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June 12<sup>th</sup>, 2017

Finance/Purchasing Department  
City Hall  
1 Junkins Avenue  
Portsmouth, NH 03801

Re: RFQ #62-17

To Whom it May Concern:

In response to RFQ #62-17, please find 12 paper copies plus an electronic copy of our submission from the Joint Venture (JV) between Two International Group (TIG) and Ocean Properties Hotels, Resorts & Affiliates (OP), which includes the following elements:

1. Statement of Interest
2. Comparable Development Experience
3. Comparable Management Experience
4. Relevant Public-Private Partnership Experience
5. Financial Capacity
6. Project Understanding
7. Supporting Addendums as follows:
  - a. Two International Group Capabilities Statement
  - b. Ocean Properties Hotels, Resorts & Affiliates Company Profile
  - c. TMS Architects Project Experience

If you have any further questions, please contact either one of us at the phone numbers listed above or via email at [rich.ade@oceanprop.com](mailto:rich.ade@oceanprop.com) or [dan@twointernationalgroup.com](mailto:dan@twointernationalgroup.com).

Sincerely,

Richard C. Ade  
Executive Vice President  
Ocean Properties Hotels, Resorts & Affiliates

Daniel L. Plummer  
President  
Two International Group

# RFQ # 62-17

Development Partnership with the City of Portsmouth, NH  
For Reuse & Redevelopment of the Thomas J. McIntyre Federal Property at 80 Daniel Street

## RESPONSE

Submitted as a Joint Venture (JV) by:  
Ocean Properties Hotels, Resorts & Affiliates - 1000 Market Street, Portsmouth, NH 03801  
Two International Group – 1 New Hampshire Avenue, Portsmouth, NH 03801



# Artist's Rendering



EXISTING  
ELEVATION

REHABILITATION 2018

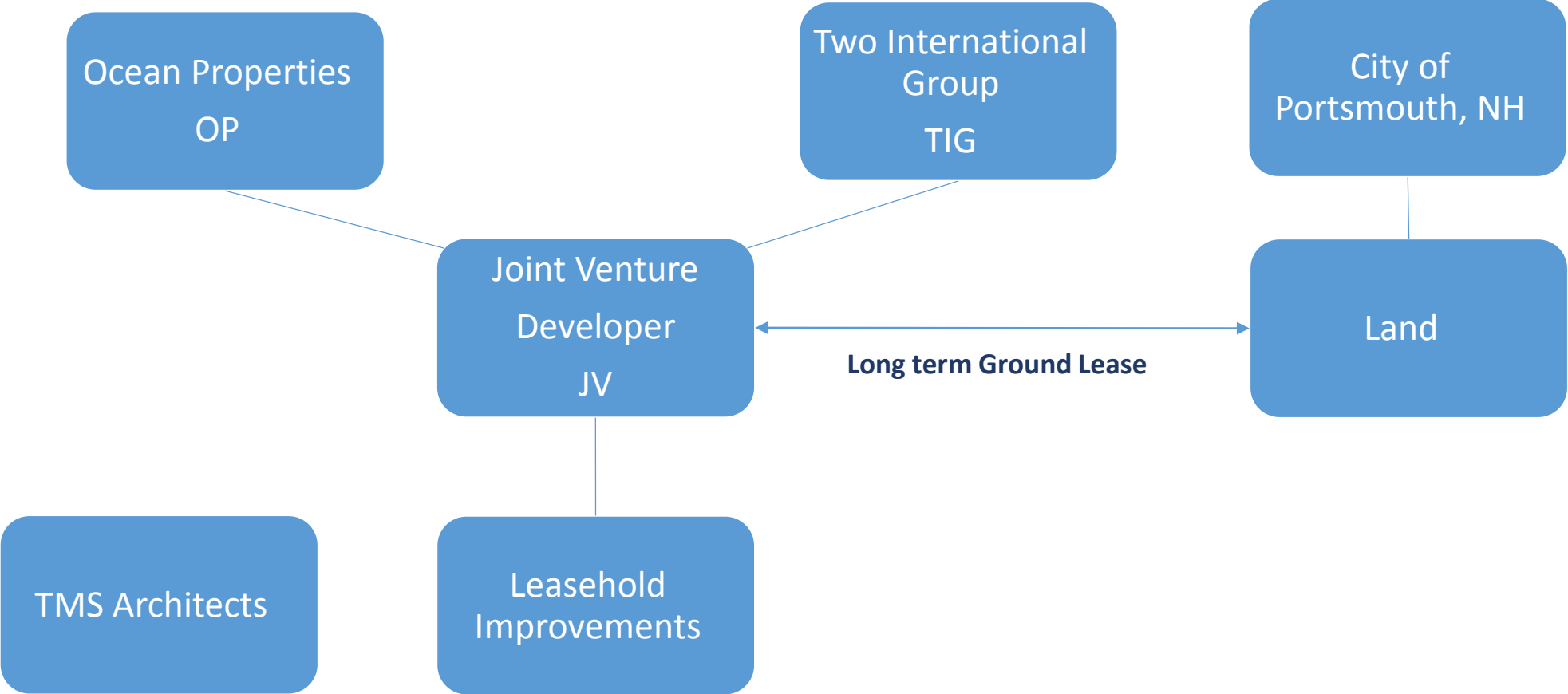
POST OFFICE SQ.

# 1. Statement of Interest

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- Ocean Properties (OP) and Two International Group (TIG) (the JV) are proud to call Portsmouth home and we are keenly interested in earning the opportunity to collaborate with The City of Portsmouth to shape redevelopment of the downtown block occupied by the McIntyre building (the property).
- As members of the Portsmouth community, we can say with confidence that when it comes to Downtown Portsmouth, the City's best interests are in alignment with ours.
- A successful public-private partnership would begin with the City's approval of a specific proposal from the JV and the negotiation of a long term ground lease.
- If we are selected, our proposal for a mixed-use site will incorporate many features that will complement and enhance Portsmouth's central business district.
- We believe we have the commitment, the experience and the resources to deliver a transformative project for Portsmouth, while also honoring the historic significance of the existing Thomas J. McIntyre property.

# 2. Comparable Development Experience – *Proposed Structure of Joint Venture*

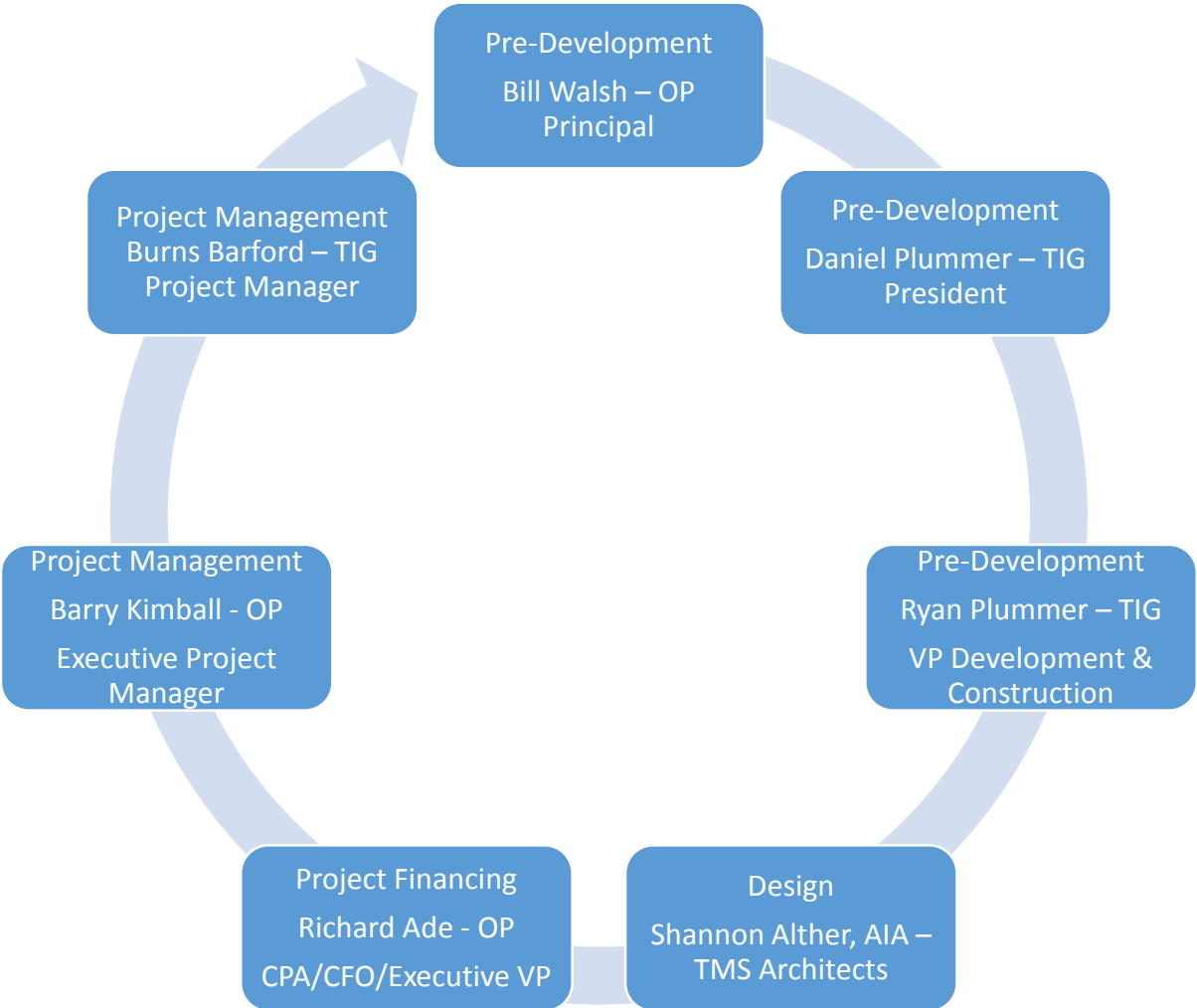


## 2. Comparable Development Experience - *Description*

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- Ocean Properties Hotels, Resorts & Affiliates and Two International Group, (the JV) is headquartered in Portsmouth, NH.
- The JV has a vested interest in the growth and success of Portsmouth, NH.
- OP has substantial experience developing similarly scaled mixed-use urban projects including office space, retail space and residential space in addition to numerous hotels and resorts. Notable historic projects include, : Wentworth by the Sea Hotel & Spa in New Castle, NH which is listed in the National Register of Historic Places: The Sagamore Resort – Bolton Landing, NY ;Bar Harbor Club – Bar Harbor, ME; Latham Hotel – Philadelphia, PA; Le Westin Hotel and Commercial Block – Montreal, QC, Canada
- TIG has developed nearly one million square feet of commercial space in its 20-year history, and its principals bring over 45 years of experience in the industry. TIG brings its expertise in development, construction, leasing and management to the project.

# 3. Comparable Management Experience - Matrix



### 3. Comparable Management Experience - *Description*

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- Combined development experience exceeding 80 years in Portsmouth, NH.
- Relevant projects and the individual qualifications and experience of Principals, Staff Members, and Design Professionals who have played central roles in developing them are outlined in the following enclosed exhibits:
  - A. TIG Capabilities Statement
  - B. OP Company Profile
  - C. TMS Project Experience



## 4a. Relevant Public-Private Partnership Experience - *Historic Preservation & Rehabilitation*

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Two International Group (TIG) and Ocean Properties Hotels, Resorts and Affiliates (OP) individually bring deep experience in public-private partnerships to this project. Our collective expertise will guide us in efficiently executing this multi-faceted and complex endeavor. Specific capabilities include:

OP has completed multiple successful renovations on historic properties, including the magnificent and historic Wentworth-By-The-Sea Resort in neighboring New Castle, New Hampshire which OP restored in 2003.

- Le Westin Montreal – Montreal, QC
- Wentworth by the Sea Hotel & Spa – Portsmouth, NH
- The Sagamore Resort – Bolton Landing, NY
- Bar Harbor Club – Bar Harbor, ME
- Latham Hotel – Philadelphia, PA

## **4b. Relevant Public-Private Partnership Experience - *Mixed-Use Development***

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- TIG's principals have been actively developing properties on the Eastern Seaboard for over 45 years. Property types include multi and single tenant office, flex, medical, R&D, retail and multi-family. As a vertically-integrated commercial real estate operator with development, construction, leasing, management and finance and an enduring commitment to Portsmouth, TIG now operates nearly one million square feet of commercial space in the Seacoast. TIG also specializes in delivering environmentally conscious properties with two LEED Gold Certified projects in Portsmouth to-date.
- OP was started in the 1950s as a small business with one hotel. OP has since grown into one of the largest privately held hotel management and development groups in the United States, operating a diverse portfolio of more than 100 hotels with upwards of 18,000 guestrooms across North America. OPL's impressive real estate development history includes numerous successful projects ranging from waterfront resorts and luxury island retreats to city center hotels, shopping centers, office buildings, restaurants, golf courses and marinas.
- In 2012 OP completed development of the West Street Hotel in downtown Bar Harbor completing the mixed-use West Street Project which includes Historic Bar Harbor Club, Harborside Hotel, Spa & Marina, Stewman's Lobster Pound, Paddy's Irish Pub & Restaurant, Bar Harbor Whale Watch Company and various Retail outlets.

## 4c. Relevant Public-Private Partnership Experience - *Urban Planning and Design within Historic Districts*

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- In 2008, OP was selected by Societe de Development de Montreal over seven other bidders to redevelop 3 buildings totaling 300,000 square feet on the former site of the Montreal Gazette in the historic section of Old Montreal. During construction, OP focused on revitalizing, preserving and restoring the premises to maintain the façades of the three buildings from 1899, 1929 and 1950. Our biggest historic urban redevelopment features a parking garage, meeting space, restaurant, bars, glass-bottom pool, offices, retail and condominiums.
- The architect on our project team, TMS Architects (TMS), is committed to creating buildings that are infused with spirit and beauty, reflective of their heritage, sustainably built, and engineered with excellence. TMS has developed a significant and diverse portfolio over the past decades with work in custom residential, finance, hospitality and corporate/commercial fields. Historic preservation is an important part of TMS's work and the firm has been active in many prominent local restorations including The Wentworth by the Sea Hotel, The Music Hall and Salem Country Club. Local projects singled out for recognition include a National Trust for Historic Preservation Award for the firm's work on the restoration of The Wentworth by the Sea Hotel and a 2008 NH Preservation Award and 2009 AIANH Merit Award for its extensive work on the Music Hall in Portsmouth.

## **4d. Relevant Public-Private Partnership Experience - *Collaboration with Federal, State and Local Agencies***

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TIG has been a driving force in one of the largest public-private partnerships in the Seacoast, leading the commercial development efforts at the Pease International Tradeport from inception when the former Pease Air Force Base in Portsmouth, NH closed in 1991. TIG's principals were also selected by the City of Portsmouth to complete development at Osprey Landing and Spinnaker Point when the original developer filed for bankruptcy protection. This required a high degree of collaboration with multiple governmental agencies. In addition, TIG and its principals have significant experience in working with federal, state and local agencies as developers of a wide variety of projects in multiple jurisdictions and as landlords with governmental tenants. Similarly, as a developer and operator with a national footprint, OP brings extensive experience and infrastructure in this realm, having worked with governmental officials on complex projects involving multiple property types.

## 4e. Relevant Public-Private Partnership Experience - *Public/Private Development Projects*

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- Many of our projects already outlined in other areas of this response also fall into the category of public-private development, for example OP was selected by the Redevelopment Agency of Salt Lake City over several other firms to develop and open the Salt Lake City Marriott in time for the 2002 Winter Olympics as further described on page 17.
- Please refer to other project examples on pages 5,8,9,10 and 13 - 17.

