



**CHATHAM**  
LODGING TRUST

Caitlin Cameron  
City of Portland  
Planning and Urban Development Department  
389 Congress St.  
Portland, ME 04101

Dear Ms. Cameron:

I am writing to outline Chatham Lodging Trust's financial wherewithal to complete the potential development of our proposed Home2 Suites hotel in Portland, Maine. Chatham Lodging Trust is a publicly traded real estate investment trust that trades on the New York Stock Exchange (ticker: CLDT) that has an equity market capitalization of over \$1.0 billion. As of 9/30/17, we had \$11.3 million of cash and \$175 million of availability under our \$250 million revolving credit facility. On 11/6/17, we completed an equity offering that provided us with an additional \$109 million of cash. Our financial statements are filed with the Securities and Exchange Commission and are publicly available on the SEC's website: [www.sec.gov](http://www.sec.gov). We are excited about this project and would be happy to answer any other questions you have on our financial wherewithal.

Thanks,

A handwritten signature in blue ink, appearing to read 'Jeremy Wegner', with a long horizontal flourish extending to the right.

Jeremy Wegner  
Chief Financial Officer  
561-227-1372

# Hospitality

Elevate the Human Experience through Design

ARCHITECTURAL AND INTERIOR DESIGN QUALIFICATIONS

AC HOTEL WESTPORT



DLR Group

Architecture · Engineering · Planning · Interiors

listen. DESIGN. deliver

# Elevate the Human Experience through Design

listen.DESIGN.deliver

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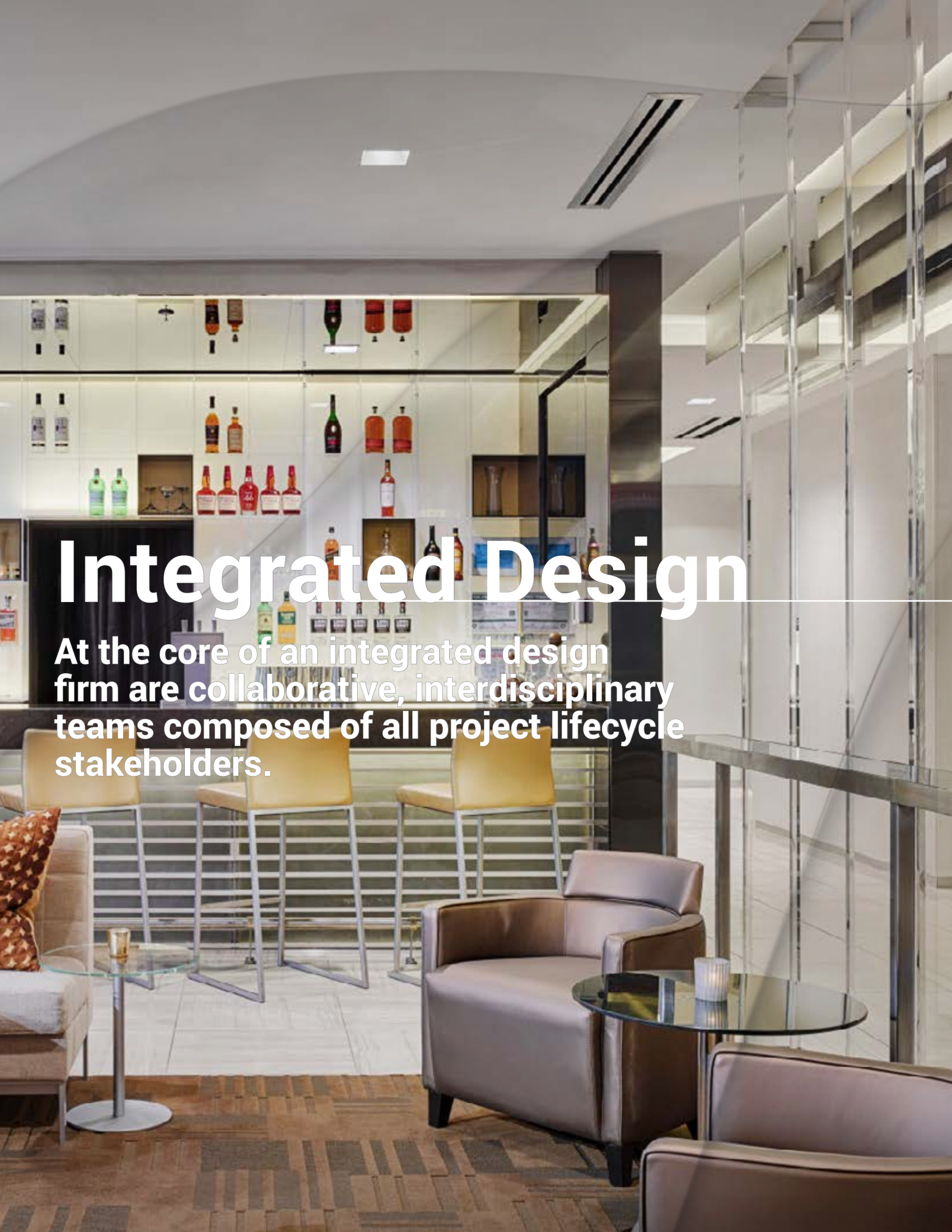
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# Integrated Design

At the core of an integrated design firm are collaborative, interdisciplinary teams composed of all project lifecycle stakeholders.

## Who We Are

**DLR Group is a global integrated design firm.**

Our promise is to elevate the human experience through design. This inspires a culture of design and fuels the work we do around the world. **We are 100 percent employee-owned:** every employee is literally invested in our clients' success. At the core of our firm are interdisciplinary employee-owner teams, engaged with all project life-cycle stakeholders. These teams champion true collaboration, open information sharing, shared risk and reward, value-based decision making, and proficient use of technology to elevate design.

Our clients experience this through our service model: **listen.DESIGN.deliver**



### Locations

- |                  |             |                  |
|------------------|-------------|------------------|
| Austin           | Kansas City | Riverside        |
| Charlotte        | Las Vegas   | Sacramento       |
| Chicago          | Lincoln     | San Francisco    |
| Cleveland        | Los Angeles | Seattle          |
| Colorado Springs | Minneapolis | Tucson           |
| Dallas           | New York    | Washington, D.C. |
| Denver           | Omaha       |                  |
| Des Moines       | Orlando     | Dubai            |
| Honolulu         | Phoenix     | Nairobi          |
| Houston          | Portland    | Shanghai         |

### Services

- Architecture • Energy • Engineering
- Interiors • ITDG - Innovative Technology Design Group
- Experiential Graphic Design • Landscape • Master Planning
- Preservation • Sustainability Consulting

# Global Firm

DLR Group operates with a business structure and culture of interoffice workload sharing. The **people** with whom you work are directly backed by the firm's entire resources, enabling us to **immediately** and **effectively** scale our teams to meet your needs.

The outcome is sustainable design of a high performance building for a sustainable future.

**29** Offices Worldwide

**1000+** Full-time Professionals

**100%** Employee Owned

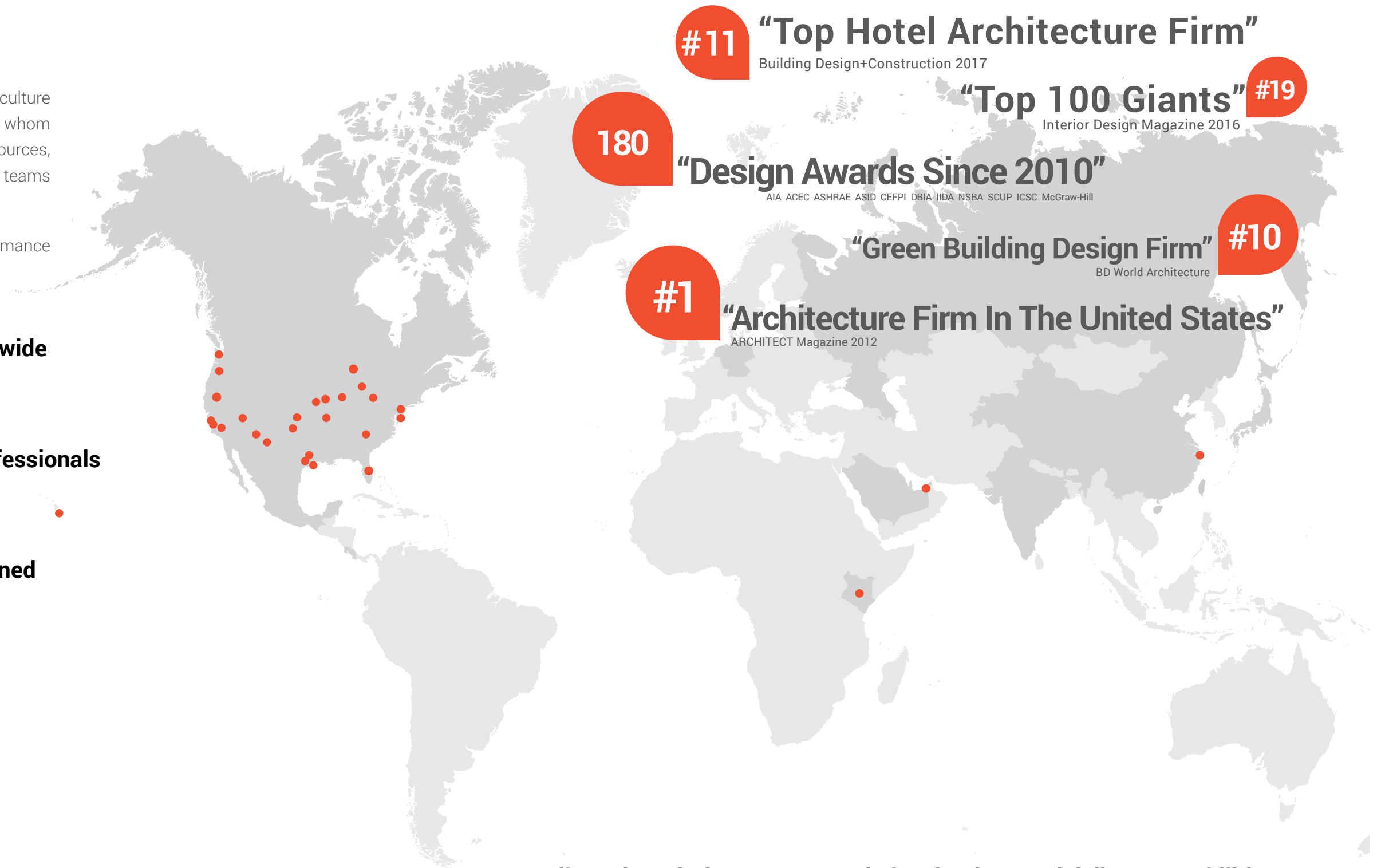
## On-site Expertise

Collaborate with in-house construction market experts in each local office for on-site coordination.

