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YOUR HOTEL MANAGEMENT MAGAZINE

SEPTEMBER/OCTOBER 2019 - \$8.95
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Life-long Love Affair

*The Breckbill family
has owned the Severn Lodge
for over eight decades*

**THE 2019 FRANCHISE
REPORT & DIRECTORY ENCLOSED
- SEE PAGE 47**

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Alnoor Nanji
Red Roof Franchisee
Calgary, Alberta

(left-right) Neil Scott, VP Franchise Sales & Operations, Canada; Alnoor and Shaheena Nanji, Red Roof Franchisees; Matt Hostetler, SVP Franchise Sales & Development



2019 will be remembered as the year the grand opening ribbon was cut at the Red Roof PLUS+® & Suites Calgary Airport. “I’d always wondered who’d open Canada’s first Red Roof,” said Alnoor Nanji. “And once I looked at their core values and business practices, I decided it had to be my daughter and me.” Alnoor’s daughter, Shaheena agrees, saying, “I think our Calgary property is

just the start of Red Roof’s growth in Canada. And with over 50,000 RediReward™ loyalty members already in Canada, there is obvious demand.” SVP Franchise Sales & Development, Matt Hostetler stated, “Red Roof PLUS+ virtually created the Upscale Economy® market and is one reason Red Roof has been voted Best Budget Hotel Brand by *USA Today* three of the past five years.” Alnoor concluded saying, “It’s time we had a new economy brand in Canada. This is exciting.”

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YOUR HOTEL MANAGEMENT MAGAZINE

SEPTEMBER/OCTOBER 2019 — VOLUME 11 NUMBER 4

• features

- 10 **New Opportunities**
New levy for New Brunswick.
- 15 **The Hs of Air Quality**
What areas hoteliers can focus on to make sure guests breathe easy.
- 19 **Less is More**
A look at dispenser solutions for hotel bathroom amenities.
- 25 **Security Threats Abound**
In addition to cyber security, cyber resilience is also in demand.
- 27 **The Fundamentals of Green Laundry Efficiencies**
Inspired Design in Updated Style.
- 34 **A Look at AI in the Hotel Industry**
- 37 **ATMs are not Endangered**
Canadians rely on bank machines for their financial transactions.
- 39 **Form Meets Function**
Today’s banquet furniture must look good and perform.
- 42 **Tuning in Your Hotel Guest**
Raising the bar for in-room entertainment
- 47 **2019 Franchise Report & Directory**

• on our cover

- 13 **Life-long Love Affair**
The Breckbill family has owned the Severn Lodge for over eight decades.

• departments

- Business News 6 Crossword 62
- New Products 60

27



42



13



checking in

Will Room Supply Growth Tip the Investment Cycle?

We are still amid what could be described as one of the most buoyant hotel investment cycles in Canadian history. But at some point the growth of room supply is sure to outstrip demand, dampening further investment and placing downward pressure on RevPAR.

According to STR's pipeline data for Canada, there were 63 hotel projects accounting for 8,011 rooms in construction as of April 2019. This actually represents an 8.7 per cent year-over-year decrease in the number of rooms in the final phase of the development pipeline. While overall room construction is down year over year, STR predicts ongoing supply growth (+1.4 per cent) will lower occupancy rates for 2019. That new supply, however, is expected to raise the rate ceiling for the country. Most of Canada's rooms in construction, says STR, are primarily in the Upper Midscale market with 3,081 rooms (+9.3 per cent) and in the Upscale market at 2,947 rooms (-16.6 per cent). Three provinces or territories reported more than 1,000 rooms under construction. Ontario led with 2,631 rooms, which represented 1.9 per cent of the country's existing supply, followed by Alberta (2,048 rooms, 2.6 per cent of existing supply).

CBRE, on the other hand, is predicting room supply will grow two per cent across the country during 2019, driven by owners who are flush with capital pursuing new-build development opportunities in the suburbs of Canada's largest cities, where land acquisition and development costs remain reasonable, according to their most recent report. But even with this predicted influx of rooms, they continue to believe that demand will outstrip the growth for the third straight year, leaving occupancy rates unchanged. Room demand, CBRE says, has grown by 6.5 per cent during the past two years and is projected to increase an additional 2.2 per cent in 2019. Occupancy hit a record of 66 per cent during 2018. Revenue per available room (RevPAR) also experienced healthy gains for the second straight year, from \$102 in 2017 to \$107 in 2018. It is projected to hit \$112 this year.

Whoever is correct doesn't change the overall direction of the investment cycle. Investment in the sector dropped from \$3.4 billion in 2017 to \$1.5 billion last year. So, why the decline in investment? CBRE says owners have not been selling their properties — though that might be about to change, at least somewhat. "With hotels in most major markets reporting at or near peak occupancy and rising ADR and profit levels, many owners are taking a wait-and-see approach to asset disposition reducing the availability of product on the market. Yet they have capital to deploy and are actively looking for opportunities," the report states. The combination of limited availability of product for sale and significant capital to deploy is having upward pressure on prices.

With several hotels and portfolios currently on the market, however, CBRE predicts 2019 hotel investment volume will increase and surpass the 10-year average of \$1.8 billion. Both domestic and foreign investors — seeking a haven amid global economic uncertainty — continue to show strong interest in Canadian hotels.