## 4. Relevant Public-Private Partnership Experience - *Project Description #1*

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**Title:** Commercial Development at Pease International Tradeport

**Developer:** TIG and affiliates      **Date:** 1991 to present

- **Scope:** TIG led the development of the Pease International Tradeport following the decommissioning of the former military base in 1991. To-date, TIG has developed 19 properties totaling approximately 865,000 square feet at Pease, which is now a thriving business community with over 9,500 people employed by over 250 companies. For our full history and portfolio, see [www.twointernationalgroup.com](http://www.twointernationalgroup.com).
- **Description:** Our first building in Pease, Two International Drive, began as a pioneer, built on spec in 1998, and today thrives as company landmark. This 3-story, 88,467 square foot Class A professional office building features bright ivory exteriors with dramatic architectural features, colorful roofing, abundant roof terraces (private and common), a reflecting pool, elegant lobbies and marble tiling.
- *Client references and contact information where applicable can be found in the company brochure exhibits that are enclosed as part of this response.*

## 4. Relevant Public-Private Partnership Experience - *Project Description #2*

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**Title:** One Harbour Place and Two Harbour Place

**Developer:** TIG and affiliates      **Date:** 2008

- **Scope:** TIG purchased two buildings in 2005 in historic downtown Portsmouth and developed them into a successful mixed-use project, fully-occupied with residents and commercial tenants in what was once a coal-fired power plant.
- **Description:** 5-story Class A office building plus a 3-story single tenant office building totaling 110,000 square feet on the Piscataqua River in Portsmouth, NH. Features include two underground parking facilities, beautifully landscaped terraces, wharf, marina, roof deck, and mahogany and marble finishes in common areas. The top two floors of One Harbour Place were converted to luxury residential condominiums in 2014
- *Client references and contact information where applicable can be found in the company brochure exhibits that are enclosed as part of this response.*

# 4. Relevant Public-Private Partnership Experience - *Project Description #3*

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**Title:** Le Westin Montreal – Montreal, QC

**Developer:** Ocean Properties Hotels, Resorts & Affiliates

**Date:** 2008-2009

- **Scope:** OP was selected by Societe de Development de Montreal over seven other bidders to redevelop 3 buildings totaling 300,000 square feet on the former site of the Montreal Gazette in the historic section of Old Montreal. OP was chosen based upon the best global vision, best use of heritage buildings, and the greatest overall benefit to the city and the surrounding community. During construction, OP focused on revitalizing, preserving and restoring the premises to maintain the façades of the three buildings that comprise the Saint-Antoine block—1.) The Montreal Star building located on St-Jacques Street and dating back to 1899 and 2.) its art deco-style extension designed in 1929 whose heritage windows and 15-foot ceilings have been preserved and 3.) The Montreal Gazette building built in the 1950s.
- **Description:** The end result is a Class A mixed-use project includes the stunningly tasteful 454-room Le Westin Montreal which boasts a 4 star full service restaurant, bars, a spa, banquet space, a glass bottom pool in addition to residential condos, retail and office space and a 185 space indoor parking facility.
- *Client references and contact information where applicable can be found in the company brochure exhibits that are enclosed as part of this response.*



# 4. Relevant Public-Private Partnership Experience - *Project Description #4*

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**Title:** Wentworth by the Sea, New Castle, NH

**Developer:** Ocean Properties Hotels, Resorts & Affiliates

**Architect:** TMS Architects

**Date:** 2003

- Wentworth by the Sea closed in 1982 after falling into disrepair and was almost demolished to make way for private homes. Fortunately, the 'grand hotel' was reborn after a non-profit organization, Friends of the Wentworth, helped save the endangered building from extinction and captured the imagination of local hotel company Ocean Properties Hotels, Resorts & Affiliates.
- Rescued from the wrecking ball and its place on the National Trust's “Most Endangered Sites” list, Wentworth reopened in 2003.
- A multi-million dollar reconstruction of Wentworth by the Sea Hotel & Spa incorporated as many original architectural details as could be salvaged, and saw the addition of the 8,500-square-foot Spa wing and indoor pool as well as the luxurious Little Harbor Marina Suites. Awarded the American Institute of Architects' “Award of Excellence,” AAA Four-Diamond Award, and National Trust for Historic Preservation recognition, the Wentworth is once again an unrivaled destination among luxury hotels of Portsmouth and an unforgettable setting for vacations and celebrating milestone occasions.
- *Client references and contact information where applicable can be found in the company brochure exhibits that are enclosed as part of this response.*

# 4. Relevant Public-Private Partnership Experience - *Project Description #5*

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**Title:** Marriott Salt Lake City Center, Salt Lake City, UT

**Developer:** Ocean Properties Hotels, Resorts & Affiliates      **Date:** 2000-2001

- OP was selected by the Redevelopment Agency of Salt Lake City over many others based upon the merits as a first class developer and operator to redevelop City Block 57 and build a full service downtown hotel.
- Salt Lake City Marriott City Center was developed into a 359 room hotel in the heart of Gallivan Plaza and attained the ultimate goal of opening in time to support the city for the 2002 Winter Olympics.
- *Client references and contact information where applicable can be found in the company brochure exhibits that are enclosed as part of this response.*

## 5. Financial Capacity

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- Both OP and TIG are substantial enterprises with long histories of successfully investing and completing projects over multiple economic cycles, not only as developers, but predominantly as long-term owners and operators. Our ability to attract capital and arrange financing is enhanced by our track record, financial discipline and internal infrastructure and expertise. As reliable and significant as we are in this arena individually, our partnership makes us an even more powerful sponsor with broad access to the capital markets. While we have capitalized projects throughout the United States, as residents of Portsmouth, the principals of OP and TIG have a particular advantage in this historic opportunity as resident experts in a high visibility property quite literally in our backyard.
- Bank references available upon request.

## 6. Project Understanding

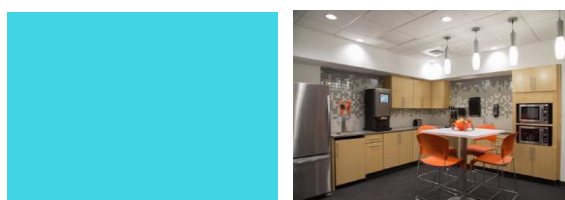
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- The City wishes to work with an experienced development partner to reshape the McIntyre property as a multiuse project incorporating elements on the first floor that will enhance the pedestrian environment and reconnect the site with the bordering streets, introduce open active public outdoor spaces, public parking use and commercial spaces suitable for new uses that will serve to revitalize the area. It is preferred but not required that the redevelopment include space for a US Post Office. Incorporating upper floor office uses is encouraged.
- The JV understands that they must undertake development review and approval processes in collaboration with the City to provide opportunity for public input and will collaborate with the City to develop and prepare all necessary local, state and federal land use applications and attend regulatory board meetings as needed. The McIntyre building is designated as a contributing structure in the Proposed Portsmouth Downtown National Register Historic District and any redevelopment proposal must comply with the Secretary of the Interior's Standards for Rehabilitation. The design elements of the proposed redevelopment must also fall within the range of standards established by the City for the Downtown Character District, be consistent with Design Guidelines for the Historic District and comply with all applicable Zoning Ordinances. There are known environmental considerations that the developer must also address as part of the project.

## 6. Project Understanding - continued

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- While at this point, a detailed schedule is premature, we expect that once the City selects a Developer, the Developer and the City will engage in the following general activities:
  1. City will request more specific development proposals from respondents to RFQ;
  2. City will choose a developer to work with upon review of proposals;
  3. City and Developer will review multiple options for site development considering the public benefit and project economics;
  4. Developer will assemble its final team of professionals for the project;
  5. Developer will work with the City on an exclusive basis to perform due diligence on the selected option considering financial viability and study of the requisite approvals;
  6. City and Developer will enter into definitive agreements to develop the project;
  7. Developer will secure financing for the project; and
  8. Developer will work with the City and all authorities involved to secure approvals, executing on a detailed project plan and budget.



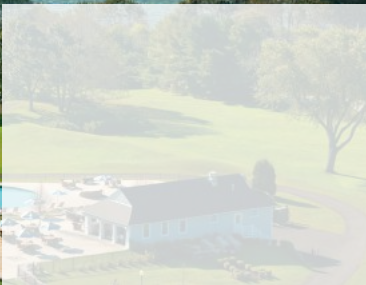
# THANK YOU



City of Portsmouth, NH RFQ # 62 - 17







Innovative Design  
 Exquisite Guestrooms  
 Creative Touches  
 Fine Cuisine  
 Luxurious View  
 Simple Elegance



Experience...  
 the art of **hospitality**



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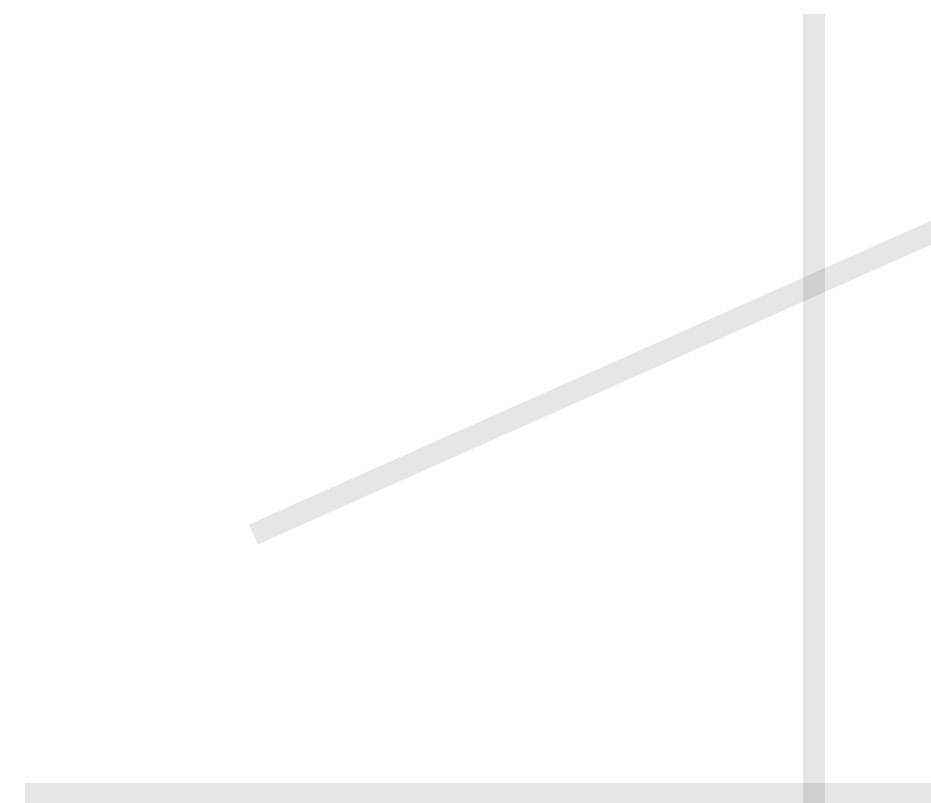
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Ocean Properties Hotels Resorts & Affiliates (The Company) was started in the 1950s by Thomas T. Walsh as a small business with one hotel and has grown into one of the largest privately held hotel operating and development groups in the United States, operating over 100 hotels with more than 18,000 guestrooms. The Company is the largest hotel company in Florida with more than 30 hotels across the state.

The Company also owns and operates a full spectrum of marine related ventures including the only privately held cruise ship terminal on the east coast located in Key West, Florida. In addition, we also offer the largest ferry service in Florida operating four vessels ranging in sizes from 130 feet to 170 feet and passenger capacity of up to 507. The Company is the owner of Maine's largest boat touring offering whale and puffin watching, light house, nature and National park tours. Ocean Properties Hotels Resorts & Affiliates owns full service marinas located in Key West and Fort Meyers, Florida and in Bar Harbor, Maine.

In addition to managing its own investments, the Company and its affiliates operate hotels, restaurants, golf courses, and other real estate for several third party investors and lenders.

The Company has corporate offices in Delray Beach, FL, Portsmouth, NH, Montreal, QC and Vancouver, BC. Major affiliates include Atlific Hotels and Resorts. Ocean Properties, Ocean Properties Hotels Resorts & Affiliates purchased Atlific Hotels and Resorts, the largest independent hotel management company in Canada in 1997. Atlific operates hotels in Canada, from Halifax, Nova Scotia to Vancouver, British Columbia.

The Company and its affiliates have operated hotels under the franchises of Marriott, Hilton, Starwood, Intercontinental, Choice and others. Ocean Properties Hotels Resorts & Affiliates presently own and/or operate more than 100 hotels in the United States and Canada, with more than 18,000 guestrooms, as well as shopping centers, restaurants, golf courses and other real estate.

"The Company's success is the result of a tradition of excellent customer service, meticulous product quality and unequaled associate satisfaction and loyalty."



The Company's success is the result of a tradition of excellent customer service, meticulous product quality and unequaled associate satisfaction and loyalty. Its hotel, resort and restaurant operations are respected in the industry for their innovative concepts and quality offerings along with their ability to generate bottom line profits.

Management believes that choosing the appropriate concept for each location is a key factor in maximizing gross revenues for bottom line results. Careful market analysis is performed before a decision is made as to whether to brand a property or operate it as an independent. Most of Ocean Properties Hotels Resorts & Affiliates hotels are operated as successful franchisees

but The Company also operates some very successful hotels and resorts independent of any franchise affiliation.

The Company continuously seeks out and embarks on new hotel development opportunities. The Ocean Properties Hotels Resorts & Affiliates strategy is to expand its hotel portfolio maintaining a long term industry outlook and investment philosophy. Even during economic downturns The Company has not wavered from this view forging ahead with multi-million dollar investments.





## Human Resources

Human Resources is the heartbeat of our driven staff of professionals across the country. HR provides a support system for professional growth and career development. HR is the building block for employee development from the moment they walk through the door. As well rounded professionals in all facets of Payroll, Benefits, Performance Management, Employee Relations, Safety, Training and Recruiting, HR is the key ingredient in the day-to-day success for the company.

“Human Resources is the heartbeat of our driven staff of professionals across the country.”

## Finance

The Accounting and Finance Department at Ocean Properties Hotels Resorts & Affiliates brings a wealth of experience in hospitality. Centralized financial administration is integrated with on-site accounting to foster comprehensive financial reporting, financial budgeting and forecasting, and cash management. Accounting at Ocean Properties Hotels Resorts & Affiliates leads the industry with best practices of utilizing technology to effectively provide:

- Payroll and Accounts Payable Processing
- Balance Sheet Account Reconciliation
- Preparation Year-End Audit Working Papers
- Sales, Use and Lodging Tax Preparation and Filing
- Insurance Procurement, Finance Negotiations, and Lender Relationships
- Internal Audits
- Preparation of Financial Statements in Accordance with Uniform System of Accounts for Lodging Industry

Ocean Properties Hotels Resorts & Affiliates is committed to E-Commerce by developing cutting-edge, award winning websites that have become responsible for a large percentage of reservations.

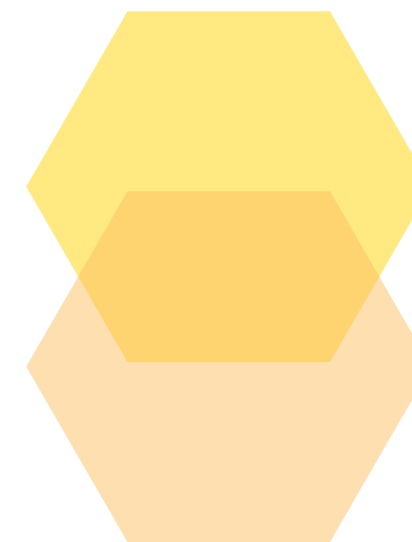
## Sales and Marketing

Ocean Properties Hotels Resorts & Affiliates boasts a team with decades of experience in hospitality sales, marketing and revenue management. All working seamlessly together, revenues are maximized with careful sell strategies & marketing that is targeted.

Sales professionals are provided with the mentoring and tools needed to establish and maintain customer relationships that are long standing and proactive. Sales reporting consistently measures group booking pace, source of business, lost business, and booking production.

Marketing deploys strategic media plans that are carefully planned with the proper mix of internet and print advertising, public relations and sponsorship opportunities. Ocean Properties Hotels Resorts & Affiliates is committed to E-Commerce by developing cutting edge, award winning websites that have become responsible for a large percentage of reservations. Email marketing campaigns have become an important, cost effective, method of staying connected to customers. Other disciplines that are driving business in today's market include

Search Engine Optimization, Affiliate Marketing, Local Guerilla Marketing and Brand Initiative Programs. Media buys are made centrally and negotiated for the entire collection to save advertising dollars.





Ocean Properties Hotels Resorts & Affiliates is consistently chosen as the developer of choice when responding to RFP development and renovation opportunities.