## Integrated Engineering

- Mechanical/Plumbing Engineering
- Electrical Engineering
- Structural Engineering

 DLR Group offices



**Clients benefit from our expanded technology and delivery capabilities, with an awareness of trends and best practices shaping hospitality in both primary and secondary markets worldwide. We've delivered 300+ hospitality projects for best-in-class hoteliers including Marriott, Hilton, Hyatt, IHG and many more.**



# Local Expertise

## Global expertise enriching local communities.

The DLR Group Hospitality Studio thrives in an interoffice workload sharing culture. We strive to balance our clients' vision and brand hallmarks to deliver a return on the investment. For us, design starts far before the guest steps in the door. You'll love our designers and their creativity, who are directly backed by the firm's entire resources. You'll find the local connection translates into design solutions that are meaningful to the heart of the local community it sits in.

## We are dedicated to growing our local community.

Our community involvement runs deep and we are proudly active in professional, cultural and civic institutions which help make our communities continue to be the vibrant community we love to support.

LOCAL  
LOVE

The Personality of an Employee Owned Firm guarantees our clients dedicated service from a talented team of employee owners who are literally invested in their clients' success.



Chicago  
Hyatt Place Chicago/River North; Chicago, IL



Minneapolis  
JW Marriott at Mall of America; Bloomington, MN



Kansas City  
AC Hotel Westport; Kansas City, MO



Denver  
The Curtis - a DoubleTree by Hilton; Denver, CO

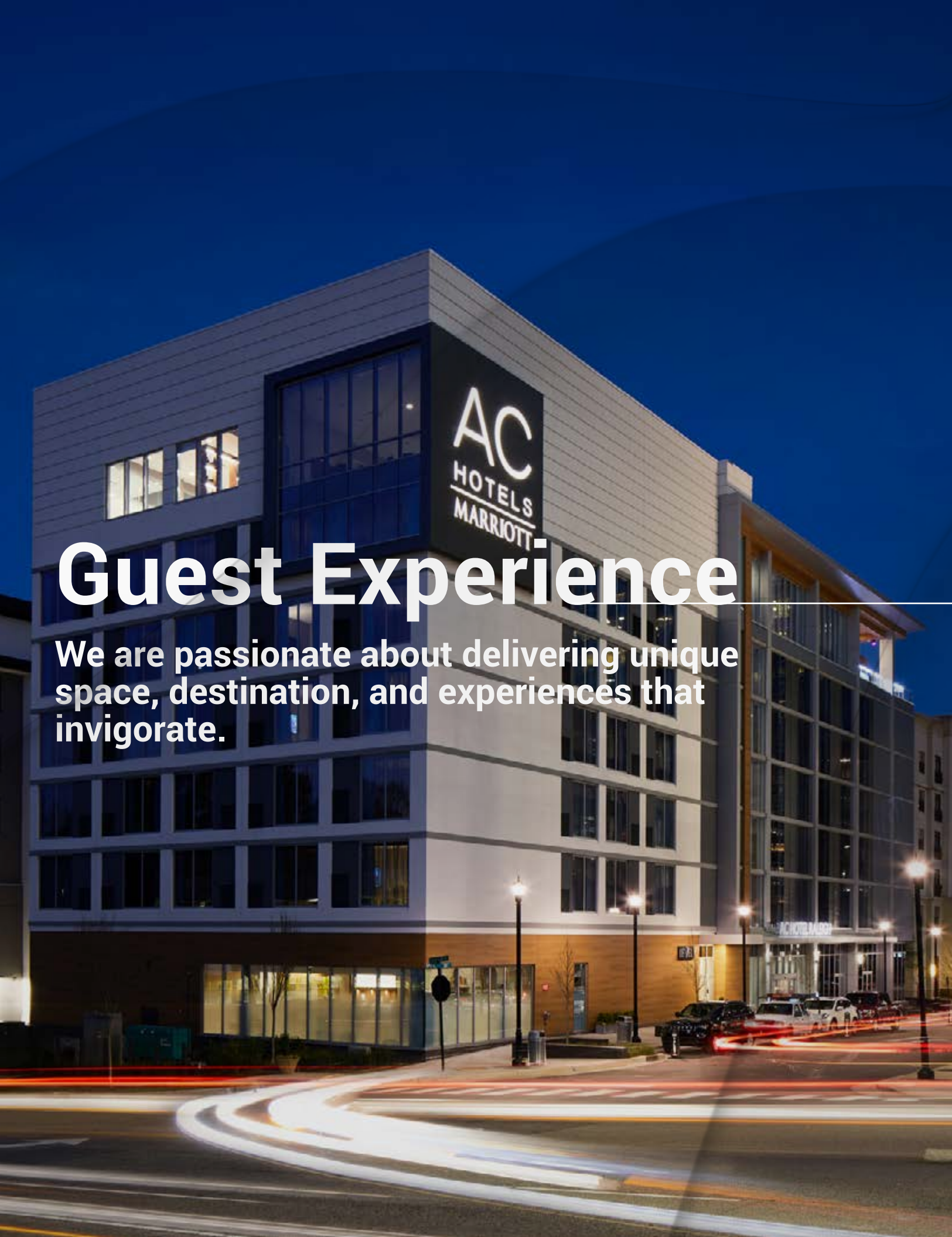


Atlanta  
Hyatt Midtown Atlanta; Atlanta, GA



San Francisco  
Residence Inn Walnut Creek; Walnut Creek, CA





# Guest Experience

We are passionate about delivering unique space, destination, and experiences that invigorate.

# Hospitality Studio

**Creating Hospitality Venues large and small, locally and globally.**

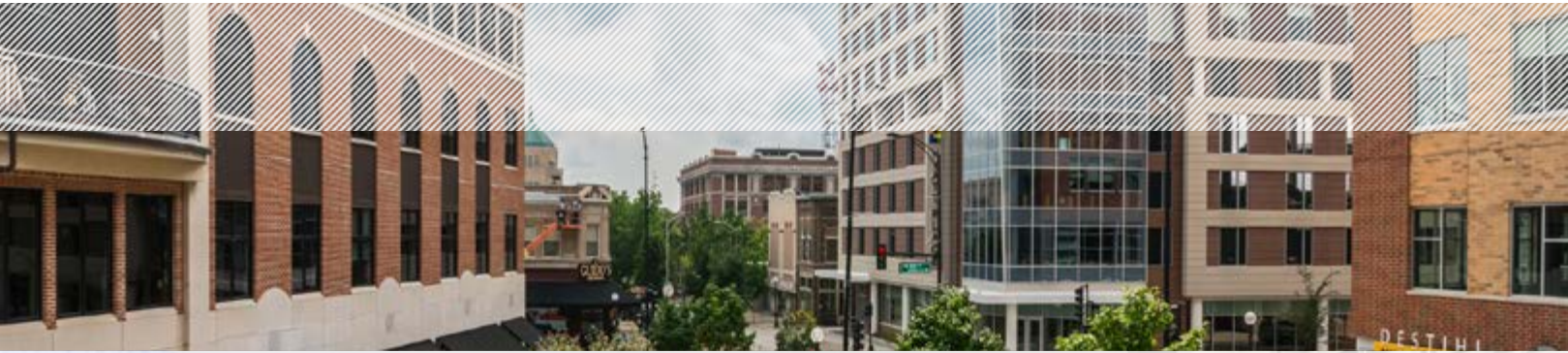
When positive, the sum of all experiences a consumer has with a hotel will build brand loyalty. Architecture and Design makes valuable contributions to those experiences of guest awareness, discovery, attraction, interaction, and purchase.

Our architects and interior designers approach each new hospitality project with a fresh outlook. At the heart of our approach is your vision of how the space should operate, the guests it serves and how it will be used, plus its role in the unique context and manifestation of the locale. We ask tough questions to learn and understand all the things that are unique and important to you, and we translate those needs into tangible, built solutions.



Project Name: AC Hotel Raleigh North Hills Location: Raleigh, North Carolina





# How We Do It

Our team offers the best possible mix of qualifications.

## When we LISTEN we learn.

You will work with design leaders who know Hospitality processes, people and standards better than any other architect.

The client knows it. There is trust. You feel it.

## When we DESIGN a dream becomes reality.

You will experience a design process accelerating new ways of critical thinking about consumer experience.

You will work with designers offering knowledge-based expertise gained through experience in a wide variety of world-class architectures.

There is collaboration. Great things happen.