Frank Yeo, Publisher

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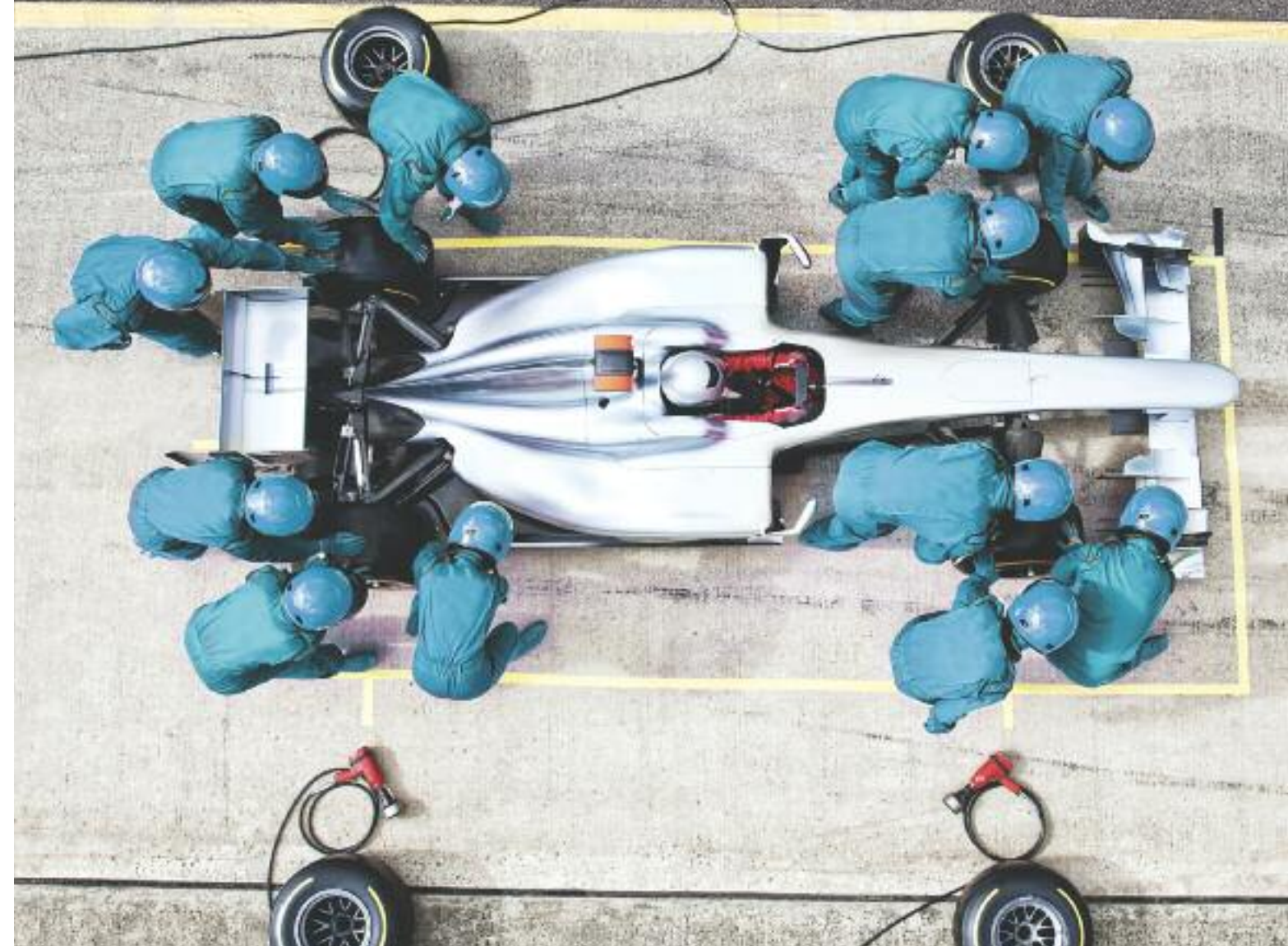
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business NEWS

Home2 Suites by Hilton Brantford Opens

Home2 Suites by Hilton, part of Hilton's All Suites portfolio, has opened its newest property, Home2 Suites by Hilton Brantford. Designed for travellers who want to maintain their normal routine, the hotel features 90 suites and a range of value, tech-focused and eco-conscious amenities. Home2 Suites by Hilton Brantford is the city's first all-suite hotel.

"We are excited to welcome both local residents and guests to our new hotel," said Darko Vranich, chief executive officer and president, Vrancor Group. "We are extremely proud to open a second hotel in the Brantford area, and introduce this fast-growing brand into the market."

Managed by Vrancor Hospitality Corporation, Home2 Suites by Hilton Brantford offers a choice of spacious studio or one-bedroom suites with fully-accessorized kitchens and modular furniture, providing guests the flexibility to customize their suite to their style and preference. The hotel features complimentary Internet, inviting communal spaces, and trademark Home2 Suites amenities such as Spin2 Cycle, a combined laundry and fitness area, Home2 MKT for grab-and-go items, and the Inspired Table, a complimentary daily breakfast that includes both healthy and hearty items. Guests can enjoy an indoor saline pool, fire pit and grill area.

Located at 27 Sinclair Blvd., Home2 Suites by Hilton Brantford offers guests convenient access to local attractions, museums and facilities including Wayne Gretzky Sports Centre, Wilfred Laurier University, Sanderson Centre for the Performing Arts, Bell Homestead National Historic Site and Glenhyrst Art Gallery of Brant.

Home2 Suites by Hilton Brantford is part of Hilton Honors, the award-winning guest-loyalty program for Hilton's 17 distinct hotel brands. Hilton Honors members who book directly through preferred Hilton channels have access to instant benefits, including a flexible payment slider that allows members to choose nearly any combination of points and money to book a stay, an exclusive member discount that can't be found anywhere else and free standard Wi-Fi. Members also enjoy popular digital tools available exclusively through the industry-leading Hilton Honors mobile app, where Hilton Honors members can check-in, choose their room and access their room using a digital key.

I.S.A.C. Appoints Richmond

I.S.A.C. Hotelier / Purchasing Solutions Welcomes Raymond Richmond, who joins I.S.A.C. from the casegoods and millwork manufacturing industries as a sales director and project manager with twenty years of hands-on experience.

