

**2006-2012  
Indian Wells CA:**

## Negotiating Development Approvals and Financing

### Situation

Sanderson J Ray is a real estate development company that at the time owned roughly 90 acres of raw land next to and across the street from the Indian Wells Tennis Garden, venue for the world's third largest tennis tournament and other events. Sanderson J Ray was seeking environmental clearance and discretionary municipal approvals for proposed resort, retail and residential uses—all elements of its Indian Wells Town Center project.

### Approach

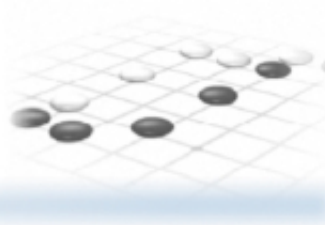
My role was to advise ownership and management, help coordinate environmental and various technical studies and be the principal advocate with city officials and staff while serving as media spokesman. I recommended a Development Agreement memorializing the entitlements, which we were able to obtain. I worked closely during the process with attorneys, designers and engineers along with city and community leaders.

### Results

In late 2008, the city council voted to certify the Environmental Impact Report and to approve the requested land entitlements, which were memorialized in a Development Agreement. With the worldwide credit collapse shortly thereafter, our original resort partner pulled out of the deal. Energies were focused on refining the hotel's design and obtaining favorable financing until the property was sold to Larry Ellison, in 2012.

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