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The Delaware North Building



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BUFFALO





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**THE WESTIN**  
BUFFALO





For the Jacobs family, Buffalo shares many of the same characteristics that have guided Delaware North for more than 100 years, and the city's emergence as a hotbed of entrepreneurship makes it ideally suited for the company's future. From left are Delaware North Co-CEO Lou Jacobs, Chairman Jeremy Jacobs, Co-CEO Jerry Jacobs Jr. and CEO of Delaware North's Boston Holdings Charlie Jacobs.

# Growing Delaware North

*Jacobs family  
proud to be  
part of city's  
resurgence*

Buffalo has been Delaware North's home since the company's inception. In 1915 our family started selling peanuts and popcorn at local theaters, and today we are one of the world's largest privately-held hospitality companies. Our reach includes 60,000 associates and spans four continents, but our roots remain firmly planted downtown.

Buffalo is rich with the same characteristics that have historically guided our company – endurance, grit, and strength of character. In recent years the city has become a hotbed for bold entrepreneurialism and inventive new businesses, and it's ideally suited for innovative and forward-thinking companies such as Delaware North.

Our new global headquarters at the corner of Delaware Avenue and Chippewa Street is more than an impressive addition to Buffalo's skyline. It's an ultramodern office space that nurtures the growth of talent and

good ideas. We wanted easy and barrier-free interaction between all of our associates, so each floor features open and airy space and is anchored by a buzzing coffee bar. Our conference rooms include state-of-the-art virtual meeting technology so that vendors and clients around the world can easily access our associates in Buffalo. At the heart of our space we built rows of stadium seating and two stories of floor-to-ceiling windows, which we affectionately call "The Hub."

Our new headquarters includes a stunning addition to the city's hotel assets with The Westin Buffalo, and Delaware North also operates Patina 250, a distinctive new restaurant from our esteemed Patina Restaurant Group. It will be our pleasure to host you and your guests for business or leisure.

We look forward to growing our company alongside our neighbors in Buffalo, and we certainly hope that you'll stop in to say "Hello."





Being your *connection to quality* means that we are the one source solution for all your electrical concerns. As the industry leader, Ferguson Electric was proud to contribute to Delaware North's stunning corporate headquarters. Our service division offers proactive and diagnostic services to insure the reliability and safety of your entire electrical system. Our commitment to detail and standards for high quality are unsurpassed in Western New York. Ferguson Electric, the only connection you need.

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# Downtown splendor

*A fitting headquarters  
in Buffalo for a  
global company*

Since the Jacobs brothers founded their modest concessions business more than 100 years ago, the company's offices in Buffalo have evolved as the enterprise has grown to become a \$3 billion hospitality and food service giant. Just since the 1970s, Delaware North's headquarters space has ranged from a floor of offices in a modest Main Street building, to a historic mansion at Delaware Avenue and North Street, to more modern offices in Buffalo's Key Center towers.

In 2011, Delaware North Chairman Jeremy Jacobs and his sons – Co-CEOs Jerry Jacobs Jr. and Lou Jacobs and CEO of Delaware North's Boston Holdings Charlie Jacobs – began looking to the future ahead of the expiration of the company's Key Center lease in 2015, the same year the company would celebrate its centennial. They saw the need for Delaware North to have corporate offices that would help it compete in its various industries on a global scale.

As a result, Delaware North and an outside real estate advisor undertook a comprehensive evaluation of downtown Buffalo options – more than 100 existing buildings and potential development sites in Buffalo – for its new global headquarters. The effort included assessing the results of surveys of the company's more than 350 corporate associates about their desires in a workplace and location.

Delaware North officials also visited Toronto, New York, Boston and Washington to see comparable

headquarters facilities. The company also met with some of the world's leading office furniture companies, including Steelcase, to understand how people want to work today.

"We walked away with the sense that smart investments in office environments can improve employee job satisfaction and productivity," said Dan Zimmer, vice president of finance and corporate development for Delaware North.

Specifically, Delaware North determined six attributes it desired in its new corporate offices:

- Class A, LEED®-certified office space with the ability to operate on large floor plates to afford increased collaboration and seamless business interaction among corporate and various subsidiary teams.
- Ready availability of expansion space to accommodate future growth.
- Facilities to educate and train its hotel, food and beverage, and retail associates, including an operating hotel.
- Adequate onsite or adjacent parking.
- State-of-the-art conference facilities and meeting space to host associates and business partners and officials from across the United States and international locations.
- Forward-thinking office layouts to create a productive work environment.

Based on all of its research, the Jacobs family selected Uniland Development

*Continued on Page 7*





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VT Group helped Delaware North, a dynamic, 100-year-old company, use leading-edge technology to pivot toward growth for the next century. We also worked side-by-side with Delaware North's Westin franchise, a world-class luxury hotel, and premium-dining Patina Restaurant Group, to create a high-tech and high-touch experience for guests.

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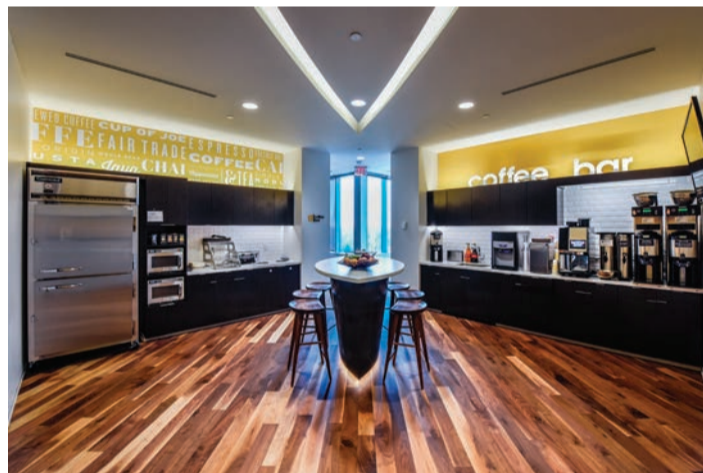
Company's new development at 250 Delaware Ave. as the best fit for Delaware North.

