/Alcoholic Beverages; RAB approved 9-1-22	
Four Seasons Las Colinas					Rumored to become a Ritz Carlton 5/9/22	
Comfort Inn DFW North			101		Closed Temporarily due to Fire	
TBD	450 E. John Carpenter Freeway	TBD	TBD	TBD	Proposed conversion of a vacant office building to a hotel; in front of Scientology building fronting 114; John Watson is representing the developer	
ELSEWHERE IN THE MARKET						
2/28/22 FYI - Omni Park West (Farmers Branch) is now a Renaissance Hotel						
Four Seasons boutique coming to Dallas, 250 rooms, plus 100 condos; Turtle Creek @ Cedar Springs. Developer is Carpenter & Company. ETA 2024						

ICVB Room Night Pipeline



Irving CC Pipeline



From: [GRA](#)
To: [IRVING](#)
Subject: [External] Multiacre waterpark, hotel will add "jewel in Grapevine's crown"
Date: Friday, October 28, 2022 10:35:39 AM

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Multiacre waterpark, hotel will add 'jewel in Grapevine's crown'

Signs will be located at the Grapevine Mills Boulevard entrance, along SH 121 and at the Kubota Drive entrance.

(Illustration courtesy city of Grapevine)

Community Impact

By [Hannah Johnson](#)

4:24 PM Oct 27, 2022 CDT

Grapevine City Council approved zoning for an entertainment and attraction area for the Stand Rock Resort and Water Park at its Oct. 18 meeting. The Grapevine Water Park Resort will be located at 3509 N. Grapevine Mills Blvd., next to Kubota Drive and along SH 121.

The resort will have 661 rooms, a 95,000-square-foot indoor water park and a 2-acre outdoor water park.

"This is a really exciting project," Council Member Sharron Rogers said. "We've been working on this, as a city, for several years now. It will be another jewel in Grapevine's crown, and I look forward to seeing it come to fruition."

Plans for the development were initially approved in [2016](#) with zoning variances later approved in [2018](#). Since the 2018 approval, no progress was made toward completion of the projects, so permits expired, according to staff.

The 12-story resort will have 495 hotel rooms and a timeshare portion made up of 166 units. In the resort, 24,359 square feet will be dedicated to meeting space, and 65,000 square feet will be for entertainment use, including an arcade, according to the meeting's presentation.

Stand Rock Hospitality representative Stuart Zadra said they anticipate needing 400-450 employees to staff the resort and water park.

Zadra said while the Great Wolf Lodge is one of its biggest competitors, this will not be an issue for either resort.

"We play well together because kids love water," he said.

Zadra said groundbreaking for the project will be in late spring or early summer of 2023 with a projected opening for spring 2025.

By [Hannah Johnson](#) - Hannah Johnson joined *Community Impact Newspaper* in June 2022. Hannah currently covers Grapevine, Colleyville and Southlake as well as Keller, Roanoke and Northeast Fort Worth. She holds a Bachelor of Arts in Journalism, Digital and Print from the University of North Texas. She began her journalism career at the North Texas Daily. A factoid about Hannah is she has previously broken both of her arms — both times from falling off monkey bars.

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Retail Developers Focus on "Density of Experiences," Deemphasize Fashion

By [Paul Bergeron](#)

October 27, 2022

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"If you haven't struck your pickleball court deal yet, you better get started."

That was the advice of Bob Young, executive managing director of Weitzman, during a session titled "The Retail Renaissance" at ULI's Fall Meeting in Dallas.

A trendy sport being played by all age groups, pickleball is just one of the ways developers are taking a fresh look at the retail space as malls seek to rework their tenant mix: by including more outdoor spaces.

Young was joined at the session by Steven Levin, founder and chief executive officer, Centennial Real Estate; Tip Housewright, president, Omniplan Architects; Terry Montesi, CEO, Trademark Property Company; and Barney McAuley, managing director, Edge Realty Capital Markets; Terrence Maiden, founder and CEO of Russell Glen Company, was the moderator.

Housewright said he wants to build where there is activity on the streets, not just parking lots. "We want design that brings the indoors to the outdoors," he said, "and create a destination with density of experiences—so much so that shoppers can explore it all day."

When Fashion Is Out of Fashion

Fashion is far less important to malls than in the past; in the early 2000s, it was half the mix, Montesi said. "We see it as at least one-third less, and now the better mix is to include boutique services, quasi-medical facilities, food and beverage, and entertainment," he said.

"Open and outdoor spaces are so important. Demand is still there for retail, although it might taper a bit soon after this significant upturn coming out of the pandemic," he said. "And there's been practically no new development, other than some grocery anchors and big-box stores. I see that the really good, 'A' malls are going to become super valuable."

Existing retail space is where things are happening, Young said. And food is king—everything from quick-service restaurants to the upscale, highest-quality restaurants that can be found.

Avoid Sameness and Repetitiveness

Levin said if it's not a suburban village-type space that can create a sense of place, "we're not going to do it."

What hurts the retail industry is sameness and repetitiveness, Housewright said.

"You've got to find that unique angle—something that is memorable," he said. "It might mean taking the roofs off, adding outdoor theaters, fountains, places for holiday celebrations, bringing in world-class art exhibits."

The North Texas market is one of "co-opetition," Young said, in which the competitiveness makes all the players improve their strategy. "All the drivers are here: job growth, in-migration, inviting communities, our own port (without water) called an airport, and new development here has been low," he said.

All developers are assessing what they are going to do, and the demand is there. With inflation and a recession coming, the Dallas market might pause or bend, but it will not break.

When Malls Fail, Has the Region Failed?

Malls today really are important, McAuley said. "If a popular one fails, the region will think that the region has failed," he said. "This will cause crime and unemployment to rise, and homeownership will decline. Ideally, we find properties that will throw off income for a while so we don't have to feed it for a year or two, and we can figure out what we're going to do with it."

"We want to be in markets where the city is going to be collaborative and aren't going to fight you on everything you want to do," he said. "We also want spaces where the anchor stores realize their value."

Developers must listen to the community, Montesi said, "to make sure that what you want to bring is something that they want. If you are adding multifamily, office, hotels—is there really demand for those things? And everything in the mall has to be 'A' space. You can't build an 'A'

retail component to go with 'C' multifamily. It won't work."

Adaptive Use Gets a Price Check

Housewright noted that adaptive use takes creativity and money.

Levin said it has been challenging. In one instance, a project is on its third round of repricing and redesigning, and it is not penciling out.

"We put together a fabulous plan, and then we did the numbers and we saw just how fabulous it was: it was three times the cost. You've got to execute the vision within a reasonable price."

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