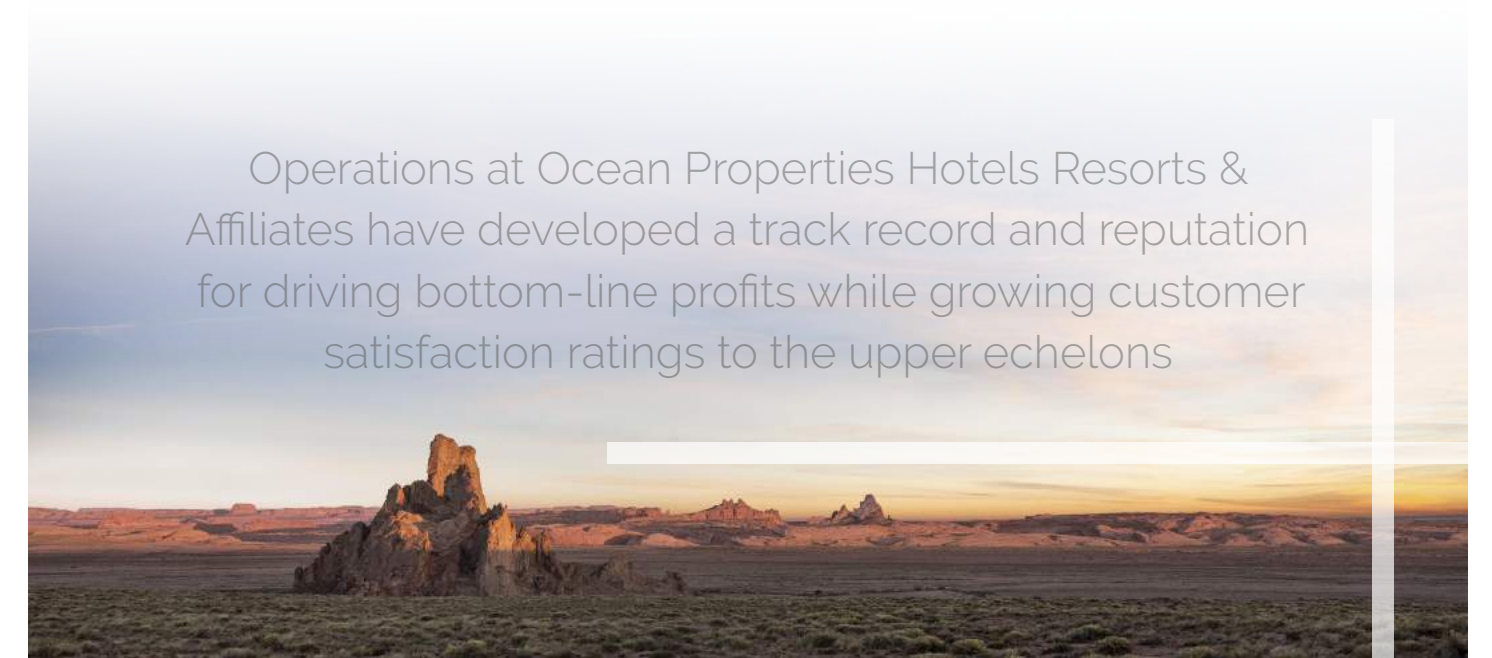
### Property Management

Ocean Properties Hotels Resorts & Affiliates' ability to begin with the early stages of development through opening day is unique, as most other hotel management companies do not have the level of expertise in ground up construction including Design, Purchasing, Franchise Negotiation and Pre-Development Planning.

Ocean Properties Hotels Resorts & Affiliates is consistently chosen as the developer of choice when responding to RFP development and renovation opportunities. Our experience and ability to provide a complete turnkey partnership coupled with our strong franchise relationships allows us to carefully select the projects we partner with.

Our Design team is always on the cutting edge of guestroom and public spaces design with the leading franchises. Our Purchasing department utilizes volume purchasing power through the leverage of more than 100 hotels and over 18,000 guestrooms. Capital expenditure is minimized through experience, relationships and purchasing power.

In addition to developing and managing hotels and resorts, Ocean Properties Hotels Resorts & Affiliates develop restaurants, spas, golf courses, commercial real estate, marina operations and boating tours.



Operations at Ocean Properties Hotels Resorts & Affiliates have developed a track record and reputation for driving bottom-line profits while growing customer satisfaction ratings to the upper echelons

### Operations

The Operations Management team at Ocean Properties Hotels Resorts & Affiliates brings long-standing and extensive hospitality management experience to the industry. Relationships with different brands and experience operating a variety of property types from luxury resorts to airport hotels combine to make a diverse team that is ready to apply successful strategies to any type of hotel project.

Operations at Ocean Properties Hotels Resorts & Affiliates have developed a track record and reputation for driving bottom-line profits while growing customer satisfaction ratings to the upper echelons. Ocean Properties Hotels Resorts & Affiliates Operational Organizational Chart has the Customer at the very top, and every employee is linked to driving that Customer's satisfaction rating.



## Golf

Ocean Properties Hotels Resorts & Affiliates has been active in the Golf Industry beginning in 1999 with our acquisition of The Samoset Resort in Rockport, ME. Since then we have added Sable Oaks Golf Club in South Portland, ME, the nationally acclaimed Sagamore Resort in Bolton Landing, New York, and The Resort at Longboat Key Club in Sarasota, FL, consistently rated among the country's finest golf courses.

Our ability to integrate the aspects of golf and hotel along with utilizing the local markets for membership and public play have been instrumental in our increasing the profitability of each outlet. Our dedication to course conditions and playability has remained constant during this time. We achieve this because of our ability to utilize the knowledge of our golf management team consisting of individuals with over 25 years experience in golf course management, retail, instruction and agronomy including maintenance and landscape practices.

Our courses are diverse; The Samoset (Pebble Beach of the East) is a seaside course with 7 holes directly on the ocean with 6 holes having panoramic views. It has hosted qualifying for the Nike Tour, Cleveland Tour and was the home of Hank Haney's ESPN Golf school from 2006-2007. Sable Oaks is a Cornish/Silva design with a slope rating of 139, target golf at its finest, it will test even the low handicappers shot making ability. The Sagamore is a 1928 Donald Ross design with views of Lake George, a Ross Classic, brought back to original Ross Plans in 1984 remains a favorite for locals and hotel guests because of the unique design and our ability to produce tournament conditions on a daily basis. Our management team works to make all aspects of the golfer's experience a positive one they will remember.



## Spa

Ocean Properties Hotels Resorts & Affiliates has extensive Spa Operations experience. We are experts in providing a luxurious and cutting edge Spa experience to a Resort stay. Ocean Properties Hotels Resorts & Affiliates currently operates numerous successful Spas throughout the United States and Canada at the Harborside Hotel, Spa & Marina; Wentworth by the Sea Marriott Hotel & Spa; The Sagamore Resort; nSpa at Delray Beach Marriott; Jupiter Beach Resort & Spa; Hollywood Beach Marriott Hotel & Spa; Key Largo Marriott Resort; Sandpearl Resort Spa; The Resort at Longboat Key Club, The Spa at Sunset Key Cottages, a Luxury Collection Resort, The Magnolia Hotel & Spa in Vancouver, and Temple Gardens Mineral Spa Resort.

## Marina

Ocean Properties, Ltd & Affiliates also has extensive Marina and Waterfront operations experience throughout its portfolio. In addition to lakefront, ocean-side and beachfront resorts that require waterfront activities, Ocean Properties Hotels Resorts & Affiliates operates numerous Marina operations with a wide variety of services from Cruise Ship Tendering to Paddle Boats.

### Bar Harbor, Maine

2 MARSEC approved Tender Docks  
2 Full service Marinas  
Whale Watch and Sightseeing Tours

### Bolton Landing, New York

Lake George Marina and Boat Tours

### Key West, Florida

Westin Key West Marina & Cruise Ship Dock  
Key West Express Ferries from Fort Myers & Marco Island

### Longboat Key, Florida

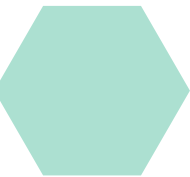
Longboat Key Club Moorings

### Food & Beverage

Ocean Properties Hotels Resorts & Affiliates has years of experience managing Food & Beverage operations and a shining reputation for operating successful restaurants, lounges and catering facilities. Our Food & Beverage services include a wide range of management and support such as concept development, hands-on staff training, purchasing and implementation of Food & Beverage cost controls.

We have a proven track record for managing restaurant operations across many national hotel brands and a number of free-standing outlets. Our well qualified operations managers are experienced professionals, capable of building a successful team, and providing the support needed to create asset value and ensure success.

While many of our restaurant outlets are award winning, a focused balance between guest experience, associate satisfaction, menu pricing and cost management ensure financial viability and margins. Core Food & Beverage menus with seasonal food and beverage promotions, product specifications and pricing initiatives combined with training, marketing and vendor partner support are just a few of Ocean Properties Hotels Resorts & Affiliates many resources that help maintain this balance.



### Our Responsibility to the Environment

Ocean Properties Hotels Resorts & Affiliates is committed to taking the necessary steps to furnish its hotels with environmentally friendly products and best practices with customers and staff.

Areas of improvement include green practices in our administrative offices, recycled paper products, house-keeping cleaners and detergents, waste management and recycling, landscaping pesticides and fertilizers, irrigation, guest linen policies, water conservation in faucets, toilets and shower heads, energy efficient lighting and appliances, heating and cooling management, educational signage, kitchen and food.

Many of Ocean Properties Hotels Resorts & Affiliates' hotels in Maine have achieved certifications as Environmental Leaders in Green Lodging. The Crowne Plaza Albuquerque in New Mexico is the recipient of a Green Zia Award for extensive energy conservation commitment. Numerous properties in Florida have achieved Palm Ratings in Florida's Green Lodging Program. Many of our hotels and resorts offer Green Packages for leisure travelers and Green Meetings for environmentally conscious Groups.



Canada		# of Rooms
Alberta	2,240	
British Columbia	1,412	
Manitoba	454	
Nova Scotia	545	
NW Territories	186	
Ontario	1,973	
Quebec	2,034	
Saskatchewan	701	
Yukon	47	
<b>Total</b>	<b>9,592</b>	

United States		# of Rooms
Arizona	425	
Colorado	142	
Florida	5,510	
Massachusetts	351	
Maine	1,747	
New Hampshire	592	
New Jersey	144	
New Mexico	450	
Utah	359	
New York	363	
<b>Total</b>	<b>10,083</b>	

**Grand Total Count: 19,675**





**1988****Portland Marriott at Sable Oaks**

Developed the 227-room Marriott at Sable Oaks in Portland, Maine in 1988. In 2002 purchased the adjoining 18-hole Sable Oaks Golf Club. Amenities include a full service restaurant, a lobby bar, indoor heated pool, fully equipped health club, saunas, whirlpool, and gift shop. The tastefully appointed rooms contain all of the amenities that frequent business travelers demand. Flexible meeting space featuring more than 9,000 square feet can accommodate groups of up to 550 guests. This hotel was completely renovated in 2009.

**1995-1996****Montreal Marriott Chateau Champlain**

Purchased the 611-room Chateau Champlain in Montreal, Canada and completely renovated the property for conversion to a full-service Marriott. The Company acted as the developer and construction manager and was responsible for all the purchasing associated with this development. Ocean Properties Hotels Resorts & Affiliates also manages the hotel. The performance of this hotel has been very strong. Operating cash flows long ago exceeded the original cost of acquisition and development. All of the spacious guest rooms, which have sweeping views of the city, are graciously appointed and feature all of the amenities expected by today's savvy traveler. Notable amenities include indoor pool, health club with exercise room, sauna, whirlpool and massage by appointment, full service restaurant, old world bar with casual dining, several retail shops, florist, business center, and hair salon. The Chateau Champlain Marriott has more than 25,000 square feet of flexible function space including a grand ballroom, 19 meeting rooms and a theatre with stage. The hotel completed a major renovation for 2012.

**1996-1997****Westin Key West & Sunset Key Resort Guest Cottages**

Developed the 178 room West Key West Resort and Marina as well as 37 Guest Cottages on Sunset Key. Yet again, the Ocean Properties Hotels Resorts & Affiliates development and management team handled all phases of the project and created a spectacular property that generates impressive cash flows and above average operating margins. All of the rooms include hair dryers, irons and ironing boards, mini bars and more and are tastefully appointed to say "Key West". Our design team is keenly aware of that blending local flavor with quality, comfort, function and style is a concept that works.

Other amenities on the mainland include heated pool and Jacuzzi, fitness facility with massage therapy and spa treatments, full-service waterfront restaurant with indoor and patio dining, roof top deck featuring spectacular views, tropical drinks and lighter fare, poolside bar and dining, full-service 36 slip marina, business center and several specialty and retail shops. The Westin Key West also offers over 7,000 square feet of meeting facilities as well as waterfront facilities for cocktail receptions and dinner. The 37 luxuriously appointed one, two and three bedroom cottages located on a tropical Sunset Key just 500 yards offshore from the Westin are equipped with every imaginable amenity and all have multiple baths, a living room, dining room and fully equipped kitchen pre-stocked with selected food and beverage items. Other amenities and services on the island include a full-service restaurant and bar, free-form zero degree entry tropical swimming pool, two whirlpools, poolside bar, two tennis courts, water shuttle, private dock, upscale gift shop, and numerous available services.

**1998****Delray Beach Marriott**

Completed property-wide renovations of the Holiday Inn in Delray Beach Florida, adding 107 rooms for conversion to a new luxuriously appointed 268 room full-service Marriott. The Company was directly responsible for all phases of the development. Yet another home run for Ocean Properties Hotels Resorts & Affiliates, room revenues more than tripled resulting in impressive returns on investment. All rooms feature highspeed internet access, mini bars and all the other amenities that travelers today expect such as irons and ironing boards, hairdryers, cable television, pay movies, in-room safes, and coffee makers. Other amenities include a full service restaurant, lobby lounge with live entertainment, swimming pool with poolside grill and bar, ice cream parlor, exercise room and spa services, business center, gift shop, concierge lounge, parking garage, valet parking and more than 14,000 square feet of meeting and banquet space.

**2000-2001****Salt Lake City Marriott City Center**

Developed the 359-room Marriott at Gallivan Plaza in Salt Lake City, Utah. The advisory Board of the Salt Lake Redevelopment Agency selected our proposal to their RFP to redevelop the site over many others based on the merits of our vision and the reputation of Ocean Properties Hotels Resorts & Affiliates as a first class developer and hotel operator. The hotel opened in December 2001 in time for the 2002 Winter Olympics. Discounting the phenomenal results achieved during the Olympics this property is attaining very admirable bottom line results. Each of the luxurious rooms feature fluffy down comforters, marble baths with thick terry robes, high speed internet access, and all of the other amenities frequent travelers have come to expect. Other amenities include a full service restaurant, fireside lounge, indoor pool and health club as well as a gift shop and a Starbucks coffee shop. Over 15,000 square ft of function space incorporates two ballrooms, 14 meeting rooms and a business center.

**2002-2003****Wentworth by the Sea Marriott**

Restored the magnificent 128 year-old 161-room historic Wentworth-By-The-Sea Resort in New Castle, New Hampshire. Ocean Properties Hotels Resorts & Affiliates, as usual, was responsible for all phases of development and operations. The redeveloped hotel opened as the Wentworth-By-The-Sea Marriott Resort and Spa in May of 2003 and is a member of the prestigious Historic Hotels of America. All rooms feature marble baths, high speed internet data ports, mini bar and sound insulation for restful sleep. Other amenities include a 8,500 square foot spa offering all of the latest and in-demand treatments, over 10,000 square feet of meeting space capable of servicing more than 400 guests, three swimming pools, tennis court, two full-service restaurants, lobby bar with fireplaces, concierge lounge, gift shop, local art gallery, valet parking, local shuttle service, access to the adjacent private golf course and 170 slip marina.

**2003-2004**

**Marriott Victoria Inner Harbour**

The 236 room Marriott Victoria Inner Harbour in Victoria, British Columbia, Canada was completed in the Spring of 2004. Managed by Atlific Hotels, the Victoria Marriott Inner Harbour has been honored with numerous awards over the past few years, most recently Guest Satisfaction Award of Excellence, Leadership Award of Excellence, Maintenance and Upkeep Award of Excellence, Food & Beverage Award of Excellence and most improved Market Share Award of Excellence within North America from Marriott International. This impressive list was crowned by the company's most prestigious accolade for a full service property: Hotel of the Year 2007.

**2005**

**Hollywood Beach Marriott**

The Hollywood Beach Marriott debuted on the shore of Hollywood Beach featuring 229 guestrooms, 8,000 square ft of function space, spa, and five story parking garage. This project served as a shining leader in the transformation and renaissance comeback of the area.

**2008-2009**

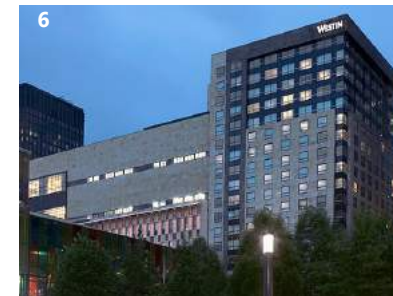
**Le Westin Montreal**

In May 2009 after a two year development period, we opened the stunningly tasteful and contemporary 454-room Le Westin at the site on the corner of St. Antoine and St. Pierre in Old Montreal that was once home to the printing presses of The Montreal Gazette. The room mix includes 30 spacious suites all appointed with The Westin signature bathroom and The Heavenly Bed. This project was not without its challenges given the city center location and the need to incorporate the new development within the framework of the old existing structures. The end result is nothing short of spectacular. Upon arrival you turn into the building's unique indoor driveway which is beneath a glass-bottom swimming pool and lined with towering lighted columns that might be green, red, yellow or blue depending on the day or the time.

**2014**

**Sandcastle Resort at Lido Beach**

In February of 2014, The Company acquired the Sandcastle Resort at Lido Beach, formerly known as the Helmsley Sandcastle. Sandcastle Resort at Lido Beach has a relaxing sunny resort flavor, with a story book seaside setting on a 600ft of strand of private, natural white sand beach on the Gulf of Mexico. The property is part of the Preferred Hotel Group's Sterling Collection.