In November 2015, the company moved into 113,000 square feet of space on the top four-and-a-half floors.

"The Jacobs family wanted a venue commensurate with other true headquarters facilities for global companies," Zimmer said. "Our offices have finishes and features that reflect the latest in architectural design and technological advances, such as the latest fiber optic technology to promote mobility. The interior spaces are bright and open with an ample number of places to work and meet outside of the core work offices and cubicles and several amenity areas, including a coffee bar on every level and a central hub space with unique stadium seating."

Zimmer said the new offices, which were designed by Gensler, afford Delaware North a central location for meetings, tours and visits from a wide range of existing and potential clients, existing and potential vendors, partners, and employees from across their businesses.

"We have major business partners and others seeking to develop relationships with Delaware North who are now coming to Buffalo," he said. "The Jacobs family's commitment to the new office space, hotel and restaurant has made a great impression with our associates and is contributing to Buffalo's resurgent downtown."





# Innovation is on display



Leading-edge technology can be found throughout Delaware North's new global headquarters at The Delaware North Building Ave., from interactive and connected conference rooms to individual work spaces where mobile technology connects computers and phones.

Among the highlights:

- Delaware North's substantial footprint as anchor tenant in the Uniland building – including Delaware North's corporate offices, its Westin Buffalo hotel and its Patina 250 restaurant – operate on a coordinated, wireless communications and audio visual network. Delaware North's new data center was also designed to minimize the facility's carbon footprint.
- All employee workstations are designed to provide "sit-stand" options as a way to help associates mitigate the effects of sitting for periods of time to improve health.
- With balconies on the upper floors, a common area courtyard on the first floor, daylight for everyone and floor-to-ceiling



Chase is proud to congratulate Delaware North on their new global headquarters.



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Congratulations to Delaware North on its new Global Headquarters, Patina 250 & The Westin Buffalo.

Here's to more dynamic additions to Downtown Buffalo!

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# at Delaware North

windows in the ellipse portion, the new building brings the outside inside.

- Delaware North's main reception lobby and an employee hub both feature state-of-the-art LCD video walls, and visitors can interact with a magnificent touch screen display in the lobby. Content can be changed and customized on demand to highlight company news and events.
- Delaware North's reception lobby also features a high-definition, 74-by-2-foot curved Nanolumens LED display that welcomes visitors to the 10th floor – and can even be seen by pedestrians at street level.
- The building's exterior showcases Delaware North's logo with an LED display that extends 13 feet high by 40 feet wide. Locally engineered and manufactured, the sign is fully illuminated and ties into the building's energy management system.
- Several employee conference rooms and common areas feature striking, illuminated signage and displays, custom-printed wall murals and vinyl window panels.



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 Delaware North &  
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## About Delaware North

Delaware North is one of the largest privately-held hospitality and food service companies in the world, with global operations at high-profile places such as sports and entertainment venues, national and state parks, destination resorts and restaurants, airports, and regional casinos.

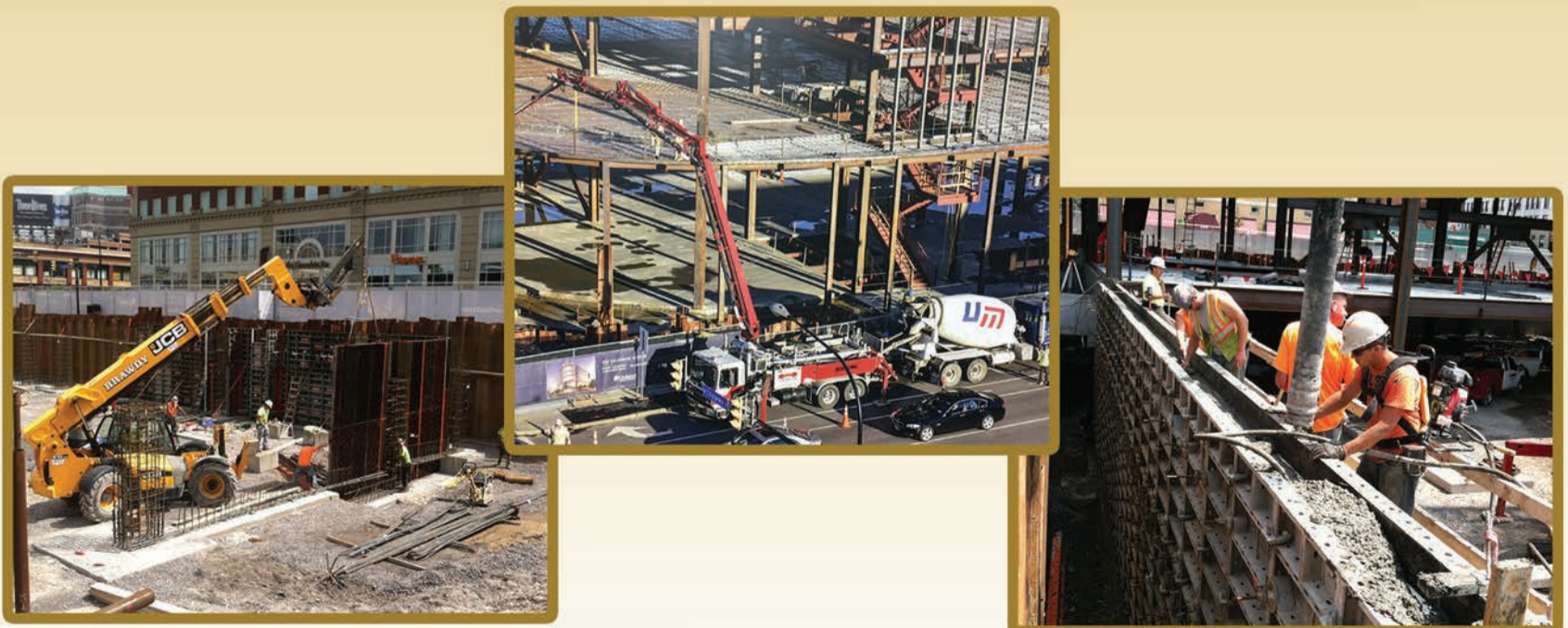
The company was founded in Buffalo in 1915 when the three young Jacobs brothers began selling concessions at parks, theaters and minor league baseball parks. Their legacy endures through Delaware North Chairman Jeremy Jacobs, a son of one of the Jacobs brothers, and his three sons, Delaware North Co-CEOs Jerry Jacobs Jr. and Lou Jacobs, and CEO of Delaware North's Boston Holdings Charlie Jacobs.