## When we DELIVER there are no obstacles.

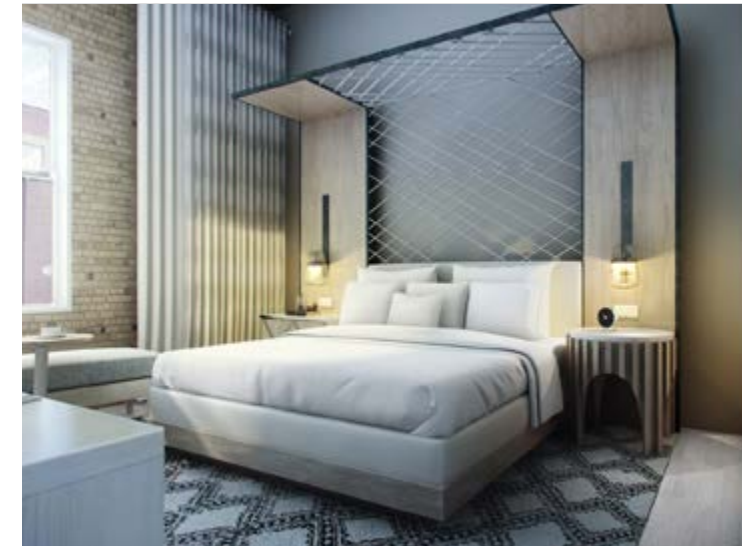
You will work with a professional team that designs for innovative experiences, from arrival at a site to final delivery of a product.

Only solutions. Clients are championed. Teammates are celebrated. We cross the finish line together.



## Full Service Design Studio

- Architecture
- Interior
- F&B and dining
- Renovation and expansion
- Store design
- Programming/reprogramming
- Prototype development
- Master Planning
- Structural & MEP Engineering



## FF&E Design

- Furnishings specification
- Custom design
- Brand coordination



## Hospitality Design

- Luxury
- Boutique
- Mid scale
- Resorts
- Event spaces and conference centers
- High-rise
- Programming/reprogramming
- Prototype development



# Energy + Engineering

## Do more with less.

A focused approach to systems design will save building owners an average of 30% on their utility costs.

Translating into over \$1 million for an average facility over a standard investment timeline.

IRR 20+ IS COMMON.

Take advantage of integrated design.

## Design

- + Full Engineering Services
- + Technology Infrastructure
- + Water Efficiency Strategies
- + Performance Analysis
- + Sustainability Consulting

## Reduce

- + Energy Master Planning
- + Life-Cycle Cost Analysis
- + Commissioning
- + Energy Audits
- + Benchmarking

## Produce

- + Rooftop Solar Arrays
- + Solar Canopies
- + Car Ports
- + Landmarks
- + Electric Car Charging Stations



## Engineering Experts in Hospitality

*Yes, that is who we are.*

During **The Laylow, Marriott Autograph Collection** renovation, our specialized engineering team was present during the initial building survey to document building systems and assess the condition of the existing equipment. We leveraged our expertise to implement a solid salvage plan for the renovation. This saved the client important time and capital. This boutique hotel now meets the high standards of the Marriott Autograph Collection.

## Cooperation at its Finest

*Truly integrated.*

DLR Group restored a 25 year-old independent hotel into the practically new **Hyatt Midtown Atlanta**. Using an integrated approach, our experienced engineers were involved from the beginning of the design process. Our team tested ideas and choices to align with the best value for the ownership group. Once system selections were made, engineers and architects worked closely to resurrect a modern design into the soul of this aging building. The result was an award winning project with all of the features of a brand new hotel for a fraction of the cost.

## Your Goal. Our Goal.

*Enrich the guest wellness experience.*

Indoor air quality and reliable hot water are among the most important amenities to hotel guests. At the **AC Hotel Westport**, DLR Group engineers completely redesigned the central plant equipment and added a dedicated outside air system (DOAS). This radically changed the indoor environment, delivering ventilation directly into the guest rooms and managing the relative humidity level. The indoor air quality in the hotel is now as fresh as the new interior design.

## Creating Space...

*by supporting design innovation.*

We were challenged with refreshing a 1900 farm machinery factory showroom into a hip 21st century hotel. At the **Canopy by Hilton Minneapolis Mill District**, tight ceilings and urban sight-lines had to be respected. To do this mechanical infrastructure was concealed with creative routing and air distribution strategies. Strict sound levels were met. All done while exposing the brick and timber of a building on the National Register of Historic Places.



# Our Relationships



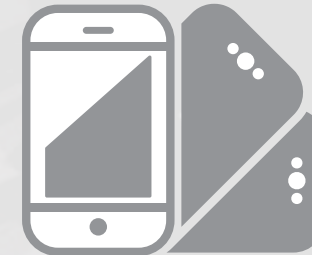


# Hospitality Experience

Emphasis is placed on creative designs in the forefront of the marketplace, optimizing the return on investments for our clients and setting the standard for quality of the guest experience.

**5500**

KEYS DELIVERED



**60**

DESIGNERS



**4**

STUDIOS



x14



x7



x7



x2



x1



x2



x7



x1



**300+**

HOSPITALITY PROJECTS



**180**

DESIGN AWARDS WON (SINCE 2010)



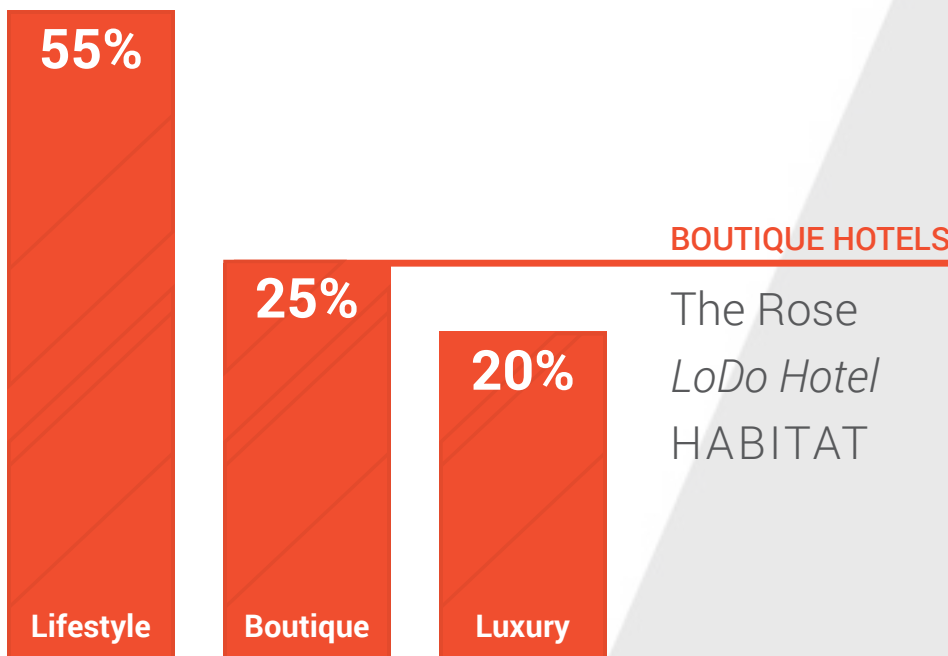
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BARS AND RESTAURANTS



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CONVENTION & EVENTS HOTELS



**BOUTIQUE HOTELS**

The Rose  
LoDo Hotel  
HABITAT

- 6** HYATT PROPERTIES
- 9** IHG PROPERTIES
- 44** HILTON PROPERTIES
- 95** MARRIOTT PROPERTIES

TOP ID FIRM 2017  
NEWH North Central Chapter



BUILDING DESIGN + CONSTRUCTION  
Top 60 Hotel Architecture Firm

**#11**  
2017

INTERIOR DESIGN  
Top 100 Giants

**#19**  
2016

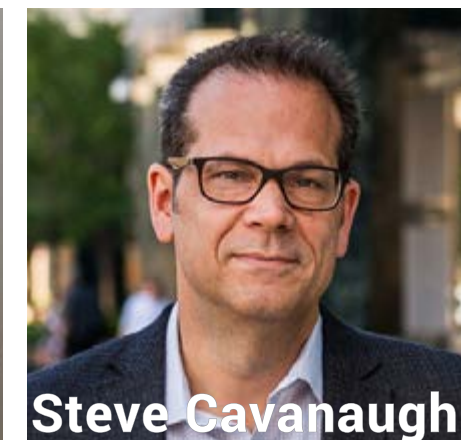
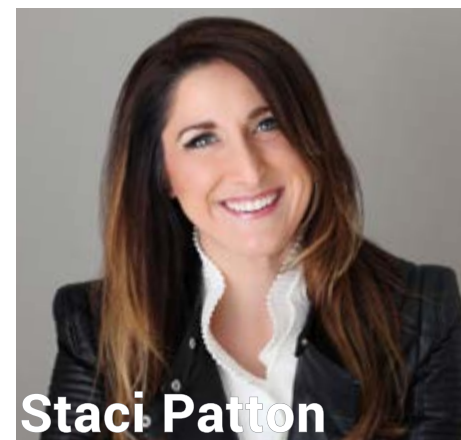
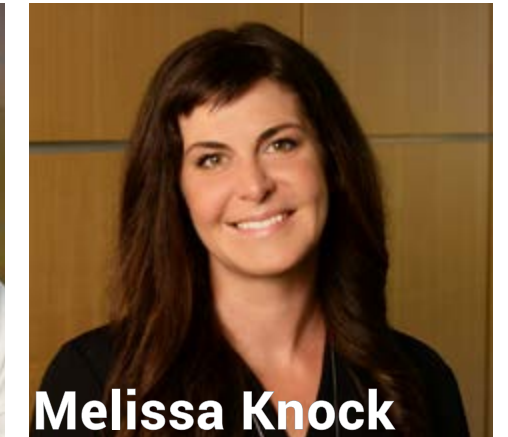
#1 Architecture Firm  
ARCHITECT Magazine

**#1**  
2012

# Hospitality Leadership

Our leaders play an active role in the ongoing growth and development of DLR Group's Hospitality Studio and provides leadership on a wide range of hotel, conference center, and mixed-use projects.