- 1. Portland Marriott at Sable Oaks
- 2. Delray Beach Marriott
- 3. Montreal Marriott Chateau Champlain
- 4. Salt Lake City Marriott City Center
- 5. Hollywood Beach Marriott
- 6. Le Westin Montreal
- 7. Westin Key West Guest Cottage Resort
- 8. Wentworth by the Sea Marriott
- 9. Sandcastle Resort at Lido Beach
- 10. Marriott Victoria Inner Harbour

**2015**

**With deep roots in Maine, Ocean Properties continues its commitment to growth in Vacationland building two brand new Residence Inn by Marriott hotels in Key economic locations.**

**Residence Inn Bangor**

The Bangor 124 suite hotel is located across from the popular Cross Insurance Center, host of many large events and concerts in the city.

This hotel also features the all new Timber Kitchen + Bar, stylishly designed with a nod to Maine's logging history and featuring a large menu with locally sourced ingredients, homestyle cooking, and a warm atmosphere.

**Residence Inn Bath**

At the former site of the longstanding Holiday Inn Bath, which was one of the very first company hotels, the 86 suite hotel was built from the ground up. The conveniently located hotel is close to the Maine Maritime Museum and Bath Iron Works, important to the nautical history and culture of Maine.

**2016****Opal Sands Resort**

In 2015, the company embarked on a hotel construction project that was a first of its kind in Clearwater Beach, Florida. The convex design and shape of the hotel on the water's edge provides a gulf front guarantee, as every single guestroom and suite faces the water and sunset beyond. Guests revel in a grand sense of arrival to a panoramic blue vista which carries throughout the luxurious resort with a fresh, contemporary design, and lively beach-chic atmosphere. Floor to ceiling windows are featured throughout the resort, boasting some of the best views in the state for leisure travelers, group meetings and events, and weddings. A full service spa, restaurant, gulf front pool and tiki bar were also constructed.

**Coming Summer 2017****Zota Beach Resort**

The former site of the Hilton Longboat Key is being reconstructed as Sarastoa's newest luxury beachfront resort. The hotel will feature modern architectural touches along with 187 stylish accommodations and distinctive dining experiences. Guests will enjoy beach-front luxury along with easy access to the upscale shopping and restaurants at St. Armand's Circle, exhilarating watersports and more. An outdoor pool area and chic wine bar are also being constructed over 2,500 square feet of event space will be available as an ideal choice for meetings, weddings and special events.

**2016****Treasure Island Beach Resort**

While Opal Sands was being constructed, Treasure Island was getting its first true luxury hotel to the popular destination. Nearly an all-suite boutique hotel, many of the rooms face the power-white sand beach and Gulf of Mexico. This 77 room hotel features an outdoor pool and sundeck facing the water. It also had debuted the BRGR Kitchen + Bar where guests can order from a creative menu of different types of burgers, not to mention burgers on top of fresh salads. Adjacent to St. Petersburg and just a short drive to Tampa and Central Florida's major theme parks, Treasure Island features unique restaurants and shopping, family-friendly attractions, and lively nightlife activities.

Experience...

Authenticity

Elegance

Distinctiveness

Luxury

Inspiration

Uniquely Opal, Uniquely You

OPAL  
COLLECTION



**1999**

**Samoset Resort on the Ocean**

Purchased the 178-room and 18-hole golf course located in Camden/Rockport, Maine on 238 acres. All 178 beautiful, deluxe rooms and suites feature a private balcony or terrace, king or two queen beds, marble baths, data ports, hair dryers and luxury amenity products. Other amenities include two full service restaurants, gift shop, indoor and outdoor swimming pools, fitness center, tennis and racquetball courts and spa amenities. Samoset's 18-hole championship golf course boasts seven oceanside holes and ocean vista from 14-holes. The golf complex includes a club house with an indoor and outdoor grill, a golf range, practice green and bunker and private or group instruction. The Samoset provides over 22,000 square ft of function facilities including 13 meeting rooms, a ballroom, an exhibit hall and a picturesque seaside garden. The Samoset was completely renovated in 2010-2011 and added an outdoor pool, cafe and guest cottages.

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"For over a century, the Samoset Resort has distinguished itself as one of the premier luxury resorts in Maine"

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**2004-2009**

**Harborside Hotel, Spa & Marina**

New hotel development at the site of the former Golden Anchor Inn in Bar Harbor, Maine. The 87-room property was purchased in November 2000. In the Spring of 2001 The Company began construction of 60 brand new rooms marking phase one of the Harborside Hotel & Marina complex. In 2002 a new lobby was added and the original 87-room structure was demolished to make way for another 120 new rooms. This project was completed in Spring of 2005. Amenities include La Bella Vita, a full service Italian restaurant and wine bar overlooking Frenchman's Bay and a swimming pool with a poolside tiki bar. Our new floating docks can accommodate vessels of more than 200 feet in length and provide utilities and other conveniences. Adjacent to the hotel, The Company owns the historic Bar Harbor Club, which was completely restored to its original grandeur by The Company and features more than 7,000 ft of function space. In 2009, we completed construction on a stunning new two-story pool house and outdoor oceanfront pool at The Bar Harbor Club.

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"Surrounded by unique shops and just minutes away from timeless splendor of Acadia National Park"

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2005

**Jupiter Beach Resort & Spa**

The Jupiter Beach Resort was completely renovated and reopened with a brand new 7,500 sq ft Spa. The 159 room hotel is one of Florida's best kept secrets and features 12,000 sq ft of function space and is a proud member of Summit Hotels & Resorts.

"Award winning retreat that embodies barefoot elegance"



2006

**Lido Beach Resort**

The Company acquired Lido Beach Resort of Lido Key in Sarasota Florida. This 222 room hotel sits on the beach of Siesta Key and boasts two heated beachfront pools, three poolside Jacuzzis, top floor restaurant and bar overlooking the ocean.

"Perfect destination to enjoy the relaxed ambiance and natural beauty of Florida"



2008-2009

**The Sagamore**

OPL purchased the historic 299 room hotel, marina on Lake George along with the nearby winning 18-hole Sagamore golf course designed by Donald Ross all located in Bolton Landing, New York in September of 2008. In July of 2009 we completed an ambitious renovation which included the addition of 36 new guest rooms, a new 3,500 sq ft outdoor pool and with a separate warming pool, an expansion of the lobby and gift shop and renovation and the complete transformation of The Dining Room to La Bella Vita Ristorante and Caldwell's Lobby Bar.



"Nestled among the timeless beauty of the Adirondacks. Discover the magnificent"

**2010  
Sandpearl Resort**

Ocean Properties entered into partnership to own and manage the Sandpearl Resort on Clearwater Beach. The resort has 253 guestrooms and features a Spa, two restaurants and a lagoon style pool. In 2010, the resort earned the highest score in the country in its anointment of the AAA Four Diamond Award. The Sandpearl is a proud member of Preferred Hotels & Resorts.



**2012  
West Street Hotel**

The Company completed the construction of the West Street Hotel in downtown Bar Harbor, Maine overlooking the harbor and primarily situated on the corners of Main and West Streets. The hotel features 90 boutique luxury guestrooms, a street side restaurant, retail spaces and Maine's only rooftop pool. Guests have access to the Bar Harbor Club.



**2012  
The Resort at Longboat Key Club**

The Company acquired Longboat Key Club & Resort on November 1, 2012. The 410 acre property features a private white sand beach, 218 rooms, Island House Spa, two championship golf courses, kids club, six restaurants, award winning Tennis Gardens offering 20 courts, full service 291-slip Marina, Wellness Center, outdoor pool, meeting space, and private Club.



"Pristine beachfront with authentic Old Florida boardwalks"

**2013  
Lake Placid Lodge**

In May of 2013, Ocean Properties & Affiliates completed the purchase of the Lake Placid Lodge in the Adirondacks of New York. On the shores of spectacular Lake Placid, its mirror like waters reflecting the majestic Adirondack Mountains, sits Lake Placid Lodge. Everything from the beds to the great stone fireplaces, have been built by hand by local artisans. Lake Placid Lodge is also part of the Relais & Chateaux collection.



"Indulge yourself in the woods and water of Adirondacks"

2013

**Edgewater Beach Hotel**

In November of 2013, The Company completed the purchase of the Edgewater Beach Hotel in Naples, FL. Located directly on the beach, indoor meets outdoor at this chic waterside property. Our dynamic all suite accommodations offer an unmatched level of hospitality and ease of elegance. Proud to be a member of the Preferred Hotels Group this property is the only all-suite hotel located directly on the beach within moments of downtown Naples.



2014

**Delray Sands**

In 2014, the Holiday Inn Highland Beach was renovated and re-launched as the Delray Sands Resort. Boasting an exclusive oceanfront address just minutes from Delray Beach and Boca Raton. The Delray Sands Resort welcomes guests to the only hotel in the upscale enclave of Highland Beach. Proud to be a member of the Preferred Hotels Group with 115 ocean inspired accommodations and celebrated dining that overlooks the Atlantic Ocean.



2016

**Opal Sands**

Opened in February of 2016, this brand new resort built by Ocean Properties is the first design of its kind in Clearwater Beach, Florida. The resort's curved shape on the water's edge gives every room on property a spectacular and unparalleled Gulf front view. All of the beautifully appointed guest rooms and suites boast large balconies along with modern amenities designed with guests' comfort in mind. The hotel features a modern, bright design that mirrors the colors of the Gulf and is home to several beautiful and unique commissioned art pieces that celebrate the history of Clearwater Beach. The resort additionally includes a full service spa, restaurant, Gulf front pool with cabana service, and tiki bar right on the famed sands of Clearwater Beach.



2016

**Treasure Island Beach Resort**

Opened in March of 2016, this brand new hotel built by Ocean Properties is the first true luxury hotel to open in Treasure Island, Florida. All of the beautifully-crafted, well-appointed guest rooms and suites offer a soothing coastal inspired design, modern amenities, and most offer breathtaking Gulf views through floor to ceiling windows. Spacious glass-railed balconies offer guests the perfect spot to sit back and relax as they watch the world-famous Gulf sunsets. The hotel features an outdoor pool and sundeck facing the water and is located directly on the powder white sands of Treasure Island Beach. The hotel's onsite restaurant, BRGR Kitchen + Bar features a creative menu of different types of burgers, salads, and other comfort inspired dishes.



2017

**Zota Beach Resort**

Due to open in summer 2017, the former site of the Hilton Longboat Key is being reconstructed as Sarastoa's newest luxury beachfront resort. The hotel will feature modern architectural touches along with 187 stylish accommodations, an outdoor pool, and distinctive dining experiences including a chic wine bar. Guests will enjoy beachfront luxury along with easy access to the upscale shopping and restaurants at St. Armand's Circle, exhilarating watersports and more. Over 2,500 square feet of event space will be available as an ideal choice for meetings, weddings and special events.





## Awards & Accolades

Ocean Properties Hotels Resorts & Affiliates and Atlific Hotels have been the recipients of numerous awards presented by Marriott, Hilton and Holiday Inn for customer satisfaction, product quality and outstanding new development. The list below includes some of our more recent awards and recognition for various properties.

### Conde Nast Traveler Awards

#### 2015 Readers' Choice Awards

**West Street Hotel** - Top 25 Resorts in the U.S. #8  
**West Street Hotel** - Top 25 Hotels in New England #1  
**Sunset Key Cottages** – Top 25 Resorts in Florida (Atlantic & The Keys) #6  
**Lake Placid Lodge** – Top 10 Resorts in NY State & Mid-Atlantic #4  
**The Sagamore Resort** – Top 10 Resorts in NY State & Mid-Atlantic #7  
**Samsoet Resort** – Top 20 Resorts in New England #10  
**Edgewater Beach Hotel** – Top 20 Hotels in Florida #13  
**Sandpearl Resort** – Top 25 Hotels in Florida (Gulf & Central) #5  
**Harborside Hotel, Spa & Marina** – Top 25 Hotels in New England #7  
**Wentworth by the Sea** – Top 25 Hotels in New England #10

**2014 The Best International Hotels for Business Travel: Readers' Choice Awards**, Le Westin Montreal #6

**2014 Readers' Choice Awards Best Hotels in the Northeast:** Wentworth by the Sea #19, Harborside Hotel, Spa & Marina #22

**2014 Readers' Choice Awards Best Resorts in the Northeast:** Lake Placid Lodge #16, Samsoet Resort #22, The Sagamore #25

**2014 Readers' Choice Awards Best Resorts in Florida (Gulf & Central):** Longboat Key Club & Resort #6, Sandpearl Resort #11

**2014 Readers' Choice Awards Best Resorts in Florida (Atlantic & Keys):** Sunset Key Guest Cottages #4

#### 2014 Top Ten in Conde Nast Traveler's Top 100 Resort Spas in the United States:

Sandpearl Resort, The Sagamore, and Samsoet Resort spa.

#### Top Hotels, Resorts and Cruise Lines in the world on The 2014 Gold List:

Lake Placid Lodge, Wentworth by the Sea and Sandpearl Resort

#### 2013 Conde Nast Traveler's Readers' Choice Awards for Top 40 Florida Resorts -

The Resort at Longboat Key Club #12

#### 2013 Top 100 U.S. Spa Resorts -

Sandpearl Resort #84

#### 2012 Top 20 Resorts in the Northeast -

The Sagamore #11

Samsoet Resort #14

#### 2012 Top 45 Hotels in the Northeast -

Wentworth by the Sea #4

#### 2012 Top 40 Resorts in Florida -

Sandpearl Resort #8

Sunset Key Guest Cottages #15

Jupiter Beach Resort #39

#### 2012 Top 121 Golf Resorts in the World -

Samsoet Resort #4 Northeast

**2011 Top 100 U.S. Best Resort Spas** – The Sagamore #31

**2010 - Top 100 Hotels U.S.** – Wentworth by the Sea #39

**2010 - Ranked 3rd U.S. Golf Resorts – Top 80 Golf Resorts 2010** – Samsoet Resort

**Top 100 Hotels Worldwide** – Sunset Key Guest Cottages Key West

**Top 50 Restaurants in America** – Rancher's Club, Crowne Plaza Albuquerque

**2010 Gold List** – Wentworth by the Sea, Sunset Key Guest Cottages

**Gold List – Best 700 Hotels in 2007** – Sunset Key Guest Cottages

**Top 100 Golf Resorts North America and Caribbean 2003 – 2009** – The Sagamore

### Travel & Leisure Magazine Awards

#### 2015 Best Hotels in Every State:

Sunset Key Guest Cottages #1 | Florida

Wentworth by the Sea #1 | New Hampshire

#### 2015 World's Best Awards

##### Sunset Key Guest Cottages

- #1 in Continental U.S. Resorts
- #8 in Top 100 Hotels

##### The Sagamore Resort

- #72 in Top 100 Hotels
- #16 in Continental U.S. Resorts
- #9 in Family Travel

##### Sandpearl Resort

- #82 in Top 100 Hotels
- #20 in Continental U.S. Resorts
- #2 in Family Travel

##### Lake Placid Lodge

- #47 in Top 100 Hotels
- #5 in Inns & Small Lodges

#### 2014 World's Best Hotels for Families -

Sandpearl Resort #17

#### 2013 World's Best Hotels -

##### Top 500 Hotels and Resorts worldwide

The Resort at Longboat Key Club

##### 2013 America's Best Coastal Hotels -

Sunset Key Guest Cottages #8

##### 2013 World's Best Hotels - Top Resorts

Sunset Key Guest Cottages

##### 2013 World's Best Hotels - Top Hotels

Sunset Key Guest Cottages

#### 2012 World's Best Hotels -

Sandpearl Resort

Samsoet Resort

Wentworth by the Sea

Lake Placid Lodge

#### 2012 America's Best Lake Hotels

The Sagamore #13

#### 2012 Top 50 U.S. Resorts -

Wentworth by the Sea

#### 2011 Top Resorts U.S. and Canada -

The Sagamore #43

#### 2011 Top Family Hotels U.S. and Canada -

The Sagamore #9

#### 2011 America's Best Beach Hotels -

Sandpearl Resort #15

#### 2010 World's Best Hotels -

Wentworth by the Sea

#### 2010 America's Best Coastal Hotels -

Wentworth by the Sea #39

#### 2010 World's Best Top Resorts in the U.S. and Canada -

Sandpearl Resort #40

#### 2010 World's Best America's Best Family Hotels -

Sandpearl Resort #23

#### 2010 World's Best America's Best Warm-Weather Resorts -

Sandpearl Resort #24

#### 2010 World's Best Family Hotels -

Samsoet Resort #40

#### 2010 World's Best Family Hotels & Cruises -

Samsoet Resort #40

**AAA Four Diamond Rated Hotels & Restaurants 2014**

West Street Hotel (2012)