The company's 60,000 employee associates are dedicated to creating special experiences one guest at a time in serving more than 500 million guests annually. Delaware North has annual revenue of about \$3 billion in the sports, travel hospitality, restaurants and catering, parks, resorts, gaming, and specialty retail industries. Learn more about Delaware North at [www.delawarenorth.com](http://www.delawarenorth.com).

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Uniland's latest developments on Delaware Avenue in Buffalo

# A Vision of Transformation

*Uniland Adds  
New Landmark  
to Buffalo's Skyline*

*"Beautifully modern [and] also complements the city's great historic architecture"*

**Michael Montante,**  
*Uniland Development*

When Uniland Development Company purchased two acres at the corner of Delaware and Chippewa in Buffalo's Central Business District in 2012, the property was in disarray: it contained a once grand but decayed building, a surface parking lot, a gas station, and contaminated soil and groundwater. Yet, Uniland's leaders saw an aesthetic and economic opportunity; similar to what they had achieved nearby at 285 Delaware, 130 South Elmwood and 200 Delaware, home of the stunning mixed-use AVANT.

"We wanted to continue our vision of transforming this section of Delaware into a vibrant area with residences, hotels and businesses that generate constant activity," said Uniland Vice President Michael Montante, who handled the project. "With The Delaware North Building situated on such a visible intersection, our goal was to develop an example of Buffalo's renaissance, something beautifully modern that also complements the city's great historic architecture."

Today, Uniland's latest development at 250 Delaware Avenue in Buffalo is complete and valued at more than \$120 million. The project includes a 12-story tower anchored by Delaware North's global headquarters. The hospitality company also operates The Westin Buffalo hotel, Patina 250 restaurant and Jake's Café on the property. Other tenants include KeyBank offices and retail branch,

*Continued on Page 12*



Continued from Page 11

UBS Financial Services, the Department of Homeland Security, the Cullen Foundation, and Osteopathic Wellness Medicine. The property includes a large outdoor courtyard operated by Delaware North for public and private use, a 540-space parking ramp, and street-level offices and retail along Elmwood and Chippewa. Approximately 730 people work at the location.

**Design Concept and Construction Considerations**

Once a high-density, mixed-use concept was determined for the site, an international design contest was initiated. The request was to provide the most modern and efficient office and retail environment available in Buffalo while incorporating the 100-year-old terra cotta elements of the site's Delaware Court building, which could not be reused. Diamond Schmitt Architects of Toronto, designer of many of Canada's most notable contemporary and elegant spaces, produced the winning design by fusing Delaware Court's rounded corner, a reproduced heritage façade and modern glass curtain wall (see Design story, Page 17).

Existing tenants were relocated and asbestos was removed in late 2013. Masons from nearby Boston Valley Terra Cotta digitized the façade with 3D scanners and obtained samples. Creation of the custom molds and replication of the 3,200 façade pieces would take 12 months. Removal of the Delaware Court building, parking lot and gas station began in January 2014 followed by a brownfield cleanup and remediation. Uniland Construction completed the core and shell in just 18 months – record time for a building of its size locally and during the coldest winter in 21 years – to accommodate the fall 2015 occupancy date of Delaware North during its 100th anniversary. Approximately 500 construction-related workers took part in the building's development with a payroll of \$28 million.

"The project is located at one of the busiest intersections in the city requiring near-constant communication with the city to facilitate lane and street



**Project leaders Michael Montante, left, and David Reilly, both vice presidents of Uniland**

closures and obtain special permits to safely navigate pedestrians, personnel, vehicles and materials on and around the site," said David J. Reilly, Vice President of Uniland Construction. "The city was always ready to make sure we had what we needed to stay safe and on-schedule. We can't thank them enough for that."

Environmental sustainability is important to Uniland and Delaware North, which is reflected by The Delaware North Building's anticipated receipt of LEED® Silver certification from the United States Green Building Council (see LEED® story, Page 13).

**Economic Development, Tax Revenue and Job Creation**

The project aligns with the goals of Western New York's strategic plan for economic development to promote locally sustainable and long-term job and income growth, and contribute to the resurgence of the region's broader economy. The economic impact on

the community is demonstrated by several results: the retention of a global headquarters and its 350 employees in Buffalo; significantly increased property, bed and sales tax revenues; and the addition of 105 jobs over the next several years.