AccorHotels Appoints Rick Corcoran, General Manager of the Fairmont Château Laurier in Ottawa

AccorHotels has appointed Rick Corcoran, general manager of the iconic Fairmont Château Laurier in Ottawa. Corcoran is a seasoned leader with an exceptional 30-year track record in the luxury hospitality industry.

In his most recent position as general manager of the Ritz Carlton San Francisco, Corcoran elevated the hotel to new heights, leading the way for the hotel to be awarded the 2018 Luxury Hotel of the Year for the Americas Western Region. Just prior, Rick occupied the role of general manager, Fairmont Sonoma Mission Inn and Spa (2012-2018) where he oversaw a multimillion-dollar renovation program and repositioning.

"It's a true pleasure for me to be back in Canada as the general manager of one of our country's most prestigious hotels," comments Corcoran. "I am focused on working closely with our team to give our discerning travellers the luxury experience that is synonymous with Fairmont."

Throughout his full career, Corcoran has held various interim general manager roles with Fairmont including Vancouver, Dubai and Boston (2007-2012). Corcoran will tell you that one of his career highlights includes working as the Hotel Manager at Fairmont Hotel Vancouver when hosting the world during the 2010 Winter Olympics in Vancouver.

No stranger to Eastern Canada, Corcoran started his career with the culinary team at Fairmont Le Château Frontenac, in his hometown of Quebec City. His trajectory saw him move quickly through the ranks holding director of food & beverage positions of increasing responsibility at Fairmont Le Manoir Richelieu, Charlevoix, QC (1999-2002), The Fairmont Château Frontenac, Quebec City, Quebec (2002-2004) and The Fairmont San Francisco (2004-2007). In addition, Corcoran completed earlier food & beverage stints occupying varied managerial posts with the company.



Rick Corcoran



Wellness, Evolution of Lifestyle Takes Centre Stage at HD Expo 2019

HD Expo, the premier tradeshow and conference for hospitality design, brought wellness and sustainability to the forefront with the introduction of a Wellness Pavilion during its most recent event, staged May 15-17, 2019, at the Mandalay Bay Convention Center. Thousands of attendees dropped by to hear from industry experts and startups alike about the influential \$4.2 trillion industry – from new trends and innovative sustainable materials meeting the demands of health-minded consumers to how designers and operators are introducing an all-encompassing level of immersive design.

In a rare appearance, Sydell Group Founder and CEO Andrew Zobler delivered the keynote address on the second day of the expo, where he discussed the future of lifestyle hotels while highlighting the evolution of Sydell Group's top brands, including the recently opened NoMad Las Vegas. He was just one highlight of the more than 100 speakers who graced the stage at this year's show, also tackling the meaning of lifestyle today and other such important topics as new brands to know, trends in restaurant design, the evolution of experiential travel, and development updates.

The Box Design Challenge continued the conversation by challeng-

ing 11 top design firms to design and create the next best in lifestyle guest rooms.

Urban Robot was the winner after a grueling 24-hour design period. Other impressive design firms such as Curioso, Gulla Jonsdottir Architecture and Design, HBA, OfficeUntitled and Stonehill Taylor took part in the fast-paced design challenge. The winning design – an indoor-outdoor abode decided upon by Bobby Berk, star of Queer Eye; Anthony Melchiorri, Ageo Hospitality and former star of Hotel Impossible; Larry Traxler, Hilton; and Daniel Wade, Plaza LV – will be built out and revealed at HD Expo 2020, with exclusive behind-the-scenes content featured throughout the year on the HD Expo's website.



FOUR POINTS BY SHERATON OPENS IN DOWNTOWN WINDSOR



city of Windsor. We can't wait to show off our beautiful new hotel to guests and are confident it will be the destination of choice for leisure and business travellers."

Marriott International, Inc. has opened Four Points by Sheraton Windsor Downtown. Catering to the needs of today's everyday traveller, the hotel offers approachable design, stylish comfort and all the brand's popular extras including a 24-hour fitness centre, indoor pool, fast and free Wi-Fi throughout the hotel, and the Best Brews & BBQ program.

Managed by Sunray Group, Four Points by Sheraton Windsor Downtown, previously under the names Sunbridge Hotel and Holiday Inn, has 147 guest rooms.

General Manager of Four Points by Sheraton Windsor Downtown, Michelle Falconio stated, "We are honoured to be an exciting addition to the Marriott International Family by being the first Four Points in the



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business NEWS

Dual Branded Courtyard and Residence Inn Opens in Dartmouth

Marriott International, Inc. has opened a new 196-room dual-branded Courtyard and Residence Inn by Marriott hotel in Dartmouth, Nova Scotia. Located at 35 Shubie Drive, the Courtyard and Residence Inn Halifax Dartmouth hotels are owned in a partnership between Southwest Properties, JLK Global Fund International (JLK) and New Castle Hotels & Resorts, and operated by New Castle Hotels & Resorts of Shelton, Connecticut.

The hotel includes an indoor pool with 151-foot waterslide and jacuzzi, fitness centre, an outdoor patio with fire pit, an electric car charging station and 2,237 square feet of meeting space accommodating up to 120 people.

Situated in Dartmouth Crossing with numerous shopping, dining and entertainment options, the property offers guests convenient access to the new RBC Hockey Fourplex, Scotiabank Centre, Casino Nova Scotia and Burnside Business Park – home to 1,400 businesses employing more than 18,000 people.

“Attracting both business and leisure travellers, the Halifax Dartmouth area is an ideal location for these hotels,” said Janis Milham, senior vice-president, Classic Select Brands for Marriott International. “Each brand offers distinct amenities and services that tailor to all visitors.”