Harborside Hotel, Spa &amp; Marina (2010)

The Samoset Resort (2000)

The Sagamore Resort (1985)

Wentworth By The Sea Marriott (2003)

Le Westin Montreal (2009)

Marriott Montreal Chateau Champlain (2004)

Victoria Marriott Inner Harbour (2004)

Edgewater Beach Hotel (2015)

Delray Sands Resort (2015)

Jupiter Beach Resort &amp; Spa (2008)

Delray Beach Marriott (2009)

Hollywood Beach Marriott (2006)

Sandpearl Resort (2008)

The Resort at Longboat Key Club (1983)

Westin Key West Resort and Marina (1998)

Sunset Key Guest Cottages (1998)

Caretta On The Gulf Restaurant (2008)

Latitudes Restaurant Key West (2011)

**USA Today 10 Best****Sandpearl Resort**

Best Hotel: #6

**Postcard Inn on the Beach**

Best Hotel: #3

**Sunset Key Guest Cottages**

Best Lunch Spots/Latitudes, #1

Best Special Events, #1

Best Spas, #1

Best Beaches, #6

Best Outdoor Dining/Latitudes, #7

Best Waterfront Restaurants/Latitudes, #7

**Westin Key West**

Best Hotel in Key West: #6

Best Pet-Friendly Hotels: #3

**Edgewater Beach Hotel**

Best Romantic Hotels: #6

**Jupiter Beach Resort**

Best Resort: #8

Best Family Friendly Resort: #2

Best Luxury Hotels: #10

**Forbes Travel Guide****Four Star Hotel -**

Lake Placid Lodge

**Four Star Restaurant -**

Artisans Restaurant

**Tennis Resorts Online**

Tennis Resorts Online named The Resort at Longboat Key Club as one of the top tennis resorts in the world in its annual listing in May 2014. The Resort landed the No. 8 spot out of 75 tennis resorts and 25 tennis camps

**Golf Magazine Awards****Links Magazine - Top 10 New England Golf Resorts 2013 -**

Samoset Resort

**Top Five Courses that You Can Play, New York State, 2005 – 2009****Canada Hotels Awards****AAA Four Diamond Rated Hotels**

- Magnolia Hotel and Spa, Victoria, BC
- Victoria Marriott Inner Harbour
- Montreal Marriott Chateau Champlain

**Alberta Hotel & Lodging Association Award****Housekeeping Award of Excellence**

- Merit Hotel & Suites, Fort McMurray, Alberta
- (four time winner of this award)

**Choice Hotels Award****Gold Award winner**

- Quality Inn Northern Grand, Fort St. John, BC

**Conde Nast Traveler Award****Readers Choice Award 2007 One of the Top 3 hotels in Canada**

- Magnolia Hotel & Spa

**Hotel Association of Canada Award****Green Key ECOMmodation rating**

- Holiday Inn International Vancouver Airport
- (three times awarded)

**InterContinental Hotels Group Awards****Holiday Inn International Vancouver Airport:**

- Torchbearer Award – 7 time winner
- Quality Excellence Award
- Best of the Best Executive Housekeeper Award
- Best of the Best Front Office Manager Award

**Marriott International, Inc. Award****Hotel of the Year 2007**

- Victoria Marriott Inner Harbour

**North West Commercial Travelers' Association of Canada Award****"Hospitality Award"****Holiday Inn International Vancouver Airport****Travel Alberta Housekeeping Award**

- Best Western Wayside Inn & Suites
- Lloydminster, Alberta

**Michael Walsh >> Principal**

More than thirty years experience with all phases of the hospitality industry from planning, design and development to operations, management and marketing. He is a resident of South Florida. In addition to his overall executive responsibilities Michael is closely involved with our design team and purchasing department ensuring that all of our hotels are tastefully appointed with quality and style to meet the expectations of the most discerning hotel guests. He is also the firm's primary franchise relationship manager and serves on numerous franchiser advisory boards and hospitality industry committees. Michael is a native of Brewer, Maine.

**Patrick Walsh >> Principal**

Has over twenty years of experience in all segments of the hospitality industry and has a significant background in hotel management having acted as the general manager at a number of hotels over the years. In addition to his extensive day-to-day executive management duties Patrick regularly interacts with hotel managers providing guidance and direction when needed. Patrick is a native of Brewer, Maine.

**Mark Walsh >> Principal**

Also a South Florida resident with more than thirty years experience in all phases of the hotel industry. In addition to his broad executive duties, Mark focuses on seeking out and negotiating new acquisition and development opportunities and personally maintains relationships with our lenders and equity investors. Mark is a native of Brewer, Maine.

**William Walsh >> Principal**

Like his brothers has lived and breathed hospitality for more than three decades. Billy's focus is the construction side of the business and he is the senior management of North South Construction, Ocean Properties Hotels Resorts & Affiliates' construction division. Billy is responsible for interfacing with our architects, engineers, construction foremen and sub-contractors. He also spends a great deal of time at the job site to ensure that each project runs safely, efficiently, within budget and on schedule. Additionally, he visits existing properties periodically to ensure that preventative maintenance schedules are being adhered to and to assess any potential major maintenance and renovation issues. Billy is a native of Brewer, Maine.

**Suzanne Walsh Lanigan >> Principal**

Has more than twenty years experience within all areas of the hospitality industry. Suzy currently serves on the executive committee and acts as a consultant on many day-to-day operational and investment matters. Suzanne is a native of Brewer, Maine.

**Richard Ade  
>> CPA/CFO/Executive Vice President**

Began his relationship with Ocean Properties Hotels Resorts & Affiliates in the early 1980's as an outside financial advisor and auditor with a CPA firm that was located in Bangor, ME. He has been employed as the firm's CFO since 1995. Rich oversees the company's financial operations and has a significant real estate and hospitality background. He is responsible for assessing the financial viability of all potential mergers and acquisitions and for making recommendations to the shareholders based on his assessments. He works with several lenders and mortgage brokers to negotiate the most favorable financing terms for each acquisition and development project.

**Thomas McMurrain**

&gt;&gt; Vice President

Has been with Ocean Properties Hotels Resorts & Affiliates for more than 20 years and was an active member of the Tourist Development Council for six years. A native Floridian and resident, Tom's experience prior to joining the firm was in finance. Tom is adept with the various nuances of real estate development and sales and is responsible for ensuring that the firm addresses all of the development goals prior to project implementation. He has been involved with moving all of the firm's south Florida projects through the planning, zoning and development approval process.

**Andy Berger**

&gt;&gt; Senior Vice President of Operations

Has been with Ocean Properties Hotels & Resorts & Affiliates for 25 years and has comprehensive knowledge of and extensive experience in of all facets of the hotel industry. Andy has been instrumental in facilitating the opening of several successful start-up hotel and resort developments over the years. Additionally he has taken the lead role in completing many hotel takeovers and franchise conversions. He serves on numerous industry advisory boards and committees including The Rooms Advisory Board for Marriott International. Andy oversees a diverse team of regional managers in Florida whose areas of responsibility span the areas of sales and marketing, e-commerce, yield management and quality control.  
Andy is a native of Bangor, Maine.

**Steve Updike**

&gt;&gt; Senior Vice President of Food &amp; Beverage

Has been with Ocean Properties Hotels Resort & Affiliates for over 25 years and oversees the operation of numerous food and beverage outlets in Florida and beyond with his team of experienced regional managers. Steve resides in Palm Beach County and has been instrumental in introducing and implementing numerous innovative and successful restaurant and club concepts over the years including The Ranchers Club, Latitudes, Pete Rose Sports Café, Club Safari, The Bounty Lounge, Paddy's an American Grill and others.

**Tom Varley**

&gt;&gt; Senior Vice President of Operations

Has been with Ocean Properties Hotels Resorts & Affiliates for over 20 years and is a graduate of University of New Hampshire Hotel School. Prior to joining Ocean Properties Hotels Resorts & Affiliates, Mr. Varley was with Hyatt Hotels. His knowledge of and extensive experience in of all facets of the hotel industry is invaluable. He is responsible for a team of regional managers in New Hampshire whose areas of responsibility include sales and marketing, e-commerce, yield management and quality control.

**Barry Kimball**

&gt;&gt; Executive Project Manager

Barry Kimball is the Executive Project Manager at Ocean Properties Hotels Resorts & Affiliates. In this position he is responsible for the formation and management of design, permitting, and construction teams for all development projects including hotels, resorts, shopping centers, marine facilities and office buildings. Mr. Kimball has a long history of completing development projects in Northern New England and Portsmouth in particular. As a principal owner in Kimball Chase Engineering, at the time one of the largest engineering firms in New Hampshire and Maine, he oversaw projects such as Wentworth By The Sea in New Castle and the Harborside Offices and Condominiums in Portsmouth. For the past eight years at Ocean Properties he has been involved in all of their major projects in the United States and Canada.



## **DELRAY BEACH OFFICE**

1001 East Atlantic Ave. Suite 202  
Delray Beach, FL 33483

## **PORTSMOUTH OFFICE**

1000 Market Street  
Building One, Suite 300  
Portsmouth, NH 03801

**[oplhotels.com](http://oplhotels.com)**



# TWO INTERNATIONAL GROUP

## Capabilities Statement

June 2017

One New Hampshire Ave. Suite 101 Daniel Plummer, President

Pease International Tradeport

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Portsmouth NH 03801

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## **Capability Statement**

Two International Group's (TIG) principals have been actively developing both commercial and residential real estate in the Portsmouth area for over 25 years. Between Osprey Landing and the redevelopment of Pease Airforce Base, they are responsible for some of the largest individual projects in the city's recent history. Their experience developing real estate in the area as well as their ability to handle construction, marketing and management in-house make them a benchmark for successful development.

In addition to their in-house capabilities, TIG is a local leader when it comes to incorporating energy efficient and environmentally friendly properties. They have developed two LEED Gold Certified buildings and a third high-efficiency property that incorporated a geothermal HVAC system. While the focus on LEED certification began in 2009 with 75 New Hampshire Ave, TIG has always focused on environmentally friendly development. Over their history they have utilized highly efficient building envelopes, electrical design, and HVAC systems as well as renewable energy sources to reduce carbon footprint while also incorporating subgrade parking structures, environmentally sensitive landscaping, complex stormwater treatment systems and much more to create low-impact developments.

As the builder and owner of their properties TIG issued schedules that were more aggressive than typical for the size of the projects. Even under tough circumstances - tight tenant deadlines, winter conditions, logistically difficult sites, etc. - they have managed obstacles in a manner that allowed them to deliver on time and on budget. This experience and the in-house capabilities that help reduce static in a fast paced environment allows them to efficiently deliver quality projects.

## **Corporate Profile**

While Two International Group started in 1996, the company principal, Dan Plummer, has been involved in commercial construction for over 45 years. His previous company, Parker & Plummer General Contractors, was responsible for millions of square feet of multi-family and federal housing projects, with projects as far south as Florida. With the formation of Two International Group in 1996, Dan steered much of his focus to the development of commercial space in the Seacoast, NH area.

Two International Group and their entities are responsible for all components of their projects from initial planning through ongoing management. The construction, marketing and management teams work seamlessly to provide a worry-free experience for their clients. Over their history, they have developed a reputation for excellence in all types of commercial properties from Class A Office to multi-family.

Two International Group clients have ranged from large users of as much as 100,000 sf, to small businesses with less than 1,000 sf. They pride themselves on the ability to accommodate clients of varying sizes and varying budgets. The ability to work with clients of varying sizes and an in-house construction arm has allowed them to adapt to ever changing tenant needs. It has also allowed them to work with companies as they grow their businesses. This, as well the quality of their properties and management, has been reflected over the years in their high retention rate of existing clients who consider themselves part of the Two International Group family.

Whether working on new construction or tenant improvements, Two International provides comprehensive implementation in order to meet your project goals. With a keen focus on safety, sustainability, and a mission to 'do it right the first time' you can be confident that your project will be completed with the highest standards



in mind. The result is a worry-free experience with excellent results.

## ***Portsmouth, NH***

Two International has committed the majority of its efforts in recent years to projects in the Seacoast area. The development at Pease Tradeport, the repositioning of 1 and 2 Harbour Place, and the Osprey Landing/Spinnaker Point redevelopment amongst others are some of the most significant private projects Portsmouth has seen in the past 25 years.

Two International Group has been at the forefront of thoughtful and insightful development of the former Pease Air Force Base in Portsmouth, NH. When the military base closed in 1991, TIG was the first developer to have the confidence to build at Pease. They began with their signature building at Two International Drive, completed in 1998. The success of that building led to the construction of Flex/R&D buildings at 195 New Hampshire Avenue & 222 International Drive. The portfolio has grown to a total of 19 buildings on the Tradeport, emphasizing the commitment the firm has made to the Seacoast area.

Serving as a catalyst for additional development, these important projects inspired public confidence in the Pease International Tradeport concept. While other developers have come and gone, TIG continues to develop properties in Portsmouth and remains as owner/investor in each building. Their long-term commitment to the area is a determining factor in the overwhelming success at the Tradeport, which has become a major economic driver for the Seacoast.

As longtime property owners and residents, the TIG team has an inherent interest in maintaining public opinion of the Seacoast area as a premier location for businesses, government, and residents in the State of New Hampshire. The President and Vice President of TIG reside within eyeshot of the existing McIntyre Building. As trusted partners within the community, the TIG team is well suited to pursue this opportunity and deliver the City a landmark development.

## **Sample Buildings**

### **UNDER DEVELOPMENT**

**Description:** 2-story Class-A Office Building. Features full height storefront curtainwall systems, full back-up generation, and flexible floorplates.

**Project Size:** 30,000 SF

**Completion date:** Approved – Under Development

**Owner:** 85 NH Ave, LLC

**Project Cost:** \$7,000,000

**Architect:** HL Turner



### **UNDER DEVELOPMENT**

**Description:** 2-story Class-A Office Building for the State of New Hampshire Department of Health and Human Services

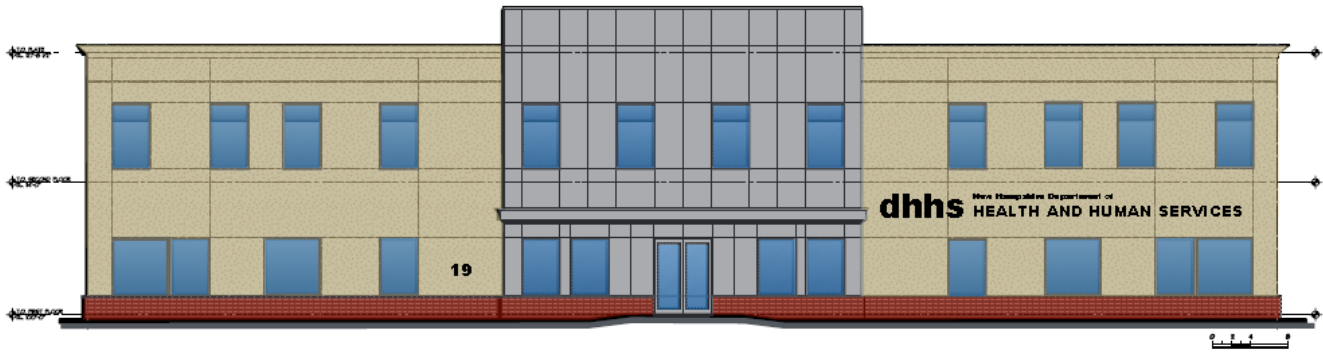
**Project Size:** 30,000 SF

**Completion date:** Under Development

**Owner:** 19 Rye St, LLC

**Project Cost:** \$6,500,000

**Architect:** TMS Architects



**MULTI-TENANT MEDICAL OFFICE**

**Description:** 2-story Class-A Medical Office Building. Features a Geothermal HVAC system, solar hot water system, LED lighting throughout interior and site, sub-grade parking, full back up generation, public terraces, and highly customized fitup for main tenant, Hospital Corporation of America.

- Project Size:** 37,500 SF
- Completion date:** 2015
- Owner:** 25 NH Ave, LLC
- Project Cost:** \$7,500,000
- Architect:** Dann Norris Batting



**TWO INTERNATIONAL DRIVE**

**Description:** 3-story First Class Professional Office Building. This building features bright ivory exteriors with dramatic architectural features, colorful roofing, abundant roof terraces (private and common), a reflecting pool, elegant lobbies and marble tiling.

- Project Size:** 88,467 SF
- Completion date:** 1998
- Owner:** Two International Group, LLC
- Project Cost:** \$9,000,000
- Architect:** Dann Norris Batting





### **ONE NEW HAMPSHIRE AVENUE**

**Description:** 4-story Class A Professional Office Building including 100 bay lower-level parking garage. This building mirrors neighboring Two International Drive with its ivory exterior and abundance of terraces. It also features an exterior reflecting pool with waterfalls, a nine-hole putting green, grand staircase, gym facility, first-floor café and contemporary conference rooms.