Upon full assessment, The Delaware North Building will generate an estimated \$338,000 annually in City and County taxes, increasing an average of 14% per year over the following decade, compared to \$47,000 when Uniland purchased it. Over 10 years, the City of Buffalo will realize an estimated \$4.8 million in new tax revenue from the project. And, Erie County estimates the project will have a \$650 million economic impact in its first 10 years in tax payments, additional private investment, and ancillary economic activity.

The Delaware North Building is a prime example of Uniland's ongoing commitment to create modern, vibrant and environmentally sustainable developments in the Central Business District. In the last 10 years, Uniland has invested \$366 million in the District.

"As Buffalo's significant economic renaissance continues, we are growing into a city of opportunity for all people, attracting increased development, investment and global interest throughout our diverse neighborhoods," said Buffalo Mayor Byron W. Brown. "Significant investments, such as Uniland's 250 Delaware Avenue complex, add to the positive momentum and further my vision of growing downtown's residential population and workforce while supporting projects that contribute to the future growth and development of our city. I congratulate Uniland, one of our city's long-time private partners, for building in the downtown district."

Uniland's commitment to downtown Buffalo continues; it is currently constructing a three-story office building at 520 Ellicott Street, Buffalo, which will be anchored by Buffalo Dialysis. With 14,000 square feet available for other tenants, its location adjacent to the Buffalo Niagara Medical Campus is a prime spot for medical support firms. Uniland is also negotiating with potential anchor tenants for its planned redevelopment of the vacant warehouse site at 505 Ellicott Street into office-retail.

**CELEBRATE.  
INNOVATE.  
GROW.**

**We are proud to  
congratulate**

**Delaware North**

**on their new  
Global Headquarters  
at 250 Delaware Avenue  
Buffalo, NY**

**Greg Katz and  
Mike Hopper**  
TRUSTED REAL ESTATE ADVISORS





# Designing Sustainable Structures

*Building eligible for LEED® Silver Certification*

Creating environmentally sustainable developments for work and play requires commitment and consideration with every aspect of design, construction and property management. At Uniland Development, sustainability is a corporate responsibility that extends to its tenants and the environment. At 250 Delaware Avenue, Uniland, its anchor tenant Delaware North, and its designers planned sustainable features to a LEED® Silver certification level. LEED, or Leadership in Energy & Environmental Design, is an extremely thorough building certification program for best-in-class “green” building strategies and practices.

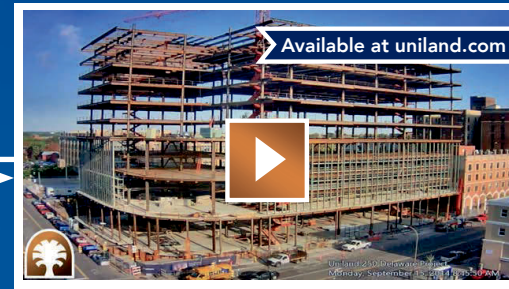
The Delaware North Building has a low carbon footprint due to its high-density use in a walkable neighborhood with mass transportation access. Employees in the building are encouraged to cycle to work, park their bikes in the covered bike racks and, if necessary, use the men’s and women’s locker rooms to shower. In the 2,000-square-foot lobby, a 21’ x 22’ wall of living plants filters the air and uses a reclaimable watering system (see “Living Wall” story, page 18). Behind the lobby and beside The Westin Buffalo’s reception area is a multi-purpose and landscaped courtyard. Plantings of shrubs, trees, seasonal flowers and a water feature provide an urban oasis and outdoor entertaining space for visitors. A landscaped terrace and outdoor walkway adorn the 12th floor, as well.

#### Some of The Delaware North Building’s LEED features include:

- Erosion and sedimentation control plan
- Brownfield remediation
- Storm water management
- Reduced heat island effect
- Enhanced exterior window glazing performance
- Recycled construction and demolition debris
- Permanent indoor air quality monitoring systems
- Low VOC materials and paints



# The Delaware North Building: Transformation of a City Corner



Watch The Delaware North Building Time Lapse

## Construction Facts

- Developer/Owner/Property Manager: Uniland Development Company
- Construction began: January 2014
- Core and shell completed: October 2015
- Interior completion: August 2016
- Site: 1.95 acres
- Building Height: 163 feet
- Floors: 12 + rooftop mechanical penthouse
- Building square feet: 330,000
- Uses/Tenants: Mixed-Use
  - Office: Delaware North, KeyBank, Department of Homeland Security, KeyBank, UBS Financial Services, Inc., The Cullen Foundation
  - Hospitality: The Westin Buffalo
  - Retail: Patina 250, Jake's Café, KeyBank, Osteopathic Wellness Medicine
- Parking Garage
  - Stories: 5 plus underground level
  - Spaces: 591
- Yards of concrete: 8,000 yards
- Tons of structural steel: 3,300
- Glass panels: 2,700
- Terra cotta:
  - 3,200 pieces for the heritage façade
  - 7,000 terra cotta battens for screening
- Jobs:
  - 488 construction workers
  - \$28 million payroll



**1834:** The country estate of Buffalo's first mayor, Dr. Ebenezer Johnson, in 1834 once stood in this approximate location. The 30-acres reportedly included an artificial lake, a park and an orchard



**1887:** After two successive owners, the home was acquired by the Buffalo Club from 1870 until 1887, when it was purchased by Francis Roof Keating. It became a rooming house in the early 20th century before it was demolished in 1917