“This is a sleek looking, contemporary hotel with a modern edge designed to make guests feel welcome and at home,” said Fred George, CEO of JLK Global Fund International. “We offer enhanced amenities including a two-storey waterslide, garden terrace with barbecue, state-of-the-art fitness centre, Bistro Kitchen and outstanding service from an unbeatable team. We want to thank our partners, Southwest and New Castle, for making this extraordinary hotel a reality and look forward to welcoming our community and visitors alike.”

“It’s wonderful to complete our beautiful new Marriott hotel,” said James Spatz, chairman and CEO Southwest Properties. “It’s a great project with a great team of people taking care of our guests. Dartmouth Crossing is a first-class location and we’re thrilled to have reached opening day.”

“This development is a perfect storm of location, product and demand,” said Guido Kerpel, regional vice-president for New Castle Hotels & Resorts. “Dartmouth Crossing is the business and leisure epicentre of greater Halifax and has tremendous demand for hotel rooms. At some point everyone in Nova Scotia has a reason to visit and we look forward to exceeding our guests’ expectations with these beautiful new hotels. Our staff of knowledgeable Maritime hoteliers will ensure that every experience is a memorable one.”



InterContinental Toronto Centre Remodels Famed Presidential Suite

InterContinental Toronto Centre has unveiled its freshly renovated 2,200 sq. ft. Presidential Suite. The famed \$5,000 per night suite that over the years has hosted famous politicians, dignitaries and celebrities has been upgraded with sleek decor and modern technology.

Located on the 18th floor, the spacious suite includes a living and dining area with a built-in kitchenette, a master bedroom with a lavish bathroom and tub and a second bedroom with an ensuite. It also delivers an astonishing south-east/west view of the downtown cityscape and waterfront thanks to its wrap-around terrace.

Recognizing the needs of the modern, tech-savvy, luxury traveller, the suite includes a media room with full surround sound and an Amazon Alexa in the bedroom to help guests stay connected in their most luxurious suite. Guests of the Presidential Suite will also have access to the exclusive Club InterContinental Lounge and its multitude of benefits including complimentary deluxe breakfast, afternoon snacks and evening hors d’oeuvres.

“For years, the InterContinental Toronto Centre’s Presidential Suite has been the choice of accommodations for a who’s who of notable names including Barbara Walters, Catriona Gray, Miss Universe 2018 and former presidents Barack Obama and Bill Clinton,” says Mary Ann Gamboa, director of sales and marketing for the InterContinental Toronto Centre. “With this renovation and the new technology upgrades, we’re confident it will stay their choice for years to come. This suite is the ultimate reflection of our commitment to providing luxurious and memorable experiences to all our guests.”

Located at 225 Front Street West, the InterContinental Toronto Centre is in the heart of Toronto’s tourism district and features full-service Spa InterContinental including an indoor pool. The hotel is also home to Azure Restaurant & Bar led by Executive Sous Chef, Grace DiFede and Executive Chef Shawn Whalen, one of five certified Master Chefs in Canada.



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Hyatt Place and Hyatt House hotels are rapidly growing with more than 400 open locations in over 20 countries. The Hyatt Place brand offers smart, modern design and 24/7 conveniences within the Upscale Service Segment; while the Hyatt House brand has reenergized the Extended Stay Segment by offering a contemporary experience paired with the casual comforts of home.

Both of these innovative brands were developed using consumer insights and are suited for new construction, re-positioning and adaptive re-use. Build the future of hospitality in Canada and contact our Canadian Development Office today.



FOR MORE INFORMATION, CONTACT SCOTT RICHER
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New Opportunities

New levy for New Brunswick

The big news in the New Brunswick hotelier industry this year are amendments to the province's Local

Governance Act, which now enables municipalities to create bylaws to impose a tourism accommodation levy. The change has been lauded as a good move by many industry stakeholders.

"I think this is a good thing," states Danielle Timmons, manager, Saint John Hotel Association (SJHA). "It's a big change so that means there is a lot of transition still to come. But the fact



Carol Alderdice,
president & CEO, Tourism
Industry Association of
New Brunswick

that the levy is being mandated means that there will be greater participation as a result. Currently, the levy applied only to

those properties that were members of the Saint John Hotel Association. Now, all the smaller properties that weren't members will be collecting as well."

The new levy will replace the Destination Marketing Fee (DMF) currently being collected by Discover Saint John. It charges a flat three per cent fee. Expectations are that the new levy will be 3.5 per cent.

AT A GLANCE *July YTD 2019

NEW BRUNSWICK	
Occ	57.6
RevPAR	\$72.72
Supply (% Change)	3.4
Demand (% Change)	3.0
SAINT JOHN	
Occ	50.3
RevPAR	\$65.26
Supply (% Change)	-9.3
Demand (% Change)	4.2
FREDRICKTON	
Occ	60.4
RevPAR	\$130.82
Supply (% Change)	6.0
Demand (% Change)	2.8

Source: 2019 STR, Inc

THE NUMBERS HAVE IT

Paulette Hicks, general manager of the Delta Saint John, and president of the SJHA, is excited about the new levy.

"Prior to 2010, tourism was managed by the City of Saint John as a municipal department with an annual budget of just under \$1 million," she explains. "In 2007, the SJHA was formed and incorporated. The SJHA began working with the City of Saint John to establish a DMF. In 2010, a partnership was formed with the SJHA and the City of Saint John that was the catalyst for Discover Saint John, a public-private destination marketing organization that has achieved significant success."

According to Hicks, the SJHA has invested \$6.6 million since its inception into tourism development through the three per cent DMF that members collect. This fee has allowed for ongoing contributions into Discover Saint John (DSJ), as well as additional investments into community festivals, events, product development projects and other tourism growth-related initiatives.