**Project Size:** 107,746 SF

**Completion date:** 2002

**Owner:** One New Hampshire Ave, LLC

**Project Cost:** \$14,000,000

**Architect:** Dann Norris Batting



## NEWMARKET INTERNATIONAL HEADQUARTERS

**Description:** 3-Story Class A LEED® Gold Office Building w/ underground parking. Included 60K sf anchor tenant fitup designed to LEED® standards.

**Project Size:** 83,000 sf

**Building Type:** Office

**Completion date:** 2008

**Owner:** 75 New Hampshire, LLC

**Project Cost:** \$14,000,000

**Architect:** Dann Norris Batting



## MEDTRONIC ADVANCED ENERGY HEADQUARTERS

**Description:** Class A Single-Tenant Build to Suit. Features Multi-Level loading docks, clean rooms, exercise room, and elegant lobby.

**Project Size:** 56,658 sf

**Building Type:** Primarily office w/ clean rooms and warehouse

**Completion date:** 2008

**Owner:** 180 International, LLC

**Project Cost:** \$8,000,000

**Architect:** DeStefano Architects



### PHASED MULTI-TENANT CLASS A OFFICE

**Description:** 3-story Phased Class A Office building with full back-up generation, public terraces, elegant lobby, and a café for the tenants

#### Phase 1

**Project Size:** 65,000 SF  
**Completion date:** 2005  
**Owner:** 100 International Drive, LLC  
**Project Cost:** \$8,300,000  
**Architect:** Dann Norris Batting



#### Phase 2

**Project Size:** 50,000 SF  
**Completion date:** 2008  
**Owner:** 100 International Drive, LLC  
**Project Cost:** \$7,500,000  
**Architect:** Dann Norris Batting



**GREAT BAY KIDS DAYCARE**

**Description:** 2-Story Daycare facility servicing the tenants at Pease. Building features first commercial geo-thermal HVAC system in Portsmouth.

**Project Size:** 25,000 SF

**Completion date:** 2010

**Owner:** Horne/Levere Properties

**Project Cost:** \$5,000,000

**Architect:** DeStefano Architects



**RETAIL COMPLEX**

**Description:** 2-story Office/Retail Building with retail space on the first floor and Class A office space on the second

**Project Size:** 41,000 SF

**Completion date:** 2005

**Owner:** NH Ave Retail Center, LLC  
**Project Cost:** \$8,000,000  
**Architect:** Dann Norris Batting



**ONE HARBOUR PLACE AND TWO HARBOUR PLACE**

**Description:** 5-story Class A Office Building plus a 3-story office building on the Piscataqua River. Building features 2 underground parking facilities, beautifully landscaped terraces, wharf, marina, roof deck, and mahogany and marble finishes in common areas. The building was purchased by the group in 2005 which repositioned parts of the property to stabilize occupancy and return to profitability.

**Project Size:** 110,000 SF  
**Completion date:** 2008  
**Owner:** Harbour Place Group, LLC  
**Project Cost:** \$32,000,000  
**Architect:** Dann Norris Batting



**ONE HARBOUR PLACE CONDOMINIUMS**

**Description:** Multiple 4<sup>th</sup> and 5<sup>th</sup> Floor Luxury Residential Condominiums on the Piscataqua River



**Project Size:** 40,000 sf  
**Completion date:** 2014  
**Owner:** Harbour Place Group, LLC  
**Project Cost:** \$10,000,000  
**Architect:** Dann Norris Batting



**DANIEL WEBSTER COLLEGE BUILDING**

**Description:** Remodel of single story structure for office use  
**Building Size:** 6,000 sf  
**Completion date:** 2007  
**Owner:** 119 International, LLC  
**Project Cost:** \$850,000  
**Architect:** Dann Norris Batting



**MULTI-TENANT CLASS A OFFICE**

**Description:** 3-Story Class A Office Building. Features 2 lobbies, 3 floor atrium, and ribbon windows giving tenants ample access to natural light.  
**Project Size:** 56,000 SF  
**Completion date:** 2001  
**Owner:** 119 International Drive, LLC  
**Project Cost:** \$6,000,000  
**Architect:** Dann Norris Batting



## **Research & Development Buildings**

These buildings have the flexibility to customize for office, industry, manufacturing or storage. The unique design which combines the flexibility of industrial space with the façade of a Class A office building has helped establish strong demand for these buildings. Two International is known for developing buildings with unique architectural elements that set them apart from other.

Second-story mezzanines and customized tenant improvements provide ideal functionality and efficiency.



### **195 NEW HAMPSHIRE AVENUE**

**Description:** Flex/R&D building with 2-story office core and high-bay wings with drive-in bays.  
**Project Size:** 85,000 SF  
**Completion date** 2000  
**Owner** 222 International, LP  
**Project Cost** \$6,400,000  
**Architect** Bruce Ronayne Hamilton Architects



### **222 INTERNATIONAL DRIVE**

**Description:** Flex/R&D building with high bay warehouse at rear.  
**Project Size:** 65,000 SF  
**Completion date:** 2000  
**Owner:** 222 International, LP  
**Project Cost:** \$5,300,000  
**Architect:** Bruce Ronayne Hamilton Architects



### **200 INTERNATIONAL DRIVE**

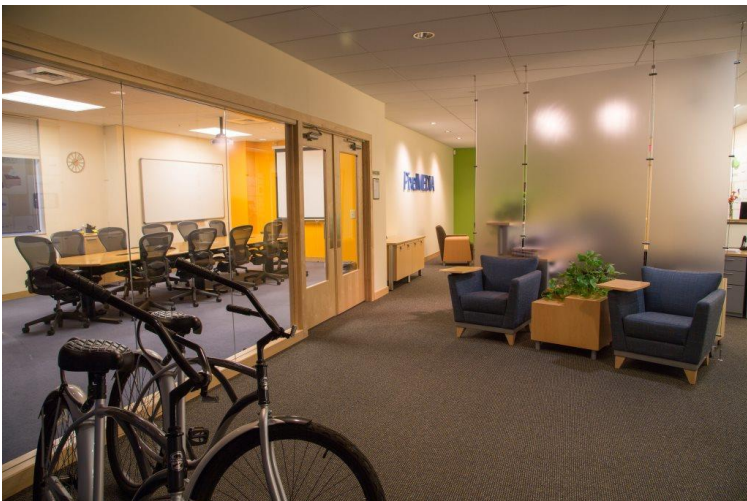
**Description:** Flex/R&D building with 2-story office core and high-bay wings with drive-in bays.  
**Project Size:** 85,000 SF  
**Completion date:** 2001  
**Owner:** 200 International, LP  
**Project Cost:** \$6,400,000  
**Architect:** Bruce Ronayne Hamilton Architects

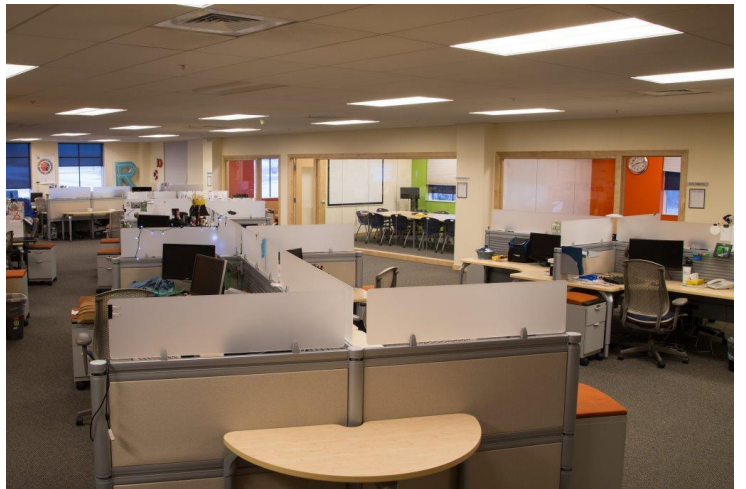


## **Sample Tenant Fit-Ups**

Two International Group's construction arm has overseen millions of square feet of tenant fitups over the past 20+ years ranging in size from a couple thousand square feet to hundreds of thousands. These fitups include office, medical, R&D, and industrial space. Below are some examples of past projects.









**Other Projects**

**Previous**

**"OSPREY LANDING", PORTSMOUTH, NEW HAMPSHIRE**

Redevelopment of Mariner's Village. 100+ acre  
 Demolition and construction of 329 apartment homes,  
 75 single family home sites, Community Centre, and  
 25 acre industrial park with all related infrastructure.

**Completion date**      1996  
**Owner**                      NHHFA  
                                       Inishmaan Associates L.P  
**Project Cost**              \$29,450,000

**Architect** Burnell-Johnson Architects & Dann Norris Batting Architect

**"SPINNAKER POINT CONDOMINIUM", PORTSMOUTH, NEW HAMPSHIRE**

Renovation of 48 MidLuxury Condos & Construction of 24 New Units.  
Completion of Field House facility, Outdoor Pool and other amenities.

**Completion date** 1996  
**Owner** G-Four, L.L.C  
**Project Cost** \$4,700,000.  
**Architect** Dann Norris Batting, Architect

**"THE FIELD HOUSE AT SPINNAKER POINT", PORTSMOUTH, NEW HAMPSHIRE**

20,000 SF Sports Complex complete with Indoor Running Track, Indoor Pool, Aerobics Center, Locker Rooms w/sauna, conference center, reception area

**Completion date** 1995  
**Owner** G-Four, LLC

**"POCASSET ASSISTED LIVING", POCASSET, MASSACHUSETTS**

84 Unit Assisted Living Community including 3 elevators and expansive common areas. 67,000 SF

**Completion date** 2005  
**Owner** Pocasset Housing Associates  
**Project Cost** \$7,500,000.  
**Architect** Burnell-Johnson Architects

**"ROSS CORNER WOODS", 124 ROSS ROAD, KENNEBUNK, MAINE**

32 Unit Elderly Care/Residential Facility including elevator, sewer pump station and all related site infrastructure.

**Completion date** 2002  
**Owner** Ross Road Housing Associates, LP; Maine State Housing Authority  
**Project Cost** \$2,600,000  
**Architect** Goduti/Thomas Architects

**"THE RIVER COTTAGES AT HUNTINGTON COMMON", KENNEBUNK, ME.**

26 duplex style cottages designed for assisted living. Roadway and all related infrastructure.

**Completion date** 1999  
**Owner** DRS and Associates  
**Project Cost** \$3,000,000.  
**Architect** Burnell-Johnson Architects

**"HUNTINGTON COMMON ADDITION", KENNEBUNK, MAINE**

75 Unit Multi-Story elevated addition to existing building and New Lodge Building. Assisted Care Facility including Nurses' Call Systems, Commercial Kitchens, Steel Frame construction.

**Completion date** 1998  
**Owner** Autumn Health Services  
**Project Cost** \$5,800,000.  
**Architect** Burnell - Johnson Architects

**"TURNBERRY CONDOMINIUM", STRATHAM, NEW HAMPSHIRE**

Construction of 3 single family condominium homes and completion of 1 home left abandoned.

**Completion date** 1998  
**Owner** Parker & Plummer, Inc.  
**Project Cost** \$450,000.  
**Architect** Dann Norris Batting, Architect

**"NASH HILL PLACE", WILLIAMSBURG, MASSACHUSETTS**

28 Units Elderly Garden Apartments, FmHA.

**Completion date** 1991  
**Owner** Realty Resources, Chtd.  
**Architect** Burnell - Johnson Architects

**"MIDDLEBURY COMMONS", MIDDLEBURY, VERMONT**

64 Unit Elevated Elderly Apartments, FmHA.

**Completion date** 1991  
**Owner** Realty Resources, Chtd.  
**Architect** Burnell - Johnson Architects

**"WILDWOOD VILLAGE", LACONIA, NEW HAMPSHIRE**

156 unit Luxury Condominium, single, duplex and quadraplex.

**Completion date** 1990  
**Owner** Keewaydin Properties, Inc.  
**Architect** Dann Norris Batting Architect

**\*\*AWARD** 1990 HOUSING MAGAZINE AND A.I.A.  
**"HOMES FOR BETTER LIVING AWARD"**. AWARD OF MERIT FOR MULTI-FAMILY HOUSING.

**"TALL PINES", CHARLESTOWN, NEW HAMPSHIRE**

32 Units Family Townhouses, FmHA.

**Completion date** 1989  
**Owner** Realty Resources, Chtd.  
**Architect** Burnell - Johnson Architects

**"CLAREMONT VILLAGE APARTMENTS", CLAREMONT, NEW HAMPSHIRE**

64 Unit Market Townhouse Apartments



**Completion date** 1989  
**Owner** Zagaris Associates  
**Architect** Burnell - Johnson Architects

**"WESTVIEW RIDGE", FRANKLIN, NEW HAMPSHIRE**

32 Condominium Townhouses

**Completion date** 1989  
**Owner** Westview Ridge Realty Trust  
**Architect** Heritage Architects

**"OLDE ENGLISH LANE VILLAGE", GILFORD, NEW HAMPSHIRE**

15 Lot Single Family Home Subdivision

**Completion date** 1988  
**Owner** Olde English Lane Partnership  
**Architect**

**"JUDKINS COURT", MERRIMAC, MASSACHUSETTS**

24 Unit Elderly Elevated Garden Apartments, FmHA.

**Completion date** 1988  
**Owner** Realty Resources, Chtd.  
**Architect** Architects Four

**"ROCK HILL APARTMENTS", EPPING, NH.**

36 Unit Family Townhouses, FmHA

**Completion date** 1986  
**Owner** Realty Resources, Chtd.  
**Architect** Burnell - Johnson Architects

**"FRANKLIN PLANTATION", FRANKLIN, NH.**

36 Unit Townhouses and Garden Apartments, FmHA.

**Completion date** 1985  
**Owner** Wooden Indian, Inc.  
**Architect** Burnell - Johnson Architect

**"WINDWARD HARBOR", MOULTONBORO, NH.**

36 Unit Luxury Condominium, single and duplex style waterfront homes.

**Completion date** 1984  
**Owner** Windward Harbor Co. Inc.  
**Architect** Dann N. Batting, Architect

**\*\*AWARDS**

1985 NAHB WITH BETTER HOMES & GARDENS AND  
PROFESSIONAL BUILDER "**BEST IN AMERICA LIVING AWARD**".

MERIT AWARD TO SINGLE FAMILY ATTACHED HOME.

1984 BUILDER MAGAZINE "**PROJECT OF THE YEAR**" GRAND AWARD FOR MID-SIZED ATTACHED HOME;  
MERIT AWARD FOR MID-SIZED DETACHED HOME.

THIS WAS THE FIRST AND ONLY PROJECT TO WIN THREE OF  
THE FIVE MAJOR AWARDS FROM BUILDER MAGAZINE.

**"LINDEN FIELDS", EXETER, NH.**

15 Unit Family Townhouses, HUD Sect. 8.

**Completion date** 1982  
**Owner** Exeter Housing Authority  
(Developed on land owned by Parker & Plummer Builders, Inc.)  
**Architect** Hugh Adam Russell Architect

**"ARTISAN OUTLET", PORTSMOUTH, NEW HAMPSHIRE**

**Specifics** 2-story Retail Shopping Center.  
**Completion date** 1981  
**Owner** Artisan Outlet, Inc.  
**Architect** Aring-Schroeder Architects

**"E.J. ROY APARTMENTS", MANCHESTER, NH.**

60 Unit Elevated Elderly Garden Apartments  
NHHFA Sect. 8.

**Completion date** 1981  
**Owner** Roy & Madden, Inc.  
**Architect** Hugh Adam Russell Architect

**"ROSS COLONY COURT", HAMPTON, NEW HAMPSHIRE**

24 Units Elderly Garden Apartments, HUD Sect 8, NHHFA.

**Completion date** 1980  
**Owner** Ross Family  
**Architect**

**"DEARBORN HOUSE", HAMPTON, NEW HAMPSHIRE**

54 Units Elevated Elderly Garden Apartments,  
HUD Sect. 8, NHHFA.

**Completion date** 1980  
**Owner** Roy & Madden, Inc.

**Architect** Hugh Adam Russell Architect

**"FRANKLIN WOODS", FRANKLIN, NEW HAMPSHIRE**

36 Unit Garden Apartments, HUD Sect. 8, NHHFA.

**Completion date** 1979  
**Owner** Roy & Madden, Inc.  
**Architect** Architects Four

**NORTHFIELD VILLAGE APARTMENTS", NORTHFIELD, NEW HAMPSHIRE**

36 Unit Elderly Garden Apartments, HUD Sect. 8 and FmHA permanent financing.

**Completion date** 1978  
**Owner** Parker and Plummer Builders, Inc. and Keewaydin Properties  
**Architect** Dudley, Walsh, Moyer Architects

**"NORTHFIELD INDUSTRIAL PARK", NORTHFIELD, NH.**

6 lot industrial subdivision

**Completion dates** 1977-1978  
**Owner** Developed by Parker and Plummer Builders, Inc

**"THE TILTON INN", TILTON, NEW HAMPSHIRE**

Renovation of 24 Room Hotel, Lounge, Restaurant and Kitchen.