**1917:** Delaware Court, shown here in the 1930s, was built in 1917



**2013:** Delaware Court after it was purchased by Uniland



**2014:** Terra cotta samples of Delaware Court were collected to recreate them



**March 19, 2014:** Deconstruction of the former Delaware Court



**May 11, 2014:** Site is cleared and the foundation is installed



**July 18, 2014:** Erecting the structural skeleton



**October 6, 2014:** Welder works on the 12th floor



**October 10, 2014:** Uniland Construction's Chris Nicosia, Rob D'Arata and Dennis Steszewski at the topping of ceremony



**November 12, 2014:** Students from Hutchinson Central Technical High School on a guided tour as part of the 'Dream It, Do It' project



**March 19, 2015:** Crews prepare for glass installation



**April 29, 2015:** Interior build-out accelerates to meet deadlines



**October 15, 2015:** KeyBank branch is first tenant to take occupancy



**January 28, 2016:** Part of Delaware North's sign is raised for installation to the top floor. The sign is white during the day and, at night, the star portion of the sign displays the company's brand colors



**September 15, 2016:** The Westin Buffalo opens



**November 2016:** The Delaware North Building has become a vibrant addition to the neighborhood









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- Exterior structural framing
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# Fusing Steel, Glass and Terra Cotta for Form and Function



Lead designer  
Antra Roze

cotta elements proved to be too fragile to withstand cleaning and restoration and were replaced with identical new units fabricated by hand by Boston Valley Terra Cotta, of nearby Boston, New York. Above the white terra cotta base, the design used battens – linear terra cotta elements – as a screen for the four floors of hotel suites overlooking the street. The idea was to carry the base elements upward, gradually fading out the terra cotta to expose more glass and, eventually, only glass at the office floors. Terra cotta battens also were used to screen the five-story parking garage on Chippewa and Elmwood Avenue.

“We were engaged by the extraordinary heritage of architecture in Buffalo and its downtown core,” said Principal Architect Donald Schmitt. “In particular, the use of glazed white terra cotta

masonry inspired us to retain and integrate the beautifully proportioned existing terra cotta façade on Delaware and Chippewa. We continued this tradition by using modern terra cotta screens on the upper façades and they extend along the exterior of the parking ramp.”

## A Welcoming Lobby, An Active Atrium

The curved corner element was envisioned as multi-story atrium space that continued the curve of the façade into the interior to create a space that encompassed the users and highlighted the spectacular views to the city wrapping around them. This is the heart of the building and the focus of activity on every floor. From the central atrium space, the office and the hotel floors branch off north and west with floor layouts that take advantage of the relatively narrow width of the building allowing for views to the outside from one side of the office to the other. The elevator lobbies located at the atrium’s north side take advantage of the spectacular city views upon disembarking at each floor.

At the ground floor, Diamond Schmitt took the ellipse shape of the double height lobby and juxtaposed it with a longer, narrower tapered corridor inside that draws people to the northwest corner of the building towards the greenery of the courtyard. This landscaped courtyard nestles between the west and the north wings of the building, creating a sheltered green space off the hotel lobby – an oasis of quiet; an event space for parties and celebrations; and an outdoor dinner space for the hotel.

It is in the main lobby that Diamond Schmitt took advantage of Uniland’s sustainable agenda and designed a two-story bio-wall of living plants. Highly visible from the street, this wall of plants not only signals the “green” nature of this building, but cleans and humidifies the surrounding indoor air (see “Living Wall” story, Page 18). The public is invited to enter the expansive lobby to view the magnificent wall.

“Uniland has been pioneering sustainable development practices in Western New York for 20 years. This living wall is important to us because of its form and function: our tenants and guests benefit from the filtration system and the community benefits by having a publicly accessible ‘garden’ in the middle of the city,” said Jill Pawlik, Uniland Senior Marketing Manager.

Architects abhor dismantling a respected predecessor’s work and yet it had to be done at the corner of Delaware Avenue and Chippewa Street in downtown Buffalo. The uniquely curved and terra cotta-clad Delaware Court building, which stood on the site from 1917 until 2014, was designed by the highly-popular Buffalo firm of Lansing, Bley and Lyman which also had its offices on the second floor (as did George Deitel and John Wade, architects of Buffalo City Hall). The Lansing, Bley and Lyman trio – collectively and individually – designed dozens of Western New York institutions, many of which still stand: University of Buffalo on Main Street, Bethlehem Steel Co. Management Country Club (now Brierwood Country Club), Christ the King Chapel at Canisius College, the Saturn Club, and the Dillon Federal Court House. Lyman was called the “Dean of Western New York Architecture” upon his death in 1966.

When it was determined that the building’s structure and façade could not be saved due to decay and fragility, owner Uniland Development Company set out to find the firm most capable of reinventing the property for today’s needs while paying homage to its elegantly designed past. It was a task not taken lightly by Diamond Schmitt Architects of Toronto, Canada; Uniland’s chosen lead designers, who became entranced by the curvature and terra cotta façade. The owner’s and designers’ aim was to create a new, iconic building that enhanced street life, drew people into the building and created exceptional spaces inside that could serve many functions.

Donald Schmitt, firm Principal, said the project challenged them to design a modern building out of heritage roots, in a downtown location tight to the property lines, and in a city that was experiencing its own cultural rebirth. Furthermore, Uniland and anchor tenant Delaware North wanted a distinctive, iconic building that was Leadership in Energy and Environmental Design-certified (see “LEED® Silver” story, Page 13).