In 2019, the DMF will top \$1 million.

"As the industry has grown, so has the pot of money," says Hicks. "The money is used very strategically toward growth. It has had a snowball effect. It's because of this success story that I am really optimistic and positive about the new levy, not only for the City of Saint John, but I think it will be a great opportunity for all of New Brunswick."

Hicks goes on to say that from 2011 (the first full year of operations for DSJ) to the end of 2018, hotel revenues in the City of Saint John grew 21.43 per cent — an increase of close to \$6.7 million.

Other facts cited by DSJ include:

- An addition of \$282 million tourism dollars was added to Saint John's economy in 2018, up four per cent from 2017;
- 1.7 million visitors to Saint John, up one per cent from 2017; and
- \$72 million in new business in Saint John since 2012 (\$42 million in major events, \$20 million in sporting events and \$10 million in meetings and conventions).



LOBBY VIEWS

Business in the Saint John hotels has been steady, if not good, for 2019.

"2018 was a great year for the hotel industry in Saint John," says Timmons. "So far, 2019 is looking great."

Jasmine Mosher, general manager, Best Western & Saint John Hotel & Suites, reports a "flat" beginning to 2019.

"This year has been a flat year for us so far," she says "I think it's because Canada 150, which took place two years ago, was such a huge success for Saint John. Last year, we still had people visiting us because of that experience. This year, I feel that things are settling down."

Still, Mosher is optimistic about the rest of 2019 and 2020.

"We have the new Field House opening up later this year so that will be good for the city," she says. "We also have The Place Fort La Tour project expected to open this fall."

The new Field House will be one of the largest of its kind in Atlantic Canada. The 127,000 square foot multi-purpose sports and recreation complex will house two turf fields, track, community centre/day care, and multi-purpose area — with Phase 2 seeing the addition of an NHL-sized ice rink and an Olympic-sized ice rink.

The Place Fort La Tour project will transform the existing historical site into a "world-class tourism destination" that will include the construction of replica fort buildings, a palisade and bastion, a plaza, a



Best Western Plus Saint John Hotel & Suites

blacksmith forge, walking paths and wash-room facilities.

Over at the Delta Saint John, Hicks describes 2019 as a very good year.

"I think it is due to a combination of all segments," she says. "We have had good results with our meeting and conventions business, as well as our festivals and events. I think DSJ has done a fabulous job of promoting our city."

Hicks is planning for a strong year end for 2019.

"We're anticipating growth overall," she adds.

NUMBERED NOTABLES

The number of room nights in the province for 2019 is on pace to beat last year's numbers, according to Carol Alderdice, president & CEO, Tourism Industry Association of New Brunswick (TIANB).

"My numbers show that we're on pace to beat 2018," she says. "Last year from January to May, we had 271,268 rooms available and this year, we have 275,867. That's across the province."



Danielle Timmons,
manager, Saint John
Hotel Association



Paulette Hicks, president, Saint John Hotel Association and general manager, Delta Saint John



Other numbers from Tourism, Heritage and Culture, Government of New Brunswick, show that occupancy rates have remained the same YTD at 58 per cent, while room sales have increased one per cent.

Room sales by NB residents increased

four per cent YTD, NS/PE/NL residents increased one per cent YTD, ON residents decreased by three per cent YTD, QC residents decreased by five per cent YTD, and other Canadian provinces increased by 12 per cent YTD.

With two high-profile events rounding out the 2019 events schedule, New Brunswick is set to keep pace – if not surpass – last year's tourism numbers.

That being said, the second half of 2019 saw some big events taking place in the city.

"We had the 40th Annual General Assembly of First Nations take place in Fredericton in July and we had the Congrès Mondial Acadian 2019, which happens every five years, take place in August," says Alderdice, adding that the latter was co-hosted this year by PE and NB. "We expect that the Acadian attracted around 100,000 participants."

FUTURE FANFARE

With two high-profile events rounding out the 2019 events schedule, New Brunswick is set to keep pace — if not surpass — last year's tourism numbers. The additional bonus of the new municipal accommodation levy is expected to make an already good situation even better. ●

It all started innocently enough but Bill Breckbill didn't know that his decision to work summers at a lodge would be the start of a life-long love affair.

The Severn Lodge location dates back to the mid 1800s when the main lodge building served as one of the headquarters for the Georgian Bay Lumber Company. When the logging era ended in the 1870s the property was purchased and named the Mordolphton Camp. The camp was situated in the midst of Ontario's Muskoka and the spectacular geography was an attraction along with the fine Musoka fishing.

The camp was sold in the early 1920s to George Barrick and Glen Crummel. It was renamed the Severn Lodge and opened to the public.



Hotel Profile

by Nicole Sherwood

Life-long Love Affair



Rick (left) and Sam Breckbill.

were tears upon leaving. She could often be seen chatting with guests at their tables during meal times or catching up on family news while sitting in a rocking chair on the front porch. Jeanne always made guests feel welcome at Severn Lodge and continued to play an active role well into her seventies," shares President, Rick W. Breckbill.

The couple was joined in the family business by their sons. In 1973 Ron entered the fold followed by older brother Rick in 1977. Bill and Jeanne were active at the lodge until 1982 when Bill had a debilitating stroke that ended his involvement. He spent the following summers at the lodge until his death in 1985. Jeanne continued to remain active for several years and then passed away in 1994.

Their parents' love of Severn Lodge was passed on to Rick and Ron. The brothers took over after Bill and Jeanne retired. They operated the lodge together with their wives until 2007 when Ron and his wife left to run Logpointe Housekeeping Cottages.