**Brian Murch** Kansas City  
**Ed Wilms** Minneapolis  
**Keith Keaveney** Los Angeles  
**Joe Cicora** Chicago  
**Steve Wolf** Minneapolis  
**Melissa Knock** Los Angeles  
**Rod Oathout** Kansas City  
**Scott Boyle** Chicago  
**Sergio Gonzalez** Los Angeles  
**Staci Patton** Minneapolis  
**Steve Cavanaugh** Chicago  
**Tom Mitchell** Kansas City





# Insights in Hospitality

Our Insights is a forum to discuss new trends and issues of direct concern to our clients. Insights offer viewpoints from our leadership within DLR Group.



by **Tom Mitchell**  
Tom Mitchell is DLR Group's Global Hospitality Leader.

## When is the “Soft Landing” and How Do We Prepare for it?

As the hotel industry evolves in a shifting marketplace, adaptive reuse is becoming a key piece of many brands' strategies.

**Instead of erecting a cookie-cutter design on empty space or tearing down what already exists, hotel brands are infusing older spaces within existing neighborhoods with new life.**

DLR Group focuses on design, but we also remain alert to shifts in the economic and business landscape and look to advise our clients on how best to prepare themselves for the opportunities and challenges that lie ahead. In hospitality, there's a lot of chatter these days about a “soft landing”

Briefly explained: The industry has been hot for several years now, with demand outpacing supply since 2010 and nearly all sectors registering 10% or better growth. Every time people think this won't continue, it does. That said ... although signs indicate a good, if not spectacular, 2016 (perhaps 6% growth), it seems clear that 2017 will likely bring a significant slowdown, dropping growth to 1% to 2%. If you're in hospitality, how should you be thinking about things?

### It's Still All About the Experience.

Travelers will continue to search for that customized, differentiated experience, and millennials, who are entering their prime earning years even as they remain plugged-in, will continue to push growth. In short, it's the mix of amenities you're offering, and how well they are presented (design) and integrated (technology), that matters.

**“IN SHORT, IT'S THE MIX OF AMENITIES YOU'RE OFFERING, AND HOW WELL THEY ARE PRESENTED (DESIGN) AND INTEGRATED (TECHNOLOGY), THAT MATTERS.”**

### Be Smarter About Business.

When it comes to capital investments, there's a balance to be struck between maintenance and what keeps guests coming. New-build projects will likely ebb in favor of refreshing current properties. During slowdowns, it's midsize companies — which lack the financial robustness of the big brands and are not quite as nimble as smaller hoteliers in responding to market needs — that are most at risk.

Things continue to feel good in the hospitality industry, and probably will for a little while, but the smart guys are already making their moves for 2017 and beyond. Are you ready for what's next?



by **Ed Wilms**  
Ed Wilms leads DLR Group's Hospitality Studio in the North Central Region.

## Authentic Local Flavor in Hospitality Dining

The recipe for a successful restaurant-hotel design has many ingredients, but when blended properly the outcome can be a win-win for everyone involved.

Within the matrix of amenities that hotel developers consider when creating a new location, the standalone restaurant is becoming a must-have. Yet more and more, these spaces aren't being filled by corporate chains. Instead, hoteliers are looking to bring an authentically local flavor to their properties by partnering with area restaurateurs.

The rewards of such a relationship are clear: For the hotel, it's a unique amenity for guests and a new destination for area residents. For the restaurateur, it's an opportunity to open a second or third location and connect with a national brand. But a **successful venture** is not without its challenges.

Unlike the clean, relatively easy retail box, restaurants are **infrastructure-intensive spaces**, requiring accommodations for gas, water, ventilation, and the logistics of constantly moving product in and waste out — operations that must be invisible to both diners and the hotel's guests. Although architects try to account for these things as early as possible, even in a hotel's schematic design, it's often not until a deal is final that the spatial reality, based on a particular restaurant's needs, becomes clear.

Here's an example: DLR Group is currently working with a hotel property to redevelop a historic Minneapolis building with a major entry at each corner. The restaurant partner negotiated one of the best entry points for itself, which put it farthest from the loading dock. As a result, we've reworked the hotel's floor plan and back-of-house spaces to allow for a new, restaurant-only elevator that uses the basement for loading dock access. In other words, a **restaurant's design can directly impact how the hotel itself operates.**

Then there is the issue of hotel-restaurant access. Hoteliers generally seek restaurant brands that are sympathetic with their brand and aim to strengthen this connection by having the restaurant directly accessible from within the hotel. Unfortunately though, restaurants do fail, and the next tenant might not be quite as desirable. Thus a design needs to be **flexible** enough to enable that direct connection, but also to

**“UNLIKE THE CLEAN, RELATIVELY EASY RETAIL BOX, RESTAURANTS ARE INFRASTRUCTURE-INTENSIVE SPACES, REQUIRING ACCOMMODATIONS FOR GAS, WATER, VENTILATION, AND THE LOGISTICS OF CONSTANTLY MOVING PRODUCT IN AND WASTE OUT.”**

be able to close it off without major disruption to the space on either side of the wall.

Designing at the intersection of **restaurant-hotel design** is a challenge. But it's a satisfying nut to crack — not least because the process can often involve many delicious sample meals as part of the research process. Bon appetit!

# Tangible and Authentic Guest Experiences

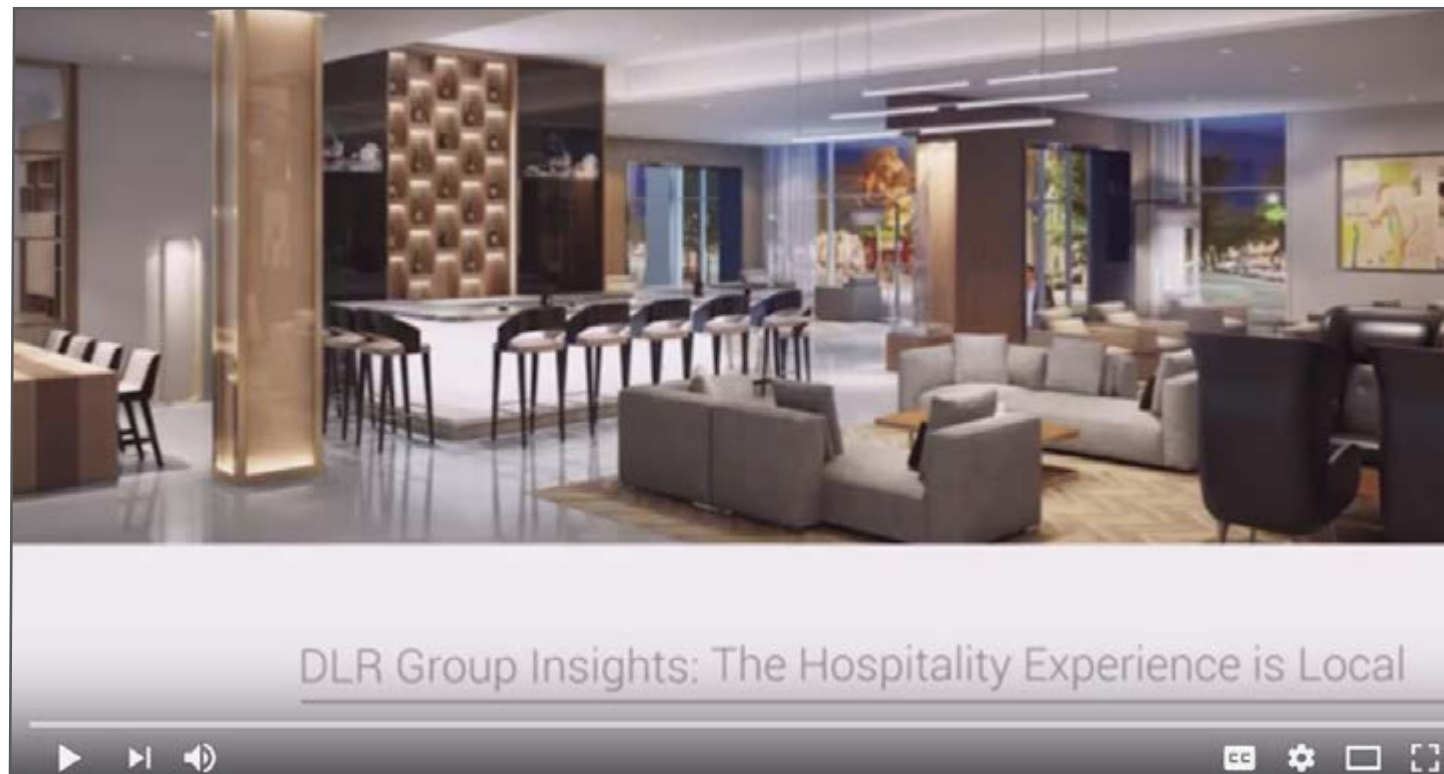
Immersing yourself in the neighborhood is the key to transforming a location into a hotel destination.



Staci Patton shares her view on how designers can approach placemaking to offer tangible authentic experiences for guests. Click below to watch her video.

by **Staci Patton**

*Staci Patton leads DLR Group's Hospitality Interior Design Studio.*



## Art in Hospitality Design

Recently, I've been thinking about art in hospitality projects and why it's important for owners, developers, architects, and interior designers to consider art as an essential part of a hotel design concept, not a decorative afterthought. Here are some of the best reasons, as I see them.

by **Brian Murch**

*Brian Murch is one of DLR Group's Hospitality Design Leaders.*

**Art is the fundamental core of architecture and design. Structures and spaces are as much about expression of the creative spirit as they are the physical representation of a brand's identity.**

Architects and interior designers spend hours considering colors, textures, forms, etc., because of how they contribute to that identity. Art, the purest expression of creativity, can speak with at least as much impact as any flooring, wall covering, or furniture selection.