## Designing An Iconic Structure

Diamond Schmitt designed a 12-story structure and expanded on the curve of the former Delaware Court building to create a showpiece elevation rising above the busy city intersection and crowned by a halo of light that rings the 12th floor outdoor terrace. The original terra



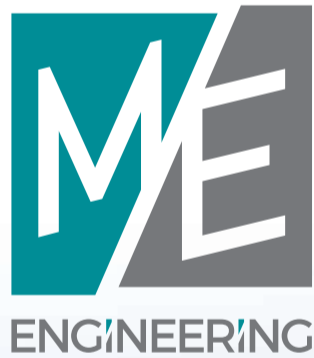
Detail of new terra cotta custom fabricated by Boston Valley Terra Cotta and installed by expert masons







# Living Wall Provides Breath of Fresh Air



## Congratulations Delaware North on your new Corporate Headquarters

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If you need a breath of fresh air, visit the lobby at The Delaware North Building in downtown Buffalo. There, you'll see a garden of lush, green living plants suspended from an inside wall. At 22' x 21' wide, it is one of the few "living walls" – and certainly the largest – in Western New York.

The plants are more than a pretty picture; they are part of a highly efficient natural air purification system that reduces potentially harmful contaminants and improves indoor air quality in the 2,600 square foot lobby.

How it works:

- The plants are held in place by a synthetic growth material and sustained by water. The water cascades from the top of the wall over the plant roots and is then recirculated
- Air is drawn through the plant wall by fans, contaminants are filtered through the plant roots, and neutralized through microbes in the water
- Cleaned and moisturized air is recirculated through the fans and into the lobby

The concept for the indoor vertical garden originated with building architects Diamond Schmitt and was designed by living wall pioneer Art Darlington, PhD, of Nedlaw in Toronto, Canada.

"It's both functional and aesthetically pleasing," said Darlington. "It's a trend in higher density areas so it's great to see it catching on in smaller cities like Buffalo."

The living wall has won awards, including the 2016 International Design Contest from I-Plants Magazine.

The plants are continuously cared for by Botanica of Williamsville. Watch the time-lapse installation by Botanica at <https://vimeo.com/uniland/greenwall>.





# THE WESTIN

## BUFFALO

*A perfect fit for Buffalo and Delaware North*

When the Jacobs family envisioned Delaware North's new global headquarters, which was quickly viewed as one of the most important new development projects in downtown Buffalo, a key component that emerged was the inclusion of a hotel that the global hospitality and food service company would operate.

After all, the company could demonstrate in its home town the bona fide experience and expertise it had developed since the early 1990s in operating hotels, national park lodges and even luxury resorts across the globe.

Delaware North's world-class portfolio of iconic hospitality assets includes Lizard Island Resort on the Great Barrier Reef in Australia. The exclusive resort is consistently recognized by Condé Nast Traveler and Travel + Leisure as one of the top resorts in the world. Delaware North also owns and operates the AAA Four Diamond Tenaya Lodge, a resort, spa and conference center considered the premier lodging option near Yosemite National Park.

And Buffalo's resurgence meant the demand for hotel space in downtown Buffalo – especially for a lifestyle luxury hotel – was suddenly real and did not seem like a pipe dream.

So to explore including a premium branded lifestyle luxury hotel in the new global headquarters building at 250 Delaware Ave., Delaware North commissioned



*Continued on Page 20*





impressive transformation that you have to see to believe. It's the reason we built our own new, state-of-the-art corporate headquarters downtown, and it's the reason we're thrilled to open the stunning Westin Buffalo hotel."

In Westin, Delaware North found a hospitality brand partner to complement the company's global brand character and commitment. In addition, Westin shares Delaware North's significant history – with both companies enjoying more than 100 years of quality and innovation in the hospitality industry.

"The debut of The Westin Buffalo as part of this new mixed-use development will play an important role in the revitalization that is transforming the city's downtown," Brian Povinelli, senior vice president and global brand leader for Westin and Le Meridien hotels, said in announcing the partnership with Delaware North.

The Westin Buffalo will showcase the very best of what Delaware North has to offer in luxury hospitality, culinary and special events. That and its location downtown, including proximity to the burgeoning Buffalo Niagara Medical Campus and the city's waterfront, promises to quickly make it a hotel of choice for visitors to the Queen City of the Great Lakes.

"With a location at the nexus of the city's business and entertainment districts, the hotel is ideally suited for travelers who want to access the very best of what Buffalo has to offer," Lou Jacobs and Jerry Jacobs Jr. said. "As always, we'll provide our guests with Delaware North's world-class brand of customer service."

Continued from Page 19

a prominent hotel consulting firm to evaluate the market. Upon completion of the study, which confirmed market demand, Delaware North selected

the world-renowned Westin brand of Starwood Hotels & Resorts Worldwide Inc. as its hotel brand of choice. It seemed like a perfect fit in that the hotel would also be the first Starwood-branded hotel in the downtown Buffalo market.

"Buffalo has been Delaware North's home for more than 100 years, and there has perhaps never been a more exciting time to live, work and visit," Co-CEOs Jerry Jacobs Jr. and Lou Jacobs said. "Our city is undergoing a dramatic and

## Congratulations Uniland, Delaware North & The Westin Buffalo

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With a steady stream of ribbon-cuttings at soaring office towers, inventive retail destinations and revitalized historic landmarks, the days of neglected buildings and empty storefronts seem like a distant memory in the city of Buffalo. These days, the focus is on the future. And the future of downtown hospitality can be found at The Westin Buffalo.

Ideally situated at the corner of Delaware and Chippewa in the heart of downtown, The Westin Buffalo is just steps from the city's unique architecture, prominent historical sites, and myriad arts and entertainment options.

"The Westin Buffalo is the kind of hotel that downtown Buffalo has been waiting for," said Thomas Long, general manager of the property for Delaware North and a native Buffalonian who returned after a 20-year hospitality career – the last 10 at New York's famed Waldorf Astoria.

"With our proximity to premier dining, sports, tourism and cultural attractions, we're uniquely positioned to offer visitors to Buffalo – or even hometown guests looking for a break from the norm – a first-class experience with access to all that this city has to offer."