"My main motivation was to see what I could do to continue to expand the business. The other reason was that it was a beautiful environment to work in as the resort is on a lake in the Muskoka – Georgian Bay lake district," says Rick. "Although it is a very difficult operation, there is a great satisfaction in seeing our guests enjoying themselves and coming back year after year. We have many second and third gener-

The Breckbill family has owned the Severn Lodge for over eight decades

ation guests and a few fourth generation."

Generations can also be seen with the Breckbill family as Rick's children along with his brother's children have been an important part of Severn Lodge over the years. They all worked there every summer through their university graduations. Ron's son Sam came aboard with his wife when his parents left.

"It is too early to tell whether it will pass to another generation, as my grandchildren are not old enough to have experienced working at the resort. However, all of the Breckbills are proud that Severn Lodge has been in their family since 1936, and that the resort will continue the Ontario resort tradition started so many years ago."

The family has long-term plans to double the size of the resort. But notes that anything beyond that would alter the atmosphere that has thrived over the decades.

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The Hs of Air Quality

What areas hoteliers can focus on to make sure guests breathe easy



When it comes to in-room air quality, you want to make sure your guests are only catching Zs, not dust mites or disgusting smells. Indoor air pollution culprits, including carpets, furniture, insulation, upholstery, and heating and cooling systems, can be managed, as can outdoor pollution and smoke, to some extent. It can be as simple as looking at the four Hs — HVAC, heating systems, humidity, and HEPA.

“Although sometimes overlooked, air quality has a tremendous influence on guest comfort and satisfaction,” states Douglas Mackemer, national director of parts, supplies and specialized equipment at Carrier Enterprise. “As large indoor environments that experience multiple individuals coming or going and taking part in an array of activities, hotels can generate odours that are easily noticeable and unsettling to guests. Experiencing such odours can quickly turn what would have been an enjoyable stay into one that a guest wishes to be over with sooner rather than later.”

While initially not as noticeable, air contaminants such as germs or particles from strong cleaning products can also have a significant negative effect on guest experiences. These sort of contaminants can quickly lead to guests feeling unwell and may even lead to a hotel facing legal consequences, he adds.

In fact, national, regional, and local governments are consistently updating their air quality regulations, particularly when a new detriment to public health is discovered, such as a recent outbreak of legionnaires disease at an Atlanta hotel which killed one and made



“IT IS THEREFORE NECESSARY FOR HOTELIERS TO ALWAYS STAY UP-TO-DATE ON WHAT LAWS FOR THEIR AREA MANDATE, AND SHOULD CONTINUE TO CHECK WITH THEIR HVAC/PTAC PROVIDERS TO ENSURE THAT THEY REMAIN IN COMPLIANCE.”

dozens ill. “It is therefore necessary for hoteliers to always stay up-to-date on what laws for their area mandate, and should continue to check with their HVAC/PTAC providers to ensure that they remain in compliance,” says Mackemer.

There are several areas hoteliers need to consider when continuing to monitor and maintain air quality and those can be marked as the four Hs:

HVAC

In serving essentially as recyclers of a hotel’s air supply, HVAC and Packaged Terminal Air Conditioners (PTACs) units provide a vital step in being able to manage and filter out comfort-reducing contaminants to ensure that air throughout premises is always of the highest quality.

In order to ensure maximum effectiveness, however, hoteliers should always be mindful of regular maintenance check-ups and that air filters are routinely replaced or cleaned when needed, states Mackemer, adding various handheld air quality monitors allow hoteliers to check conditions at any time. Such devices can provide details on dust particle, allergen, and volatile organic compound levels. “While such devices are certainly valuable in determining air quality, hoteliers should nonetheless remain observant of physical indicators

Air Knight Generation II from Carrier Enterprise utilizes a quint-metallic core comprising rhodium, titanium, silver, copper and platinum.



such as mould, stains on walls and ceilings, or guest complaints.”

Air purification systems continue to evolve and leverage new technologies and/or materials to provide hotels with even greater air quality abilities. For example, Carrier Enterprise’s Air Knight Generation II utilizes a quint-metallic core comprising rhodium, titanium, silver, copper, and platinum to reduce the presence of contaminants in both the air and on surfaces. This unique combination provides a quicker reaction process that forms hydroxyl radicals and superoxide ions, as well as an enhanced ability to convert nitric oxide into nitrogen and oxygen.

PTAC technology has also continued to advance in order for hoteliers to avoid costly infrastructure updates without sacrificing guest room temperature comfort and air quality.

“There have been many more advanced designs for buildings (like chilled beams) that are extremely energy efficient and provide a superior indoor environment, but sadly the first costs are higher, and we don’t see many hotels going this way,” says Stephan Montroy, ductless product director for The Master Group, which provides hotels a wide range of heating and cooling systems and technologies.

The company’s latest offering is the new FreshAir PTAC which helps building owners comply with ASHRAE 62.1-2013 fresh air requirements.

The unit from Friedrich, allows for code-compliant amounts of outdoor air, has high quality particulate filtration, and has variable speed compressors for precision temperature and humidity control. Montroy points out it also has low noise compressors and fans so the air is cool and the sound is quiet.

HEATING SYSTEMS

Forced air heating systems provide the opportunity for pollutants to get added to the air or blown around. Arne Michalski, digital marketing projects manager for Viessmann Manufacturing Company Inc., which offers a number of boiler systems for hotel applications, points to hydronic heating systems as an air-friendly alternative.

Hydronic heating systems rely on a boiler to heat water that is then pumped through room radiators and then back down to the boiler to get re-heated; the radiators are responsible for space heating.

“Benefits include a high degree of energy efficiency, and comfortable, dry, clean warmth,” states Michalski. “And because the heat transfer medium — water — is fully contained within the radiators or floor heat pex tubing, no pollutants get added to the air.

He adds, while any heating system can be combined with air filtration / purification systems to provide optimal air quality, those may not necessarily be required if heating hydronically.