**“BUT ART CAN BE AS POWERFUL A DRAW FOR LOCALS AS FOOD AND DRINK AND INFUSE A SPACE WITH LOCAL CULTURE, WHETHER IT'S A PROMINENT, PUBLICLY ACCESSIBLE ARTWORK (SUCH AS A MURAL OR SCULPTURE) BY A NOTABLE PERSON OR A GALLERY SPACE THAT SHOWCASES A ROTATING SELECTION OF AREA.”**

### **Art is the intellectual soul of the hotel.**

People travel for leisure because they seek interesting and memorable experiences. Hotels embody that aspiration, that desire for something new—which is why they go to great lengths to demonstrate how they're different. Art is fundamentally about uniqueness and offers a moment of pause and reflection. At the end of the day, people are more likely to remember a hotel's well-displayed original photograph, painting, or sculpture than the lobby furniture.

### **Art is a point of community connection.**

For too long, hotels have attended to travelers' needs while offering little of interest to the surrounding community, but that's changing. These days, there's a focus on finding ways to engage a hotel's neighborhood and being seen as an asset and destination for locals. Eateries and bars created by local restaurateurs are popular, for example. But art can be as powerful a draw for locals as food and drink and infuse a space with local culture, whether it's a prominent, publicly accessible artwork (such as a mural or sculpture) by a notable person or a gallery space that showcases a rotating selection of area talent.

In short, art matters, and the hospitality industry—and by extension, the general public—benefits when hotel spaces celebrate it.





# Design Approach

## The formation of successful hospitality destinations.

DLR Group strives to start every project with a thought-provoking ideation session to engage owners, understand project complexities and uncover hidden potential within the local scene. Incorporating art, fashion, food and beverage and all those in between elements unique to each location, help

create an indigenous and authentic experience for each hotel guest during their stay. These approaches, coupled with our understanding of the client's vision, will undoubtedly create an experience that builds guest loyalty through a meaningful curation of memories to the hotel brand.

## Thoughtful design leaves room for the place and its individuality to be formed.

At its best, design gives an identity to every space and can create cohesive environments that are not sterile or faceless. From a physical standpoint, this is achieved through the intertwining of service and function. Providing a balance of open and intimate spaces allows guests to socialize or detach, based on their needs. From a psychological standpoint, playing with light, shadow and temporal experiences all create spaces that surprise with elements of discovery and delight, allowing each space's individuality to show through.

## Encouraging individuality is not opposed to simplicity in design and planning.

Clarity comes from proportion in design, use of materials that are humanistic, and a restrained number of design moves, working together in harmony. In this way, the simplicity of planning and design inspires the complexity of vibrant, memorable spaces.

## Create positive change for individuals and hotels through the transformation of physical places.

Our fundamental approach to placemaking is to craft a design that reflects both its unique context and the manifestation of the locale. Our design philosophy and methodology seeks to deliberately promote social interaction and ultimately improve the hotel's influence to the quality of life. Engaging with a wide variety of people and places, we have the ability to design positive change for guest experiences through the transformation of physical places. Our focus on innovation and beauty simultaneously elevates the experience of guests while preserving economic value for the project.





# Design Matters

DLR Group's brand promise is to elevate the human experience through design.



## Relevant Experience

**listen.DESIGN.deliver**

Our team of designers have delivered many architectural design renovations and new build projects. We understand the complicated scopes of these projects and the aggressive schedules they need to have in order to open and begin gaining the return on your investment. Every project has a strong vision and DLR Group can help you realize this.

Our team constantly seeks to bring high design ideas and concepts with a high level understanding of practical operational or durable solutions. We understand how important it is to have a project delivered on-time and under budget. Our team of designers has a vast portfolio of experience and an understanding for what needs to be done in order to provide your guest with the ideal experience without breaking your budget.

Seamless coordination between all members of the team allows your project to be a priority and delivered on time without delay.

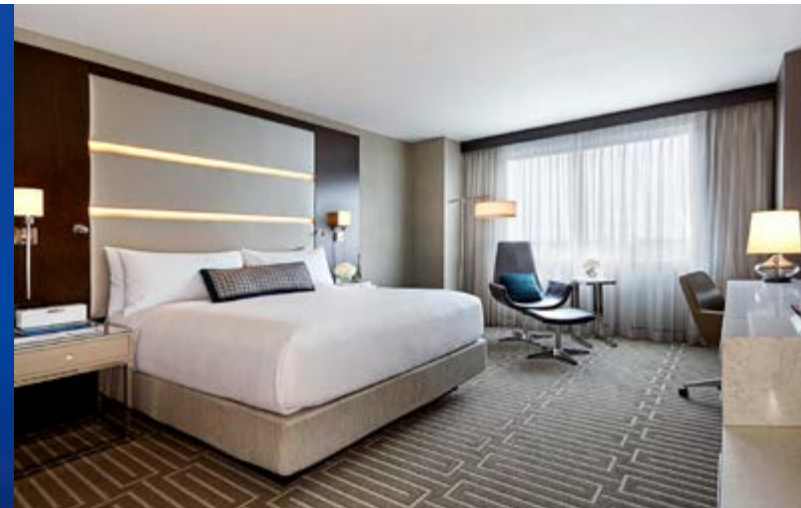


Project Name: Hilton Hotel at Iowa Events Center Location: Des Moines, Iowa



# JW Marriott at Mall of America

Bloomington, Minnesota



The iconic Mall of America expansion reinforces the center's strong brand awareness and tourist destination status by featuring fresh new retail concepts and store types, office spaces and a hotel. DLR Group's design opens the center to the north with striking facades that exude vibrant energy and excitement. Exterior signage and design accents turn the mall outward to draw guests to the activity within. By the project's completion it will have more than doubled the existing mall in size.

The scope of work for this 303,000 SF, 15 story, 342 room luxury hotel includes a 16,400 SF ballroom with a spacious pre function area that looks over the main entry plaza. The American style cuisine Cedar & Stone restaurant prominently located along the grand atrium of the new Central Parkway at the Mall of America provides a sophisticated dining option. The JW Marriot is a signature element of an 850,000 SF expansion at the Mall of America that also includes three levels of retail totaling more than 300,000 SF, a 176,000 SF, 10-story office building, and a 525 car two level underground parking structure.

**Completion date:** 2015  
**Total square feet:** 303,000  
**Number of Keys:** 342

DLR Group provided architecture, coordination of the planning of all the disciplines and construction administration services.



# Lower Downtown Denver Lifestyle Hotel

Denver, Colorado



This hotel mixed use project, developed by T2 Hospitality, is located in the Lower Downtown area of Denver, CO. DLR Group's design increases the vitality of the neighborhood environment through sensitivity to the historical context of the site. The building's lower floors respond to the historic buildings style, scale and proportion. The architecture style of the building's upper floors is clean and modern, utilizing a straight forward palette of materials to break up density — including stone, masonry, limited use of plaster, steel, galvanized and painted metal accents and an extensive amount of glazing at the street frontage. The exterior colors are simple and subdued, consisting primarily of cast iron detail, masonry, metal mullion systems, metal paneling, natural stone, and integral color plaster. Hotel guests can engage with the community while taking advantage of the amenities provided with a street-level restaurant and public art areas — offering a seamless connection to nearby offices,

restaurants, bars, and shopping. The attractive design of contemporary architecture with a contextual influence contributes to the urban design and planning of the overall Lower Downtown area.

Located on the urban site of 0.36 acres, the hotel is 11 stories with 220 rooms, approximately 140,000 SF, and provides a ground floor transit lobby space with common access to the ground floor restaurant and cafe from the street level. The restaurant faces 16th Street Mall and provides outdoor patio dining. The hotel lobby on the second floor provides a separate lounge / bar and restaurant for hotel guests. The program of the building is intended to enliven the Lower Downtown area by activating the public realm with hotel and restaurant activity. New public improvements along the project's street frontage will create a safer pedestrian / bicycle linkage throughout Downtown — stimulating even further development in the active neighborhood.

**Completion date:** 2018  
**Total square feet:** 140,000  
**Number of Keys:** 220

DLR Group provided planning, architecture, and engineering services as well as assistance in the City Planning approval process.



# The Rose, A Boutique Hotel

Rosemont, Illinois



This new boutique hotel is a key component to the visionary “Pearl Street Station” development project in Rosemont, Illinois. DLR Group’s design echoes the branding theme, which is centered on provocative and edgy art pieces. The building’s mass is organized into two sculptural, interlocking forms. The canted walls at the east & west corners of the building create visual dynamism and optimize branding and lighting opportunities from the adjacent freeway. The angle in elevation is also mimicked in plan through a shift at the central lobby, creating more intimate corridors and a more pleasant guest experience.

Signature experiences of this new 99,317 SF, 5-story, 165-key hotel include an art-themed lobby space with interactive, provocative art, locally-inspired “grab & go” food options at the market, upscale appetizers and custom, themed drink offerings at the bar. The hotel also offers flexible, technology-rich meeting spaces as well as small meeting pods to reserve for personal use. Other amenities include a private dining room and fitness center. In addition to the hotel, the “Pearl Street Station” complex will include two restaurants and an office building.

**Completion date:** 2017  
**Total square feet:** 99,317  
**Number of Keys:** 165

DLR Group provided architecture and MEP engineering services.



# Hilton Hotel at Iowa Events Center

Des Moines, Iowa



The new Hilton full service convention hotel is located at the edge of downtown Des Moines' Iowa Events Center (IEC). Additionally, the ground up hotel will connect to the Des Moines skywalk system, and feature a surface parking lot on the east along with 120 parking spaces below the building. DLR Group's design team used the building massing to emphasize the border of the existing Iowa Events Center civic buildings on the site and rebrand the intersection at 5th and Park streets. The project incorporates a new transparent base that activates the urban street frontage and invites guests into its lobby and restaurant spaces. The architecture is highlighted by a large sculptural vertical frame that climbs up the structure and anchors the corner of the building. Floating above the intersection and restaurant

is an elevated roof deck entertainment space. The guestroom tower above offers panoramic views of the downtown skyline and capitol building on the east horizon.