**Completion date** 1975  
**Owner** Parker and Plummer Builders, Inc.  
**Architect** In House Design

**"WOODLAWN ACRES", NORTHFIELD, NH.**

22 Lot Single Family Subdivision, Planning & Approvals, Site Work, Homes Construction.

**Completion date** 1975  
**Owner** Parker and Plummer Builders, Inc.  
**Architect** In House Design

**"IPC FIT - UPS", NORTHFIELD AND BRISTOL, NH.**

Commercial and Industrial Renovations, Office Space Construction

**Completion dates** 1973-75  
**Owner** "International Packings Co.

**"UPS BUILDING", NORTHFIELD, NH.**

6000 SF Masonry commercial Building

**Completion date** 1970  
**Owner** United Parcel Service

## **SINGLE FAMILY HOME CONSTRUCTION, THROUGHOUT CENTRAL NEW HAMPSHIRE**

Ranging from 900 s.f. to 4200 s.f.

**Completion dates** 1969-2002

**Architects** In house design; Dann Norris Batting

### **Bios**

#### **Daniel Plummer – President**

Dan is responsible for overall Portfolio Management including oversight of development, construction and leasing for all TIG properties. He has over 40+ years of experience in the construction and real estate industry working on both residential and commercial projects for private and public entities. In the earlier part of his career, he ran a successful construction company focused on multi-unit residential projects which later transitioned into development and management of large scale commercial projects. He is responsible for construction of more than \$250M of federal and private housing and has developed over \$200M in commercial real estate. His comprehensive experience in design and construction make him a valuable partner, one who thoroughly assesses projects from all angles and can deliver results.

As part of his role, Dan has overseen millions of square feet of transactions since starting Two International Group in 1996. He is a licensed real estate broker in the State of New Hampshire and has been involved in a number of non-profit groups in the Portsmouth, NH area where he resides. He is currently a Board Member of the Prescott Park Arts Festival and Foundation for Seacoast Health. He is also a prior Board Member of NHSPCA.

#### **Renee Plummer – Vice President - Marketing**

Renee oversees the leasing and marketing efforts at Two International Group. She is a familiar face to many business and community leaders and has assisted over 250 companies in finding homes with Two International. While Renee prides herself on her ability to help businesses find the space they need to flourish, she is equally as proud of her involvement with numerous community and charitable organizations. Renee is currently on the Board of Directors for Portsmouth Regional Hospital and Hope For NH Recovery, and she is perhaps most proud of her involvement with Veteran's Count, a non-profit which helps our Veterans and their families while they are deployed and once they return home. Renee's organizational prowess, creative thinking, endless list of personal connections and huge heart have made her the cornerstone of a countless number of events.

Renee has received a number of awards and accolades over her career including: The Greater Portsmouth Chamber of Commerce Volunteer of the Year, the Daniel Webster Council/Boy Scouts of America Good Scout Award and Outstanding Woman in Business by New Hampshire Business Review. In addition, the Portsmouth Herald named her Number 3 on the list of the 10 Most Influential People on the Seacoast and she has been named twice by BusinessNH Magazine as one of the most influential people in New Hampshire.

#### **Eve Hoefle – Vice President – Acquisitions and Asset Management**

Eve is responsible for overseeing TIG's various investments as well as new acquisition opportunities. Her role includes internal underwriting and fundraising for these opportunities, including market research and property

level diligence. She is also responsible for overseeing leasing and management efforts as well as coordinating internal and partnership reporting.

Eve is a seasoned professional with over 30 years of experience in banking, commercial real estate and private equity. In her previous role as Senior Vice President at Boston Private, she led the Specialty Lending Team in New England. Prior to that, Eve was a partner, CFO and COO of Brookwood Financial Partners, a private equity concern with a specialty in commercial real estate. In her 17 years at Brookwood, Eve also held the roles of Co-Head of Acquisitions and Head of Asset Management.

Eve's broad experience with complex deal structures and the diversity of the assets she has managed bring a unique ability to overcome challenges on difficult projects and realize opportunities. She is a *cum laude* graduate of Princeton University.

### **Ryan Plummer – Vice President – Development & Construction**

Ryan joined Two International Group in 2007. He has overall responsibility for investments from pre-development forward, including oversight of planning, financing, construction, and ongoing management. Ryan has been involved in commercial construction and real estate development since his youth. He has held an array of positions encompassing everything from construction management to financing and asset management. Ryan's broad experience allows him to understand a project from the angle of virtually every stakeholder, from tenants and investors to government officials and contractors. This gives him the ability to coordinate with the numerous stakeholders involved in complex projects in order to meet and exceed expectations of all involved. His understanding of energy reduction measures, thorough cost benefit analysis, and efficient development help the Two International Team deliver the highest quality properties and service to their tenants and partners.

Ryan earned his BA in Business Administration from The University of New Hampshire and his MBA and Master of Science in Finance from Northeastern University. He is a LEED Accredited Professional, a member of the Real Estate Finance Association (REFA) and Private Equity International (PEI).

### **Sally Evans - CFO**

Sally oversees the financial requirements for Two International, including assisting the owners with financing projects, budget review, financial reporting, tax and regulatory compliance. She is a CPA licensed in the state of New Hampshire and is a member of the NH CPA Society. She has 30+ years of public and private accounting, finance and tax experience. She has worked in various industries in Colorado, Wyoming and Oregon, but the concentration of her experience has been on real estate, development and property management in New Hampshire.

Sally recently obtained a master's degree in Accounting, with honors, from Southern New Hampshire University and a Forensic Accounting certificate of completion. She is an adjunct faculty member with Great Bay Community College and Southern New Hampshire University. She has been on the board of the NHSPCA, Child Advocacy Center and other local charitable organizations. She continues to participate in various civic and charitable events and fundraising activities.

### **Russ Doyle – Associate (Leasing)**

Russ is responsible for overseeing Two International's leasing efforts, taking clients from initial contact all the way through move-in and remaining a point of contact through tenant's occupancy. Russ also handles advertising, marketing, and PR requirements for Two International Group, be it real estate related or for any of the numerous community service and networking organizations that Two International Group is affiliated with. His attention to detail and ability to creatively address customer needs allows him to simplify the space-search process for companies so that they can focus on what they do best - running their business.

Russ joined Two International Group in 2007. Prior to that, he worked for various local companies handling duties from copywriting, marketing, and PR work to accounting and cost analysis. This wide array of experience helps him work directly with Two International Group's diverse customers on a variety of subjects. He is a graduate of Syracuse University and a licensed New Hampshire Real Estate salesperson. He lives in Hampton, NH.

### **Burns Barford - Project Manager**

As a project manager, Burns has responsibility for many of Two International's construction projects, including oversight of estimating, scheduling, contract implementation, and management. He is also a licensed New Hampshire Real Estate Salesperson, which, in conjunction with his past work experience gives him a unique perspective on the oversight of construction jobs. His focus on customer service and eye for detail are valuable resources when working with the multiple parties involved on Two International's Projects.

Burns is a graduate of the University of New Hampshire, where he earned his BS in Political Science, and Minored in Business Administration. He is a member of the National Association of Realtors, New Hampshire Association of Realtors, and the Seacoast Board of Realtors.

### **Brian Bardwell – Project Manager**

Brian joined Two International in 2006 and has managed many of the company's largest projects since starting there. He is responsible for overseeing estimating, scheduling, contract implementation and management. He is also the company's safety officer. Over the years he has managed 200K sf of commercial core & shell projects and a countless number of commercial tenant fit-ups. Prior to joining Two International, Brian owned and operated his own residential construction company. He has been in the construction industry for 35+ years.

### **Tina Carey – Office Manager**

Tina joined Two International in 2000. She assists in coordination of the leasing efforts as well as bookkeeping and general office management for the marketing group. Tina is also very involved in the planning and oversight of the numerous Two International Group charitable and community endeavors, including the Steering Committee for the Renee and Daniel Plummer Endowment Fund.

Prior to joining Two International Group, Tina was a Supervisor in the Accounts Payable department of The Timberland Company in Stratham, NH. Tina is a graduate of Arizona State University and lives in North Hampton, NH, with her family.

## **Sample Clients**

**Liberty Mutual**  
**HubSpot**  
**Wells Fargo**  
**Morgan Stanley**  
**McKesson**  
**Medtronic**  
**Newmarket International (Amadeus)**  
**Brueckner Group**  
**Hospital Corporation of America (HCA)**

**Northeast Credit Union**  
**Ionbond**  
**State of New Hampshire**  
**GSA**  
**Sun Life Financial**  
**Coldwell Banker**  
**Siemens**  
**Sprague**

## **Testimonials**

“I had received several quotes to fit out our Portsmouth, NH office and in the end chose to go with Two International Group as they were very competitive in pricing and had the benefit of local knowledge. I was extremely pleased with their coordination efforts and lead times from start to finish. Ryan and Brian of TIG were phenomenal during the project and even more importantly afterwards with any additional needs. The entire TIG staff was incredibly responsive and thorough. I plan on using them again for our next expansion project on Portsmouth.”

Kenneth Papa

Director, Global Real Estate & Facilities

HubSpot, Inc.



“Our company, BayCorp Holdings, Ltd., formed in 1996 just around the time the partners at Two International Group were forming their plan to redevelop the former US Air Force land in Portsmouth, NH. We were able to get on board with Two International Group as one of their first tenants. As Two Int’l Group’s portfolio grew, so did BayCorp’s. We were able to move when we needed to and find new space that fit us perfectly.

We have been able to work directly with Two International Group to address changes in our space requirements. Having a landlord that truly cares about helping and serving their tenants is a tremendous asset. BayCorp is proud to be part of such a professional group and we expect to be part of the tenant family for many years to come.”

Frank Getman  
President & CEO  
BayCorp Holdings, Ltd



“As a long time business tenant at One New Hampshire, I can attest to the fact that the Two International Group is a first class landlord. They deliver first class space, service and responsive maintenance. Tenants are treated with the utmost care and respect!

The Two International Group principles, Dan and Renee Plummer are renowned in their commitment to the Portsmouth community and their tenants. Being a tenant at a Two International Group property feels like being at home!”

David Hampson  
President & CEO  
Willis Programs



"Ionbond has been a tenant in Two International's industrial park since 2011. The facilities are well maintained, and present a professional appearance. The park is conveniently located near I-95 and other major thoroughfares. Ionbond and Two International jointly designed our facility, and subsequent expansion, which met our strict requirements, that also provided optimal use of the space. Two International runs a first class industrial park that I would whole heartedly recommend."

Best regards,  
Brian

Brian Page  
Plant Manager



“When I first started my own company, I rented a single 100 sf office at One New Hampshire Avenue. As my business grew, so did my office size requirement. Two International Group helped me through the process, step-by-step, as I moved into a new office suite and grew my company headcount. A year or so ago, I had the need for even more space, and Two International Group again helped me along the way and we were able to build out and move into our new space seamlessly.

As for the building itself, One New Hampshire Avenue offers Class A office space that has wonderful amenities such as the café and private garage parking. All of this makes working here enjoyable.

Being in the Risk Management and Insurance Brokerage industry, there is plenty to do on a daily basis. Knowing that my team is secure in our office space allows us to focus on our customers—our top priority.”



Michael Daigle  
President  
DataRisk, a Risk Strategies Company



“We are so pleased to have an ongoing relationship with Two International Group! Cummings, Lamont & McNamee moved from downtown Portsmouth to Two International Drive in the fall of 1998. It was the first building built by Two International Group and we were one of the first tenants. We have watched the transformation of Pease International Tradeport over the last seventeen years and we are proud to have been witness to its metamorphosis.

As a public accounting firm, it is important that our location represent the style in which we like to do business, with expertise and professionalism. We can truly say that Two International Group’s mission is parallel to our own. The buildings that our offices have been housed in have been built and maintained with excellence. Our clients continually tell us what a beautiful building we are located in and they are very happy with our space.

As our needs change, Two International Group is always willing to work with us to provide space and design to adapt to our changes. We have moved three times in the span of seventeen years, all in locations customized for us by Two International Group. We have been extremely pleased with their flexibility in accommodating us as we have grown and changed. We look forward to many years of a continuing relationship.”

Cindy K. Edwards  
Managing Principal  
Cummings, Lamont & McNamee, P.A.



## Community Involvement

Two International Construction, LLC partnered with Two International Group, LLC are outstanding community supporters. They take corporate social responsibility to a new level by making it a personal commitment to helping others in the community.

Renee Plummer is the driving force behind the organizations' generous contributions. She has an amazing sense of empathy and always finds a way for Two International to make an impact on the cause at hand by giving time, money, resources and/or expertise. In addition to arranging their support, Renee is famous for making introductions to other key leaders who may be willing to help.

**Some of the organizations that have benefited from Two International's support:**

9-11 Fund	Katherine L. Jarvis Research Fund at Harvard Medical School
A Safe Place	Make A Wish Foundation
American Independence Museum	Maritime Museum
American Cancer Society	New Hampshire Food Bank
American Heart Association	New Heights
American Red Cross Great Bay Chapter	New Hampshire Breast Cancer Coalition
Amos Tuck Society	New Hampshire Job Creation Alliance
Betty's Dream	New Hampshire SPCA
Billy Cheverie Memorial Scholarship Fund	Odyssey House
Birchtree Center for Children	Portsmouth Childrens Museum
Boy Scouts of America	Portsmouth Community Radio
Camp Sunshine	Portsmouth Regional Hospital
Community Child Care Center	Portsmouth Rotary Club Polar Bear Swim
Community Council for Senior Citizens	Prescott Park Arts Festival
Crossroads House	RMHC of Maine through the 'sugarloaf/usa Charity Challenge'
Daniel Webster Council Exploring	Sacred Heart School
Diabetes Foundation	Salvation Army
Easter Seals	Seacoast Big Brothers/Big Sisters
ESGR (Employer Support of the Guard & Reserve)	Special Olympics
Exeter Hospital	St. Charles Childrens' Home
Families First of the Greater Seacoast	Strafford County Homeless Shelter
First Night Portsmouth	Toys for Tots
First Tee of the Seacoast	United Way of the Greater Seacoast
Foundation for Seacoast Health (Community Campus)	University of New Hampshire
Friends Forever	Veterans Cemetary
Granite Springs Foundation	Voices from Darfur
Greater Portsmouth Chamber of Commerce	

## ***Renee Plummer***

### **Charitable Organization memberships**

Granite Springs Foundation, Portsmouth, NH: Founder, Chair  
 Exeter Hospital, Exeter NH: Founder, Snow Ball fundraiser  
 Coordinator, Sunday Brunch Dining fundraiser with WRKO 680 AM  
 Coordinator, Silent Wine Auction fundraiser with WRKO 680 AM  
 Founder & Chair, Fashions By The Sea fundraiser  
 American Cancer Society: Member/Advisor, Hunt Ball fundraiser  
 Friends Forever, Portsmouth, NH: Co-Chair  
 New Heights, Portsmouth, NH: Development Chair, Advisory Board

Team 25, Boston, MA: Board of Directors

### **Organizational activities & memberships**

League of Women Voters, Exeter, NH: Volunteer

Kittery Yacht Club Fashion Show, Kittery, ME: Host, Emcee

Exeter Jr. High School Chamber Choir: Organizer/Coordinator, fundraising for trip to Washington DC for Presidential Inauguration

Business Women in Leadership Conference, University of New Hampshire Durham, NH: Invitee/Attendee

Thompson School of Applied Science, University of New Hampshire, Durham, NH: 2005 Commencement Speaker

Employer Support of the Guard and Reserve (ESGR): NH Air National Guard Committee Member

New Hampshire Job Creation Alliance (Political Action Committee): Committee Member/Advisor

### **Business/Professional memberships**

Ocean National Bank, Portsmouth, NH: Advisory Board

Exavera, Inc., Portsmouth, NH: Advisory Board

Business in the Arts, Portsmouth, NH: Steering Committee

Portsmouth Chamber of Commerce: Board of Directors

Portsmouth Rotary Club, Portsmouth, NH: Member

# TMS ARCHITECTS

We work to create buildings that are infused with spirit and beauty, reflective of their heritage, sustainably built, and engineered with excellence.

TMS has developed a significant and diverse portfolio over the past decades with work in custom residential, finance, hospitality and corporate/commercial fields. Historic preservation is an important part of TMS's work and the firm has been active in many prominent restorations including The Wentworth By The Sea Hotel, The Music Hall and Salem Country Club. We firmly believe that restorations and renovations of historically significant buildings and private homes help preserve the character and heritage of New England architecture.