The EcoSmart platform from Telkonet can save properties up to 45 per cent on their energy bills.

HUMIDITY

“Humidity can wreak havoc on in-door air quality,” says Jason Tienor, CEO of Telkonet, which provides hotels with eco-smart energy management solutions. “Fresh outside air keeps a building and its occupants healthy. However, if the air outside is humid, then the air you’re bringing into your building is also humid.”

Excessive humidity indoor promotes invasive microbial growth in wall cavities, ceiling tiles, mattresses, furniture, carpeting, and tile grout. “It also causes rooms to smell musty, it’s unsightly, and unhealthy,” he adds.



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Guests with compromised immune systems are at a higher risk of health problems if mould is an issue; dust mites, which thrive in humid environments, can trigger allergic reactions and asthma in many people. Keeping the humidity in room between 30 and 50 per cent can help keep dust mites and other allergens under control.

Telkonet's EcoSmart platform can not only save properties up to 45 per cent on their energy bills, but it takes the onus off the guest to create a comfortable room. EcoSmart thermostats feature highly-calibrated occupancy sensors that can collect data about the room, then forward it to a



The FreshAire PTAC from The Master Group has low noise compressors so the air is cool and the sound is quiet.

highly-sophisticated data storage, reporting and analytics interface, called EcoCentral. Humidity sensors are standard on all Telkonet thermostats so hotel staff can proactively monitor room-by-room humidity remotely in EcoCentral.

"In many instances, Telkonet ther-

THE FOUR HS OF AIR QUALITY, ALONG WITH REGULAR COMMUNICATION WITH YOUR HVAC/PTAC PROVIDES, CAN ENSURE YOUR GUESTS HAVE A COMFORTABLE AND CLEAN EXPERIENCE.

mostats can go one step further and actually control humidity, even if a hotel's HVAC systems don't include humidity control," says Tienor, adding this typically applies to fancoil units but depending on the design, can even work with PTACs. "Our solution takes advantage of unoccupied rooms to aggressively lower high humidity. When rooms are unsold, we can get even more aggressive with lowering RH percentage."

HEPA FILTERS

One of the main changes in air quality control systems in recent years is the introduction of High-Efficiency Particulate Air (HEPA) filters for HVAC systems, which provide increased filtering against pollen,

dust particles, smoke, and more.

NRG Equipment Inc., which continues to provide systems that meet the growing demands of the hospitality market, will soon be introducing high-quality HEPA filters to their PTACs to improve odour and air control.

"Also, for rooms that aren't occupied frequently, rather than cleaning the whole room again, we would strongly recommend running the fan on the PTAC, even if the A/C portion is not on, in order to move the air around to improve the air quality. This could be done for at least one hour daily and it would be very cost-effective," says Garfield Dixon, marketing manager with NRG Equipment Inc.

He advises that filters and coils are cleaned on a regular and sustained basis. For rooms that are used regularly, ensure that filters are cleaned every three months and coils are cleaned every year. For rooms that are not used regularly filters should be cleaned every six months and coils every year.

Some hotels are taking HEPA's capacities further by offering in-room air purifiers. Wellness technology company Delos has been putting their wall-mounted air-purification systems in more than 1,000 hotel rooms globally, including those in Marriott, MGM Grand, and Wyndam hotels, whose 50 hotels in North America now feature the system as brand standard. The company's BioGS HEPA Filter traps airborne particles down to 0.3 microns in size, 99.97 per cent of time, and reduces common allergens in a room up to 700 square feet.



BONUS H - HEALTHY CLEANING PRODUCTS

According to the New York Times, one way hotels are looking to help guests breathe easy is by utilizing better-for-you cleaning products that are good for clients but bad for bacteria. Hotel wellness company, Pure Wellness, offers up hoteliers Pure Rooms service, now available in 300 hotels globally and spanning several companies including Marriott, Embassy Suites and Hyatt.

Pure Rooms are deep-cleaned with plant-based and microbial-resistant cleaners, developed to prevent the growth of fungus, bacteria and mould on surfaces but are friendly for guests. According to the feature, hotels that offer service like Pure Rooms, which also include portable air purifiers, can generally charge a higher nightly rate compared with their standard rooms, and while the amount varies depending on the hotel, a stay can be five to seven per cent more expensive.

The four Hs of air quality, along with regular communication with your HVAC/PTAC provider, can ensure your guests have a comfortable and clean experience. ●



Pure Wellness offers Pure Rooms which are deep-cleaned with plant-based and microbial-resistant cleaners.

Bathrooms & Amenities

by Melanie Franner

photo courtesy shutterstock.com



LESS IS MORE

A LOOK AT DISPENSER SOLUTIONS FOR HOTEL BATHROOM AMENITIES

Earlier in July of this year, one of the world's leading hotel companies announced that its almost 843,000 guest rooms will switch to bulk-sized bathroom amenities. InterContinental Hotels Group (IHG) reports that it is the first global hotel company to commit all brands to removing bathroom miniatures in favour of bulk-size amenities.

IHG currently has an average of 200 million bathroom miniatures in use across its entire hotel estate every year.

"It's more important than ever that companies challenge themselves to operate responsibly — we know it's

what our guests, owners, colleagues, investors and suppliers rightly expect," says Keith Barr, CEO, IHG. "Switching to larger-size amenities across more than 5,600 hotels around the world is a big step in the right direction and will allow us to significantly reduce our waste footprint and environmental impact as we make the change."

The company expects the transition to be completed during 2021.

The IHG announcement follows a continued trend to more environmentally friendly products.

"Without question, the trend is environmental," says Peter C. Hansum, president, Custom Amenities Inc.

IHG will be transitioning to bulk-size amenities in their hotels.