This 317,638 SF of new construction includes 330 guestrooms, public lobby, bar, and amenity spaces. The project also includes 14,000 SF of new meeting space which includes a Ballroom, Meeting Rooms, and Pre-function spaces. A 125 car parking structure is located beneath the building.

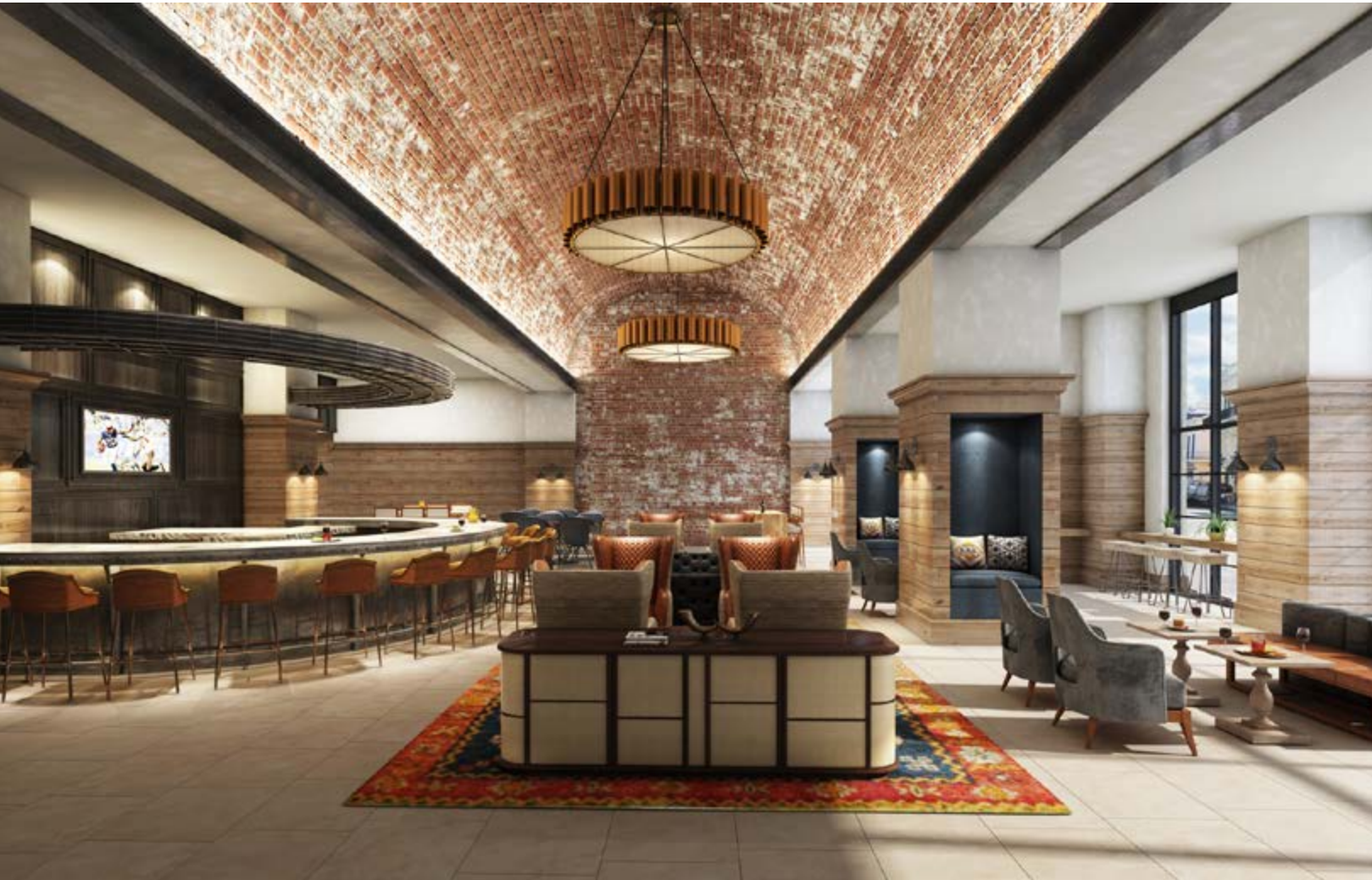
**Completion date:** 2018  
**Total square feet:** 317,638  
**Number of Keys:** 330

DLR Group provided architecture services.



# Canopy by Hilton Dallas Uptown

Dallas, Texas



Located at the intersection of Cityplace West and Oak Grove in Uptown Dallas, the Canopy Hotel is the featured hotel of Cityplace, a mixed-use luxury retail and residential development. The Canopy by Hilton Dallas Uptown echoes the direction "New Luxury Is A Stylish & Comfortable Experience" that mirrors and compliments today's new travel culture. The new lifestyle hotel will be a balance of sophisticated, upscale Dallas residential appeal, with a celebration of the historic character of the trendy neighborhood, McKinney Avenue, and their beloved vintage M-Line trolley. These components will create a spirited and comfortable, hand-touched design. DLR Group's hotel design ingrains the project within the fabric of the district by extending the well-established West Village retail development eastward along Cityplace West Boulevard, weaving influences and elements of historical roots throughout the overall design. Its renewed, illuminated

presence captures the energy and dynamics of the Uptown area while offering a unique, locally-curated hospitality escape. The aesthetic is conveyed through local artist installations in a mix of objects and prints that are inspired by the neighborhood.

The 99,315 SF, 8-story, 150-room lifestyle hotel will include the signature Canopy Central public space, a restaurant and a boutique rooftop sky lounge offering a private retreat during the day and pouring crafted cocktails in the evening adjacent to a new casual business meet and greet space offering high style, high tech and high comfort. Additionally, the new hotel will include a fitness center, 2,145 SF of meeting space, and flexible social/work areas. The project's second and third levels comprise the project garage. The parking structure's exterior façade was designed to seamlessly integrate the architecture from the ground floor through the hotel tower.

**Completion date:** 2017  
**Total square feet:** 99,315  
**Number of Keys:** 150

DLR Group provided interior design services.



# Canopy by Hilton Minneapolis Mill District

Minneapolis, Minnesota



DLR Group is currently designing the new Canopy Minneapolis in the historic Advance Thresher/Emerson-Newton building. Built in 1900 and 1904, the Advance Thresher building has been on the National Historic Register since 1977. Originally designed by Kees and Colburn, the project is an excellent example of the influence of Chicago architect Louis Sullivan on large-scale commercial/industrial buildings in Minneapolis at the turn of the century. The exterior combines brick and beautiful terra-cotta detailing with a broad projecting metal cornice. The interior consists of heavy timber construction with soaring atriums that are filled with natural daylight.

Converting all 7 floors of the building from office use to hotel requires a complete renovation removing all interior elements down to the structural frame. The hotel will have 182 keys, grand canopy central, an independent restaurant and the creation of a sky lounge with dramatic views to the new Minnesota Vikings stadium.

**Completion date:** 2018  
**Total square feet:** 135,000  
**Number of Keys:** 182

DLR Group provided architecture, interior design, MEP and structural engineering services.



# AC Hotel Westport

Kansas City, Missouri



This rebranded hotel brings together a unique neighborhood and the Marriott AC brand to attract the modern, urban guests who visit this area well known for its night life. The former Q Hotel & Spa was originally built in 1986 as an independent hotel in the historic Westport District and is surrounded by a neighborhood that has evolved into five blocks of eclectic restaurants and bars and a high-end residential area. DLR Group's design team worked closely with the developer and the Marriott transformed the dated building into a franchised AC Hotel. The public spaces and guest rooms of the hotel bring the high-style environment and European sophistication that the Marriott AC brand was founded on. Simple, clean and crisp aesthetics are found throughout the hotel and appeal to the design-conscious guests.

The scope of work encompasses renovations to a 4-story hotel building, including 123 guest rooms, a 525 SF meeting room, and two smaller AC branded media salons with highly collaborative technology available for rent by local business entrepreneurs and visitors. An AC bar and lounge, fitness center, guest laundry, market, and an AC library which serves as a business center are available to guests.

**Completion date:** 2015  
**Total square feet:** 58,710  
**Number of Keys:** 123

DLR Group provided architecture, interior design, MEP engineering, LEED Consulting, energy modeling, and commissioning services.



# AC Hotel Fair Oaks

Sunnyvale, California



The new AC Hotel by Marriott in Sunnyvale, CA has 5 stories and provides a ground floor lobby space entry to an outdoor patio area. The fourth level pool deck serves as both an outdoor dining and lounge amenity area for guests. DLR Group's design is pedestrian and bicycle friendly with numerous upgraded pedestrian connections, bike parking, and seating areas open to the public. As an amenity to the hotel and the surrounding community, a communal park/lounge area with public art is provided at street level. The hotel will be furnished with its own restaurant/bar, lounge, along with an outdoor pool deck and meeting space. The bar and open lounge concept complements the walk along Fair Oaks Ave and El Camino Real. The service and support activities of the hotel are towards the rear of the site for efficiency and activate

the street frontages. New public improvements along the project's street façade will create a safer pedestrian/bicycle linkage throughout the Community Center Node - stimulating even further development in the energetic area.