In addition to its 116 guest rooms and suites, the property is equally suited to



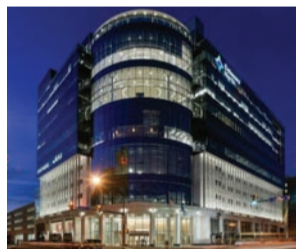
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Continued from Page 21

host events, banquets, corporate meetings and receptions. The Westin Buffalo boasts 7,300 square feet of versatile function space, including a grand ballroom (divisible into two separate rooms), an executive boardroom and even an outdoor courtyard that can hold up to 240 guests.

A member of the Starwood Hotels & Resorts family, The Westin Buffalo offers its visitors abundant services and amenities. The Westin brand has become known for innovative wellness initiatives and distinctive personal touches, and its first Buffalo location includes a state-of-the-art WestinWORKOUT® fitness studio and gear lending program, RunWESTIN™ three- and five-mile jogging routes through scenic and historic neighborhoods, and one of downtown Buffalo's first Reddy Bikeshare hubs, with solar-powered "smart bikes" available for rent.

Guests can also sample the Westin brand's signature nutrient-rich and delicious SuperFoodsRX® menu at Jake's Café, one of two restaurants at The Westin Buffalo. Jake's Café is a grab-and-go market offering light, casual fare to both hotel guests and the public. The property is also home to Patina 250, a restaurant offering casually refined, eclectic cuisine with a devotion to wood-fired cooking. Like the hotel, both restaurants are owned and

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In another unique touch, all guestrooms and suites at The Westin Buffalo feature the world-renowned Westin Heavenly® Bed with lush sheets, down cushioning and a patented pillow-top mattress. Guests can revive in the Heavenly® Bath enhanced with the brand's Heavenly® Shower, Heavenly® Robe and White Tea Aloe bath amenities. Those looking for a relaxing getaway can also extend their weekend by taking advantage of late checkout on Sundays.

The Westin Buffalo is located within Delaware North's stunning new global headquarters, a 12-story glass tower at 250 Delaware Ave. overlooking both the city skyline and Lake Erie. The hotel and offices share an on-site parking ramp with dedicated spots for hotel guests.



**The Westin Buffalo offers guests unique and distinctive amenities, including:**

- An ideal downtown location close to shopping, dining, tourist attractions, arts and entertainment
- 116 guest rooms and 7,300 square feet of indoor and outdoor event space
- A grab-and-go market and fine dining restaurant, both open to the public
- Wellness initiatives including a fitness center, jogging routes, bike sharing program and healthy food options
- Luxurious bedding and bath amenities
- In-room and high-speed internet access
- On-site parking, valet and laundry services

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Delaware North has long offered a spectrum of dining experiences around the world, serving the finest cuisine at luxury resorts and sports stadium suites and clubs, plus catering exclusive parties at high-profile events such as the World Series, Super Bowl and national political conventions.

Now, since opening its own restaurants at 250 Delaware Ave. in partnership with its newest subsidiary, Patina Restaurant Group, the global hospitality and food service company is letting everyone in Buffalo experience Delaware North's culinary prowess.

Patina 250 offers casually refined, eclectic American cuisine with a devotion to wood-fired cooking, classic cocktails and delectable small plates designed for sharing. The space features a wide range of artwork from local artists and a millstone as a nod to the city's industrial past. Interior finishes also include a lounge area around the bar, an exposed theater-style kitchen and a private 18-person dining room that is enclosed by wine racks.

"With Patina 250, Delaware North is focusing on exceptional food in a stylish, comfortable setting with an incredible vibe that will make people want to keep coming back," said Matt King, president of Delaware North's Patina Restaurant Group. "The food is influenced by the exceptional culinary talent we have at all of our businesses around the country, and we are committed to creating a memorable and

# PATINA

250

## Delaware North set to make its mark on Buffalo's dining scene







ALL PHOTOS: DANIEL KRIEGER PHOTOGRAPHY

sought-after dining experience to further enhance the city's exploding culinary scene."

In addition, a second, smaller restaurant, the 20-seat Jake's Café, is open from early-morning breakfast through mid-afternoon. Like Patina 250, Jake's Café will offer outdoor patio seating beginning next summer. Its menu features an open grill serving freshly prepared burgers and sandwiches, as well as salads, coffee, healthy smoothies and specialty juices. The café was named in honor of the Jacobs family due to friends and relatives often referring to family members by the nickname "Jake."

Patina Restaurant Group operates more than 50 restaurants and manages catering and food service operations primarily at landmark locations in New York City, Los Angeles and Orlando, Fla. Its restaurants are uniquely designed for each location, many of which are high-profile cultural and entertainment venues.

Some examples include Rockefeller Center, The Metropolitan Opera, Macy's Herald Square, Walt Disney Concert Hall, Anaheim's Downtown Disney®, Disney Springs in Orlando, Epcot World Showcase and the Empire State Building. Patina Restaurant Group

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# Congratulations!