## Awards

TMS Architects has received numerous awards for excellence of design since the firm was founded in 1984. The projects singled out for recognition have ranged from a National Trust for Historic Preservation Award for the firm's work on the restoration of The Wentworth By The Sea Hotel to American Institute of Architects New Hampshire Chapter's Award of Excellence for a 900 square foot Pastoral Retreat. These awards represent a wide body of work over the last 28 years and fulfill the judging criteria established by the AIA: overall design excellence including clarity, creativity, appropriate functionality, sustainability, building performance and appropriateness with regard to the client's program.

### **2016 New Hampshire Home Magazine:**

Excellence in Interior Design: Family Room Reinvention  
Excellence in Remodeling/Renovation Design: In Town Renovation  
Excellence in Small Home Design: Beacon Hill Beauty  
Honorable Mention: Maine Lakeside Cottage

### **2016 AIA NH – Excellence in Architectural Design Awards:**

Merit Award: Bottomline Technologies  
Honorable Mention: Greathorse Clubhouse

### **2015 Prism Awards: Builders and Remodelers Association of Greater Boston:**

Gold Winner: Best Remodeling/Restoration – \$750K – \$1 Million  
Gold Winner: Best Website Builder or Architect: Seaside Renovation  
Gold Winner: Best Historical Renovation: The Barn House  
Silver Winner: Best Detached Home 5,000 – 8,000 ft<sup>2</sup>

**2014 AIA NH – Excellence in Architectural Design Awards:** Merit Award: Lighthouse Cove Cottage

**2012** AIA NH Merit Award (In association with a Massachusetts architect) The Music Hall Loft

**2012** Plan NH Merit Award Regeneration Park

**2011** US Green Building Council NH Chapter LEED Gold Recognition Phillips Exeter Faculty Housing

**2011** Building New Hampshire 2011 Awards Regeneration Park

**2010** Clinton Sheerr Award for Excellence in NH Presented to John Merkle, AIA

**2010** AIA New Hampshire Special Mention Phillips Exeter Faculty Housing

**2009** AIA New England Peoples' Choice Award "The Home I'd Most Like to Live In"

**2008** NH Preservation Alliance Portsmouth Music Hall

**2008** NH Preservation Alliance Louis C. De Rochemont House

**2008** NH Preservation Alliance American Independence Museum

**2008** AIA NH Excellence in Architecture Green Living

**2008** AIA NH Excellence in Architecture Cottage Revival

**2008** US Green Building Council LEED for Homes

**2007** National Trust for Historic Preservation Award Wentworth By The Sea Hotel

**2007** AIA NH People's Choice Lakeside Manor

**2005** AIA NH People's Choice Kiwi Grille

**2004** AIA NH Excellence in Architecture Me & Ollie's Café

**2004** AIA NH People's Choice Wentworth By The Sea Hotel

**2004** AIA NH Excellence in Architecture Wentworth By The Sea Hotel

# PROJECT EXPERIENCE

The historic Wentworth Hotel reopened on May 14, 2003 after 20 years of neglect and deterioration. Proudly sited on the island of New Castle, NH, and offering panoramic 360 degrees of New Hampshire's waterfront.

## WENTWORTH BY THE SEA

New Castle, NH



This remarkable structure was built in 1874. After the first owners went bankrupt, Portsmouth beer magnate, Frank Jones, purchased the hotel in 1879. Over a period of 20 years, he quadrupled the size of the hotel until it stretched 800 feet along a high bluff.

The Wentworth flourished in the early half of the 20th century. It was catapulted onto the national scene in 1905 when it hosted the delegates who were negotiating the Treaty of Portsmouth, an agreement which ended the Russo-Japanese War.

By the late 1970's, the hotel had fallen on difficult times. The owners were faced with very high maintenance costs, while the number of guests were dwindling. They sold the hotel in 1980 to a Swiss corporation who, after one season, closed the Wentworth.

The hotel remained vacant for the next 20 years while pieces of the property were sold off for homes. Passing through a succession of owners who threatened to demolish the historic structure, a group of New Castle residents calling themselves "Friends of the Wentworth" mobilized to save the grand hotel.

Through their efforts and those of Ocean Properties, a Portsmouth based hotel company who purchased the property in 1999, construction began in the spring of 2001. The architects were given a mandate by the owners to recreate the hotel's past glory while facing the challenge of modernizing the interior and maintaining the character of the existing structure.

Working with only a shell of the original building and the three distinctive turret towers, the architects restored the original foundation, reinforced the precarious wooden structure with a steel skeleton and added two new steel frame wings to each side of the existing structure.

### Project Details

- Location: New Castle, NH
- 151,000 square feet with 163 hotel room
- Reopened on May 14, 2003 after 20 years of neglect
- Winner of 2004 AIANH Award of Excellence
- 2007 National Trust for Historic Preservation Honor Award

**TMS**  
architects

# PROJECT EXPERIENCE

Built in 1878, The Music Hall was Portsmouth's most elegant theatrical venue and currently is the oldest theater in New Hampshire. Illustrious performers such as Mark Twain, Harry Houdini, John Philip Sousa and Buffalo Bill Cody all made appearances on the Music Halls Stage, along with Shakespearean dramas, minstrel and vaudeville shows and eventually "talking pictures".

## MUSIC HALL RESTORATION

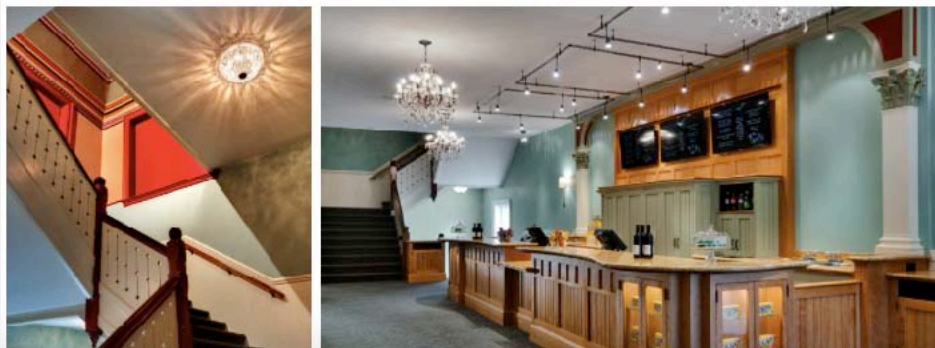
Portsmouth, NH



Eventually, the 900-seat theater was sold at auction in 1945 and the new owners enthusiastically attempted to "modernize" the structure with new seats and thick coats of white paint obliterating all the gilding and beautiful ornamentation.

Over the next twenty years, an organization, "Friends of The Music Hall", was formed dedicated to saving the historic structure. This group, along with Music Hall's staff, board members, patrons and volunteers, worked tirelessly to restore The Music Hall. Tackled in phases, the first item of business for TMS Architects was to stabilize the building's envelope. After this structural work was completed, the first phase of the interior renovation began, focusing on restoring the theatre's grand proscenium arch.

After unveiling the proscenium arch to the public at a gala evening in 2006, work then moved to Phase Two which called for the restoration of the auditorium itself. Gilding was added to the railings, all walls were painted and in 2007, murals were discovered painted on the theatre's domed ceiling and restored.



### Project Details

- Built in 1878
- 900 seat theater space
- Currently the oldest theatre in New Hampshire
- Designated an "American Treasure by the National Park Service in 2005
- Two layers of decorative murals were concealed by the paint on the ceiling
- Winner of 2008 NH Preservation Award and 2009 AIANH Merit Award

# PROJECT EXPERIENCE

On October of 2006, the attention moved from The Music Hall's auditorium to the dark and cramped lobby on the first floor. The first impression patrons received when they entered the lobby was cracked flooring tiles, antiquated bathrooms and an outdated box office. During the course of engineering investigations, it was discovered that there were no structural elements standing in the way of enlarging the lobby by excavating underneath the structure itself.

By removing 700 cubic yards of ledge, the size of the lobby was increased from 1,110 square feet to 2,600 square feet. Architect John Merkle remarked that "we've had a small mining operation in there". Crews built barriers to keep the curious at bay, constructed temporary bathrooms and ran air cleaners constantly so that the theatre could remain open.

During the formulation of the strategic plan for the lobby renovation, three core concepts were developed; the design would be a harmonious reflection of the theatre's original period, integrating 21st century technology while preserving echoes of the past in colors, curves and materials; the design would incorporate actual elements that told the story of the history of the building and the third commitment was to make the renovation as sustainable as possible.

The Music Hall's Executive Director, Patricia Lynch, said "...in a theater you want something magical ...so many theaters make mistakes with their lobbies. I didn't want a bank lobby. I wanted a magical place".

In keeping with this directive, a "fantasy forest" of cast bronze trees, branches and vines, gilded Corinthian columns, elegant velvet settees and a concession stand with handformed illuminated bubbles were installed. The story of The Music Hall is told in the lobby wallpaper by incorporating archival items such as old playbills, ticket stubs, and photographs

## MUSIC HALL LOBBY

Portsmouth, NH



### Project Details

- Cramped lobby space was enlarged from 1,110 square feet to 2,600 square feet by removing 700 cubic yards of ledge
- Theatre remained opened during extensive renovation
- Design incorporates elements of Beaux Arts period in which The Music Hall was built
- Winner of 2008 NH Preservation Alliance Award and 2009 AIANH Merit Award

**TMS**  
architects



# PROJECT EXPERIENCE

Part of the historic Strawberry Banke grounds, Mombo Restaurant, located in the former Dunaway Restaurant, is a fusion of new and old. In a previous life, before it was converted into a restaurant, the building housed a delightful general store with penny candy, toys and memorabilia of historic Portsmouth.

## MOMBO RESTAURANT

Portsmouth, NH



A new curvilinear bar, glass wine case and kitchen layout compliment the old post and beam interior of its previous incarnations. The exterior of the building was not modified or damaged during TMS Architects' restoration process.

The interior was slightly rearranged for a different circulation pattern and restaurant equipment placement. The curved bar and open kitchen offer intimate seating while allowing patrons to watch the food preparation.

The interesting and vibrant Russian artwork meshes perfectly with the rich interior colors, new wood paneling and the post and beam structure of the interior. The redesigned rear entrance and a new fountain installed in the brick patio create a dramatic view corridor from the entrance of the restaurant. This space also acts as a smaller dining room for private parties.

The name "Mombo" pays tribute to the hospitality and service the restaurant owners experienced at Mombo Camp in Botswana. Their intention is to continue to offer this same warm hospitality and excellent service in the heart of Portsmouth, New Hampshire.

### Project Details

- Location: Strawberry Banke, Portsmouth, NH
- Renovation/reuse of former Dunaway Restaurant and general store in same location
- Mixture of striking Russian paintings, traditional materials and dramatic colors

# PROJECT EXPERIENCE

In recent years, many country clubs have transitioned from a formal and stuffy atmosphere to one that projects a modern, family-oriented feeling. The latter is exactly what the new owners had in mind when they purchased the Hampden Country Club in 2012.

## GREATHORSE LIFESTYLE

Hampden, MA



The clubhouse, which is set on a sweeping golf course, combines Western Arts and Crafts with a New England farmhouse style to invoke a familiar and slightly worn-in feel. The juxtaposition of rustic woodwork and modern amenities ensures that guests feel completely comfortable and relaxed in the space.

GREATHORSE is not a typical clubhouse and neither should the experience. Movement through the building was designed specifically to enhance the opportunity for chance meetings, the viewing and exploration of artwork and enjoying the comforts of casual social spaces.

Inside, the clubhouse features tasteful tabletop inlays, furniture and artwork inspired by the owners' passion for horse racing as well as amenities such as a Pro Shop, golf simulator, luxurious spa and fully equipped workout room. The signature work of art in the space is a chandelier by renowned glass artist Dale Chihuly, which hangs in the upper rotunda and can be viewed from all angles.

TMS wanted to utilize a variety of textures in the interior for both the eye and hand that were reminiscent of the equestrian lifestyle. These include copper ceiling tiles, faux horse hair wallpaper, cow hides on backs of the chairs on the bar and granite with deep bronze silica deposits for sparkle among many other finishes.

### Project Details

- 25,000 +/- square foot clubhouse
- Sustainable elements and integrated systems were a high priority for the owners & design team
- The clubhouse overlooks fantastic views of the Berkshire Mountains
- Honorable Mention: Greathorse Clubhouse 2016 AIANH – Excellence in Architectural Design Awards:

**TMS**  
architects

# PROJECT EXPERIENCE

## Urban Infill Project = Madbury Commons, Durham NH

TMS Architects designed this 200,000 SF Urban infill complex in Durham NH for construction over the 2014 and 2015 building season. This project was extremely time sensitive and was required to be operational for the 2015-2016 UNH calendar year. Located in Downtown Durham, the lot, the building and the circulation were extremely important aspects of this project.



### Project Details

- 200,000 SF of building area with 60,000 SF of ground floor Commercial Space
- 525 Beds, 126 Residential Units on the upper floors
- Pedestrian circulation through the site for residents and surrounding neighborhood residents and the general public
- UNH's Interoperability Lab (IOL) space fit-out design for cutting edge technology review and design development

# PROJECT EXPERIENCE

## City Hall Plaza, Boston Massachusetts

TMS Architects had the exciting opportunity to help with the recent activation of City Hall Plaza in Boston. A sensitive site with challenging architecture was leased to Delaware North Companies who own the TD Garden and the Boston Bruins. TMS has worked with the Garden group over the last 10 years and was asked to come up with viable options for the Plaza.

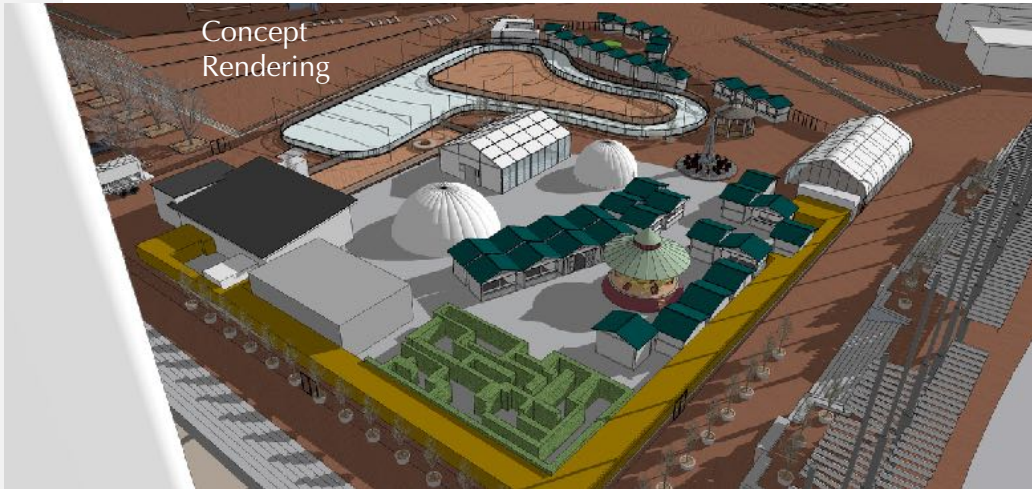
The Winter Market opened in December of 2016 with great acclaim and drew large crowds to the venue and continues offering new venues throughout the year. July 8th and 9th 2017, the first annual Boston Pizza Festival will take over the Plaza and TMS had the opportunity to create the site layout for this event.



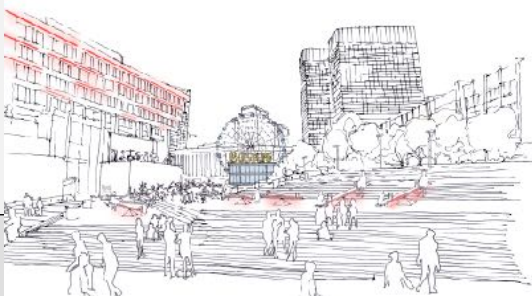
Winter Skating



2017  
Aerial  
View



Concept  
Rendering



Concept Rendering



Concept Rendering

# PROJECT EXPERIENCE

TMS is currently working on the Balsams Grand Resort Hotel in Dixville Notch NH. We have been working on the project since 2008 in a variety of aspects and have two main buildings in process. The first and historic Hampshire House / Dixville House building is undergoing a renovation that will bring this iconic structure back to life. At 150,000 sf it is similar in size to the Wentworth By The Sea Hotel in New Castle NH. The second and brand new hotel, the Lake Gloriette House, will compliment the existing historic structures and will be approximately 210,000 sf in size.

## BALSAMS GRAND RESORT HOTEL

Dixville Notch, NH

Hampshire House



Dixville House



Lake Gloriette House  
Concept Image

### Project Details

- Historic Dixville House built in early 1880's and houses the famous Ballot Room is the First in The Nation Voting at midnight on the eve of Election Day
- Historic Hampshire House built in early 1900's is New Hampshire's first steel and concrete high rise building
- New Lake Gloriette House, at 210,000 sf+/- will be a great compliment to the existing hotel and will create the new Campus that will become the future of Balsams Grand Resort