This 89,620 SF lifestyle hotel with 187 guestrooms sits on a 1.25-acre site and offers approximately 150 parking stalls; 50 stalls and a drop-off are on grade, while the remaining parking spots are in a subterranean parking structure. Local flora and fauna blends the building and site parking into the surrounding landscape. A straightforward palette of materials is utilized to break up the density including concrete, plaster, steel, galvanized and painted metal accents, and an extensive amount of glazing at the street frontage. Sustainable features

include a high efficiency HVAC system, use of natural lighting, energy-efficient light bulbs, motion-sensored and timed light switches in all offices, store rooms, public restrooms, and LED Exit signs. To enhance the clean air, high efficiency air filters with a minimum efficiency reporting value (MERV) of 8 or better are installed. Low flow toilets, water faucets and showerheads in guestrooms and common areas are provided, as well as water efficient commercial dishwashers and laundry washing machines. All biodegradable non-phosphate cleaning supplies are used.

**Completion date:** 2018  
**Total square feet:** 89,620  
**Number of Keys:** 187

DLR Group provided architecture and MEP engineering services.



# AC Hotels by Marriott

Various Locations



DLR Group has designed or is currently designing additional AC Hotels by Marriott properties in multiple cities, including the following:

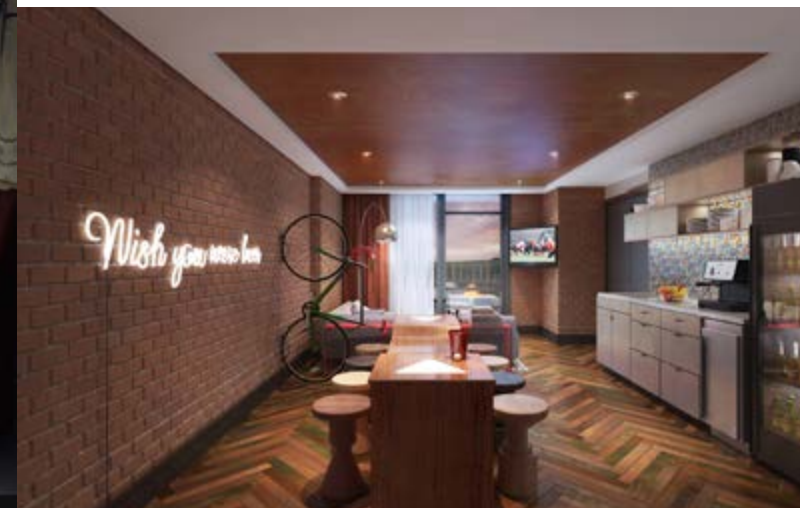
- Bellevue, Washington
- Chapel Hill, North Carolina
- Gainesville, Florida
- Grand Rapids, Michigan
- Kansas City, Missouri
- Raleigh, North Carolina
- Pleasanton, California

- San Jose, California
- South San Francisco, California
- Spartanburg, South Carolina
- Sunnyvale, California
- Vancouver, Washington



# The Elizabeth, Marriott Autograph Collection

Fort Collins, Colorado



The interior design of The Elizabeth, Marriott Autograph Collection, sought to evoke a light and airy ambience, accentuated with handcrafted details in furnishings and moldings, juxtaposed by raw and aged wood. The overall sensual quality is familiar yet elegant and sophisticated. DLR Group's design uses an abundance of neutral tones in painted moldings, unapologetic filigree, and rich ornamentation on walls, amplified when their shadows further reveal their depth in the daylight. The lobby is punctuated with colors of blue, aubergine and peach, inspired by peonies and spring willow branch buds. The experience of music resonates throughout the property, hearing and feeling the physical vibrations of the drum or guitar at their core. A music library offers guests an opportunity to explore vinyl records and play various musical instruments, encouraging an impromptu jam session or to enjoy in the privacy of their guestroom.

The new development of this 5-story, 162-room hotel, a total of 116,643 SF, includes the main hotel lobby and entry, the lounge, meeting areas, the fitness area, the hotel rooms and hotel room floor corridors and the interior finishes for all the back of house spaces.

**Completion date:** 2017  
**Total square feet:** 116,643  
**Number of Keys:** 162

DLR Group provided interior design services.



# The Laylow, Marriott Autograph Collection

Honolulu, Hawaii



Hawaii's beach lifestyle meets urban vibe at this newly renovated hideaway in the Center of Waikiki. This boutique hotel is just one block from Waikiki Beach and located in the center of one of the islands biggest shopping and dining districts. The project location offers many opportunities for DLR Group's designers to give visitors to the island a twofold experience of beach and City with refined and comfortable spaces. The street level of the hotel features an active retail zone and the support space for an urban hotel location, but a quick ride up to the new elevated lobby from the bustling street delivers guests to a more secluded and classically hip Hawaiian hospitality experience. This main amenity level features open-air spaces including the hotel's registration and lobby, lounge and dining spaces, and a new poolside area that sets the tone for guests to enjoy the property.

The scope of this project is a complete renovation and modernization of a 16-story, 250-room hotel with new guestrooms and retail areas. The street level includes more than 10,000 SF of retail space, additional back of house/service areas and a 500 SF Lanai. On the 2nd floor lobby level a pool deck, fitness area, spa rooms, kitchen and offices, dining area, and a lounge/bar are featured. Through the design process, furnishings and finishes were carefully selected to create a strong sense of rustic Hawaiian luxury, while keeping the hotel stylish and sophisticated. A 20,500 SF parking garage for hotel guests and shoppers is located just below street level. Interiors were designed by Phillipotts & Associates.

**Completion date:** 2017  
**Total square feet:** 186,780  
**Number of Keys:** 250

DLR Group provided architecture design, MEP and structural engineering services.



# AC Hotel Sunnyvale & Autograph Collection

Sunnyvale, California



This hotel project, developed by T2 Hospitality, is located in the Moffett Park specific plan area of Sunnyvale, CA and includes an Autograph Collection Hotel and an AC Hotel. DLR Group's design connects the hotels through a covered open space and a third-level podium deck that both serve as outdoor dining and lounge areas. As an amenity to the hotels and the surrounding community; public art and a communal park and lounge area is provided at street level. The Autograph Collection Hotel, an upscale lifestyle hotel, is furnished with event and meetings spaces as well as its own full service restaurant, bar, and lounge – which are designed with an open concept on the street level, enhancing the pedestrian experience. The shared outdoor pool deck is linked to the fitness center and other guest amenity areas. The

AC Hotel offers multiple amenities to the business traveler including meeting and board rooms, fitness and business centers, and dining areas. The high-rise building architecture is clean and contemporary, contributing to the collection of exciting projects developing around the tech industry. It utilizes a straightforward palette of materials to break up density, including concrete, plaster, steel, galvanized and painted metal accents, and an extensive amount of glazing at the street frontage. The exterior colors are simple and subdued. The attractive design of contemporary architecture and contributes to the urban design and planning of the overall Moffett Park plan area.

The project site is 3 acres in size, and each hotel is eight stories and approximately 100,000 SF. The Autograph Collection has 190 rooms, and the AC Hotel has 160 rooms. The project will strive for LEED Certification and include programs to promote public transportation which are readily available to this location. The many efforts for sustainability throughout the two hotels include high efficiency HVAC energy, natural lighting, energy efficient light bulbs, and motion sensor and timed light switches in all offices, store rooms, and public restrooms, and LED Exit signs. For clean air, high efficiency air filters with a minimum efficiency reporting value (MERV) of 8 or better. The existing site trees will be preserved wherever possible through a tree preservation and removal plan. Water conservation systems include motion sensor faucets, low flow toilets and showerheads, and high efficiency dishwashers and laundry machines.

**Completion date:** 2018  
**Total square feet:** 200,000  
**Number of Keys:** AC Hotel - 160 | Autograph Collection - 190

DLR Group provided architecture and MEP engineering services as well as assistance in attaining planning approvals.



# Vespera on Ocean Marriott Autograph Collection

Pismo Beach, California



This resort, developed by Nexus Development and designed by DLR Group, is located along the beach and boardwalk area adjacent to the pier of the classic beach town of Pismo Beach, CA. The hotel is furnished with its own restaurant, bar, and lounge that fronts the pool deck providing outdoor patio dining. DLR Group's design fully immerses guests in the waterfront setting with majority of guestrooms offering an ocean view. The project is pedestrian/bicycle friendly with numerous enhanced sidewalk and boardwalk connections, bike parking and seating areas open to the public. This hotel will increase the quality of the resort area through its seaside, shingle style architectural design. Gabled roof, lighthouse tower, and balcony elements break up the density of the massing and allow the building to step down to the boardwalk and oceanfront. The building façade communicates upscale seaside cottage elegance and

utilizes a straightforward palette of materials - including stone, plaster, composite cedar shingle, fine detail accents and an extensive amount of stone and steel windows at the public level.

The oceanfront site of 1.4 acres consists of a Lifestyle Hotel with 124 rooms. The hotel is 3 stories, approximately 95,000 SF, and provides a ground floor lobby/lounge area with common access to the ground floor restaurant and bar from the street level. The project offers a seamless connection to the adjacent boardwalk and provides the public with access to 12,000 SF of open space. Approximately 166 parking stalls are provided in a 56,000 SF subterranean parking structure. Ground level finishes along the project's exterior consist primarily of natural stone tile, storefront glazing, metal mullion systems, and architectural paving systems.

**Completion date:** TBD  
**Total square feet:** 95,000  
**Number of Keys:** 124

DLR Group provided planning, architecture and MEP engineering services and is currently assisting in the City of Pismo Beach Building Permit approval process.



# Residence Inn Walnut Creek

Walnut Creek, California



Business Travelers working and staying in Walnut Creek will now have a place to feel at home, and designed for an extended stay. For this hotel the client wanted to provide a better experience for travelers in downtown Walnut Creek. DLR Group's design for the hotel welcomes visitors with a light filled lobby with floor to ceiling glass that will be a lantern at night. The 'U' shaped building maximizes the number of guestrooms per floor on the oddly shaped site. The roof elements at the corners of the site harken back to the Marriott Residence Inn prototype, but the change in scale and overall height of these corners, along with the playful pattern of the two tone metal panels of varying sizes, give the hotel its unique identity. A brick base and large windows on the ground floor enhance the pedestrian connection to the site and establish an urban atmosphere.