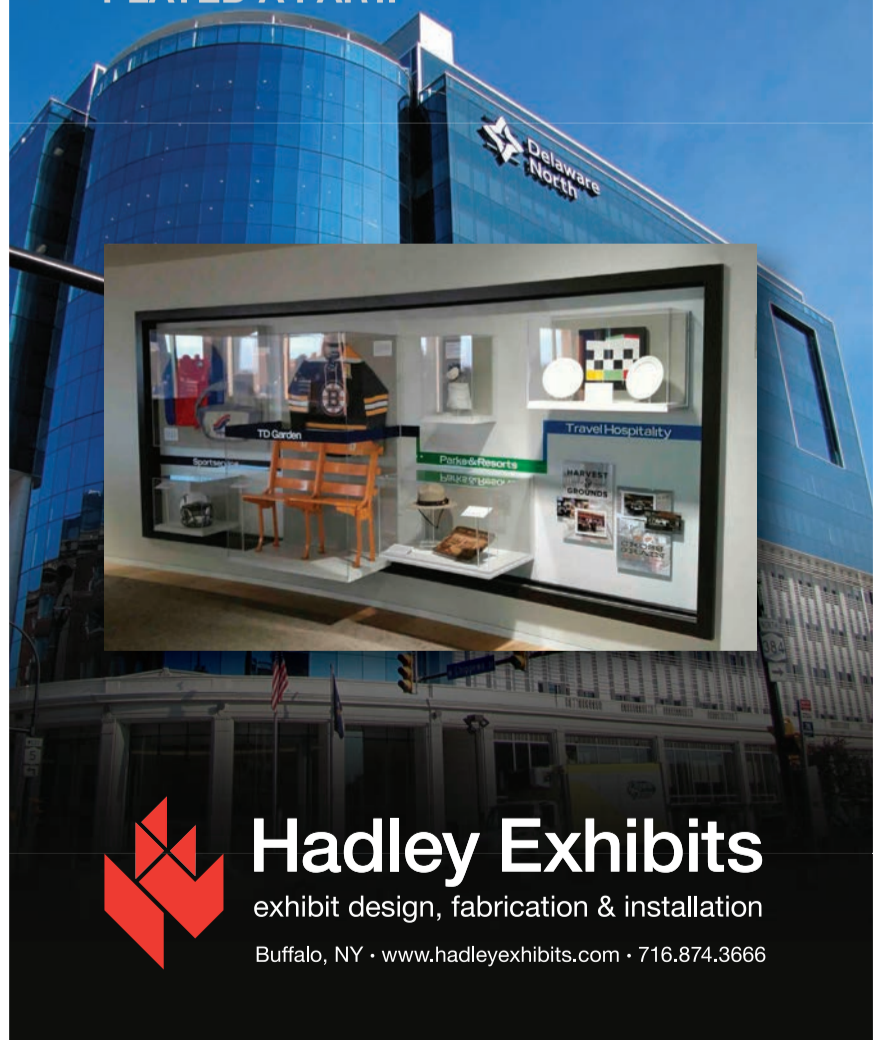
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Continued from Page 25

is also the official caterer of events such as the Emmy® Awards Governors Ball and The Grammy Awards® Celebration.

Patina 250 Executive Chef Homer Ford returned to Buffalo after spending the past eight years cultivating his culinary skills in prestigious kitchens throughout New York City. Ford first began cooking at Bistro Europa, a family-owned restaurant on Buffalo's Elmwood strip. In New York, Ford landed in the kitchens at Daniel Boulud's DBGB Kitchen and Bar, Blue Water Grill, Strip House, and Ocean Grill. He spent the past several years as executive chef of Isabella's, a landmark Upper West Side restaurant in New York City famous for its fresh seafood, wildly popular brunch and family-friendly atmosphere.

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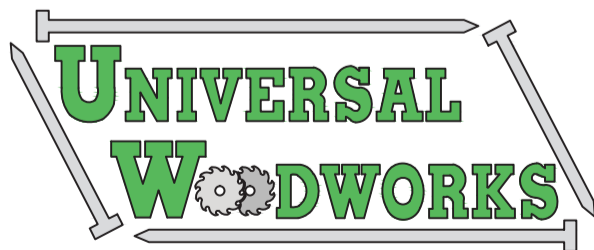


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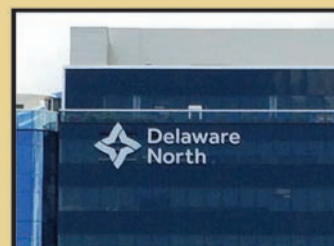
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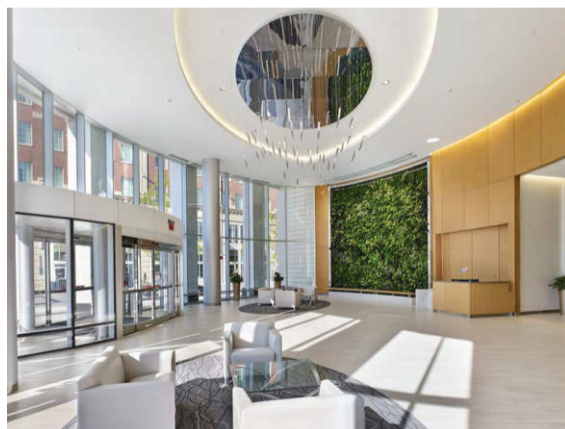
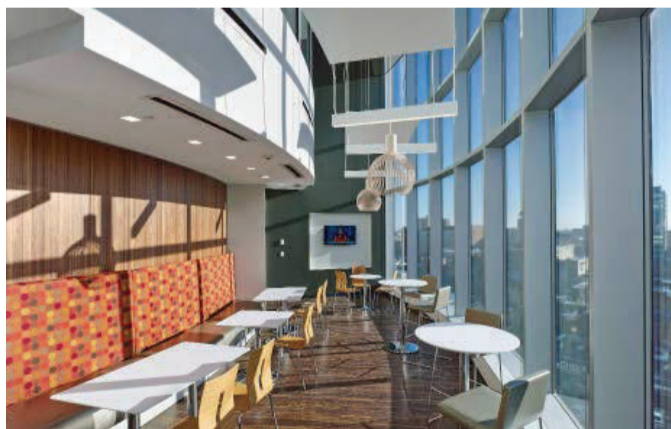
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