



Honorable Paul Smedberg
Chair
Waterfront Work Group
City Hall Room 2300
301 King Street
Alexandria, VA 22314

Re: Carr Hospitality Proposal for 220 South Union Street

Dear Councilmember Smedberg and Members of the Work Group,

Thank you for the opportunity to present our plans for the redevelopment of the Cummings property at your October 19 meeting. Although I was not present at today's meeting, I understand that a statement was made by a member of the public regarding the bankruptcy of hotel properties involving the Hotel Indigo brand. I am writing to assure you that Carr Hospitality is a well-capitalized company and is not involved in any bankrupt properties.

I am not familiar with the bankruptcy case described at your meeting. Hotel Indigo, like most hotel "flags", franchises many locations that it does not own. In some cases, a franchisee may become insolvent for reasons that have nothing to do with the success of the hotel "flag". Hotel Indigo is a growing and successful part of the Intercontinental Hotels Group and we believe it would be a good fit with our proposed boutique hotel as we described in last week's meeting.

I remained convinced that the Cummings property is an excellent site for a well-designed boutique hotel which will be an asset to the community. Carr Hospitality looks forward to working with you to achieve this goal.

If you have any questions or concerns about our proposal or Carr Hospitality please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read "Hammad Shah", is written over a horizontal line.

Hammad Shah
President
Carr Hospitality