The scope of the project is a 6 story hotel with 160 rooms. The project will have one level of on-site structured parking for up to 104 vehicles, and off-site parking for additional 40 vehicles. The 107,038 SF hotel offers meeting rooms, a business center, a fitness room and pool, guest laundry, and an outdoor patio lounge area. The existing site (approximately 48,217 SF or 1.1 Acres) is currently occupied by two single-story single-tenant structures which will be demolished prior to new construction, including all surface parking.

**Completion date:** 2018  
**Total square feet:** 107,038  
**Number of Keys:** 160

DLR Group provided architecture, interior design, and MEP engineering services.



# Cambria Hotel & Suites

Chandler, Arizona



The Cambria Hotel & Suites was recently rebranded into a new prototype looking to attract the new travelers. DLR Group's design of the interior and exterior of the hotel reflects the core brand idea that every guest is high value. Located on a prominent corner in Chandler, Arizona, the site enjoys 360-degree views of the surrounding area, which are highlighted through the façade design. Signature art elements highlight the surrounding context and local Chandler artists are featured in the guest rooms and lounges. The hotel adds new opportunity to the existing mixed use development at this site, The Viridian Development, which includes a center courtyard, outdoor seating, water features, an office building, and retail and residential condominiums.

This project is comprised of 136 keys and a total of 79,915 SF. Unit types range from Double Queens, Kings and 1 Bedroom Suites. Main public areas include a flexible lobby and lounge space, a unique "Coffee House Pub," meeting rooms with a pre-function area opening to the outdoor patio, and an outdoor pool. Other notable hotel elements entail a porte cochere featuring a canted glass canopy. The main entry and lounge is highlighted by a glass, vertical tower with a corner branding element and lighting features. The color scheme is elevated from the brand standards with the use of gray gradients and different textures which accent the Cambria orange and warm red tones at the tower. The corner of the hotel has an outdoor pool with a sun deck, fire pit and seating areas to take advantage of the Arizona climate. The signature interior design elements include adaptable lounge, market, and bar areas that function as a comfortable coffee house by day and an active pub at night.

**Completion date:** 2017  
**Total square feet:** 79,915  
**Number of Keys:** 136

DLR Group provided architecture and interior design services.



# Westin Seattle

Seattle, Washington



The Westin hotel's two round towers have made an impression on Seattle's skyline since 1969 when the first tower was constructed followed by a second tower in 1982. DLR Group's design of the renovation updates the guest experience to maintain the Westin's standing as a preeminent AAA Four Diamond award-winning downtown hotel. New FF&E in all rooms give guests simple, comfortable, elegant accommodations that take advantage of striking views around the entirety of the building. Renovation of the restaurant into the Relish Burger Bistro offers guests a hip dining option, and conversion of former restaurant space into new meeting rooms allows the Westin to host additional group functions. In emphasizing Westin's goals for user comfort, well-being, and enjoyment, the design of this transformation helps effect Westin brand loyalty to ensure guests want to return again and again.

The scope of work for this project encompasses upgrades to all 891 guest rooms and nine suites, including FF&E updates, restrooms updates, ADA improvements, and MEP updates. Improvements to public spaces include finish upgrades in all guest room corridors; conversion of former restaurant space on the first three floors into 13,500 SF of new meeting space; renovation of existing kitchen space into a new three-meal restaurant; and a new barista stand.

**Completion date:** 2012  
**Total square feet:** 455,370  
**Number of Keys:** 891

DLR Group provided architecture and MEP engineering services.



# Hyatt Place Champaign

Champaign, Illinois



The Hyatt Place brand offers downtown Champaign an upscale, select-service hotel well-suited to its location in the heart of the city. DLR Group's design integrates the new hotel into the urban fabric of the city through the use of brick and traditional detailing. Spacious guestrooms with an ergonomic work center feature state of the art technology to support the needs of the brand's customer base. Floors two through four comprise structured parking, with the guest rooms occupying the floors above. The architectural design treats parking level facades sensitively to maintain a strong, street front brand impression.

This new 145 room, 9-story, Hyatt Place in downtown Champaign includes an on-site parking structure for 145 cars. The 124,300 SF select service hotel features amenities inspired by the brand's multi-tasking 24/7 guest's lifestyle. A fitness center, coffee and wine bar, Grab-N-Go case, and guest kitchen are provided in the design.

**Completion date:** 2014  
**Total square feet:** 124,300  
**Number of Keys:** 145

DLR Group provided architecture, interior design, and MEP engineering services.



# Hyatt Midtown Atlanta

Atlanta, Georgia



This extensive renovation and rebranding transformed a 25 year old independent hotel into the Atlanta Midtown Hyatt, which has in its existence redefined southern hospitality. DLR Group's design accomplishes the clients' goal of having past guests believe a totally new hotel has been built. A complete exterior redevelopment includes the removal of the existing brick skin that has been replaced with a new state of the art rain screen and high performance skin to eliminate past water infiltration issues and more closely reflect its neighboring buildings on Peachtree Street.

The scope of work renovated and converted this 12-story, 194 room hotel into a full service Hotel with a 5,400 SF meeting space addition. Guest room floors were renovated with new interior finishes, furnishings, toilet/bath rooms and corridors. Renovated public areas include a new open and light filled entry lobby, check in desk, meeting spaces, and pool and fitness area. The new restaurant and lounge have been repositioned to the north side of the building and large windows were added in the restaurant and throughout the main floor so diners and guests can see and be seen from the street. A new entry driveway and car courtyard were renovated with new paving, and a stairway with plantings was added to separate vehicle and pedestrian traffic; both create a stronger street presence for the hotel.

**Completion date:** 2013  
**Total square feet:** 132,357  
**Number of Keys:** 194

DLR Group provided architecture and MEP engineering services.



# The Curtis A DoubleTree by Hilton

Denver, Colorado



A new themed guest experience at the Curtis Hotel is capturing the attention of travelers to downtown Denver. DLR Group's renovation design for the entire property amplifies the Curtis Hotel's named floors, including 'One Hit Wonder,' 'Sci-Fi,' and 'Big Hair,' by creating hyper-themed spaces to maximize the pure fun of travel. Thirteen corner rooms and three luxury suites were transformed into hyper-themed spaces portraying iconic and beloved movies, television shows or musicians to create a unique lodging experience with upgraded food and beverage offerings that complement the room theme. Guests have the ability to choose their experience from Talladega Nights with a nacho cheese plate, Jimmy Buffet with a crafted cocktail, or the ultimate Rolling Stones Suite complete with a pair of lips lounge chairs and psychedelic living room.

The overall guest experience is what drives travelers to the Curtis Hotel. In addition to the corner room and suite improvements, the hotel's 336 guestrooms were renovated to remedy recent negative feedback regarding guestroom functions. Guestroom improvements feature new custom carpet, custom seating, wall coverings, draperies, custom casework, lighting, and curated art, all finished in a distinct Curtis Hotel style. The renovation also includes 6,000 SF of new indoor and outdoor event and meeting space, banquet seating for 250 guests and a large, west-facing outdoor terrace on the third floor.

**Completion date:** 2014  
**Total square feet:** 148,121  
**Number of Keys:** 162

DLR Group provided architecture and interior design services.



# DoubleTree by Hilton

Austin, Texas



What makes Hilton's successful DoubleTree properties brand strategy successful is their belief that "doing the little things well can mean everything." DLR Group's design focuses on details like DoubleTree's brand strategy are critical elements of the guest experience. Along with a creating a memorable Hilton experience DLR Group's youthful and eclectic designers incorporate new finishes and modern furniture design into the existing Spanish Mediterranean styled spaces. These include formal lobby spaces, a ballroom and meeting rooms to create an artful, indigenous experience of Austin Texas. Hilton's new 'Made Market' morning grab-n-go concept and a new restaurant with operable exterior walls that expand the dining and lounge areas onto the beautiful existing courtyard are included as part of the renovation.

The project scope involves a 220,000 SF renovation of 350 guestrooms and public spaces, a new 2,900 sf restaurant and a grab-n-go market, and a facility-wide ADA upgrade.

**Completion date:** 2016  
**Total square feet:** 220,000  
**Number of Keys:** 350

DLR Group provided interior design services.



# DoubleTree by Hilton

Atlanta, Georgia




Located just North of Atlanta's business, shopping and entertainment districts, the new DoubleTree is in close proximity to many area parks and hiking trails, providing the opportunity for guests to explore and engage in a variety of outdoor activities. DLR Group's design creates a hotel experience that pulls from the cultural surroundings while also maintaining the comfort, convenience and high-end standards that the DoubleTree brand is known for. Utilizing an aesthetic geometric direction, the design combines existing spatial design that emphasizes a linear focus. The lobby space and its stepped ceiling design further captures the linear scheme. The design will incorporate new elements to break up the oversized volume of the space and provide intimacy to the new bar and lounge. The decorative panels create a canopy-like effect to create more comfortable seating arrangements and gives the space a more clean and modern feeling.

This 250-guestroom hotel includes a full renovation to the public spaces and soft renovation to the guestrooms, including bathroom remodels. The 165,681 GSF will be renovated and repositioned from a Holiday Inn Express to a DoubleTree by Hilton, including a re-imagining of the entry and an architectural rebrand of the port cochere. Scope of work also includes a breakfast buffet, bar and lounge, prefunction space, 12,000 SF of meeting space, and an outdoor pool.

**Completion date:** 2017  
**Total square feet:** 165,681  
**Number of Keys:** 250

DLR Group provided architecture and interior design services.





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AC HOTEL RALEIGH



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