DISPENSERS DELIVERS

Paul Weber, vice-president of sales, ADA International Canada Inc., refers to California as a touchstone to environmental trends.

“Single-use plastic hotel amenities bottles will be banned in California as of 2022,” he explains. “Every major international hotel company is looking for the best closed system, tamper-proof dispenser solution in order to reduce wastage.”

Already, dispenser business represents 62 per cent of all product ranges sold by ADA International Canada.

“Clearly, dispenser solutions are here to stay,” states Weber, who adds that every hotel aims to achieve a higher Green Key rating, and often has a person designated to drive sustainability initiatives within the hotel.



FOCUS—HOSPITALITY



FOCUSING ON THE ENVIRONMENT DOESN'T NECESSARILY RESULT IN COST-CUTTING.



The Green Key Eco-Rating Program is recognized by the Global Sustainable Tourism Council (GSTC). The graduated rating system is designed to recognize hotels, motels and resorts that are committed to improving their environmental and fiscal performance.

PRICE CHECK

Focusing on the environment doesn't necessarily result in cost-cutting.

A blog on the Custom Amenities' website uses the example of a 150-room hotel to estimate the costs of using a three-button unit shower dispenser (shampoo, conditioner, body wash) versus the miniature bottles. It assumes an occupancy rate of 65 per cent or 33,000 annual sold rooms.

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Cost of the dispenser itself is \$38. Multiplied by 150 rooms equals \$5,700. Filling the cartridges is estimated to be \$832.50. So the initial start-up cost is \$6,532.50.

Annual liquid costs are estimated at an average of 12mls per customer per product to total about \$8,316.

Labour of initial install is approximated at about 30 minutes per install. At an average rate of \$20 per hour, that works out to \$1,500.

Housekeeping costs (checking, cleaning and refilling) are estimated to be about two minutes per day. Again, assuming a rate of \$20/hour, that works out to \$23,487.75 (\$.66 x 150 x 65 per cent occupancy x 365).

In this particular scenario, the annual costs for year one for the dispenser scenario have been estimated to be \$39,836.25. Year two is estimated to be \$31,803.75.

The blog goes on to estimate the costs of the miniature bottles at an approximate cost of \$.30/per bottle (multiplied by three per room and by 150 rooms at 65 per cent occupancy). When usage per sold room is added, the costs are estimated to be about \$10,890.

Annual housekeeping labour costs are estimated to be \$11,743.87 for a total annual cost of \$22,633.87.

In this scenario, the miniature amenities bottles represent the less expensive alternative.

But, one has to take into account the environmental savings.

The amount of plastic diverted from landfill in the amenity bottles example amounts to 181,500 ounces or 11,343.75 pounds.

Product Showcase

Nature's Nectar

Custom Amenities offers 11 in-stock, premium-grade amenity collections, along with "extras", like slippers, bath crystals, and a vast assortment of other premium items.

Among its latest offerings is the Manuka Honey Collection. Inspired from the nectar of the native New Zealand Manuka flower, the hotel line includes travel-size hotel shampoo, nourishing hotel conditioner, moisturizing hotel lotion, and foaming body wash. The collection is rounded out with honey-comb-printed French-milled, vegetable-based luxury soaps and facial soaps.



Tropical Paradise

Created by Gaye Straza, who was inspired by the native flora she discovered while on holidays in Hawaii during her childhood, kai has come to embody the scent of exotic floral blooms that include a blend of white florals (think gardenia, jasmine, tuberose, and lily, with a hint of green to add fresh overtones).



ADA International Canada has worked in partnership with kai to create this exclusive hotel collection that is free from parabens and sulphates.

The collection is available in a range of contemporary bottles that come in a variety of sizes, including Smart Care dispenser systems and 300ml pump-dispenser bottles.

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Timeless and deliberate, the Composed faucet embodies the beautifully understated elements of minimalist design. By eliminating unnecessary details, the collection is designed to elicit an emotional response with its stark, refined beauty. A striking complement to vessel sinks, this tall single-handle faucet features a top-mounted joystick to control water flow and temperature.

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ANOTHER TREND WITHIN THE BATHROOM AMENITIES MARKET IS A CONTINUATION OF THE HOTEL 'EXPERIENCE'.

The amount of plastic used in the bulk containers used to refill the dispensers is estimated to total 112,266 ounces or 7,016.62 pounds.

Deciding to go one way or the other may come down to an environmental decision — for you and your guests.

GSTC states that 68 per cent of tourists prefer to book an eco-friendly accommodation, citing “booking.com” for that information.

PREMIUM PRODUCT

Another trend within the bathroom amenities market is a continuation of the hotel ‘experience’.

“Hotel guests are expecting high-quality, branded amenities,” says Weber. “They often purchase these types of products at retail, and they expect nothing less when they are travelling and staying in a hotel.”

Hansum concurs that today’s guests are looking for a quality experience.

“Hotels sell a service,” he says. “The objective is to offer an overall great experience while away from home. This includes everything from high-quality beds, pillows and sheets to the soaps and toiletry products, etc. It’s the complete package. If one of these is not in sync with the customer’s expectations, it can make or break the guest experience.”

Hansum goes on to say that guests expect a quality product that matches the level of property they have chosen. In the case of a 4-Diamond status property, for example, guests expect the usual premium products — and then some.

“The guests expect quality products that may include the basics, like shampoo, conditioner, soap, but they expect higher-end hotels to go above and beyond to provide other items, such as mouthwash, lotion, make-up removal pads, slippers, etc.,” says Hansum.

Bathroom amenities are fast becoming a hotel differentiator. Premium product and brand are becoming more important than ever. But, at the same time, environmental impact is also playing an increasing role in the decisions made by today’s environmentally-conscious travellers. ●

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Security

by Martin Krill

SECURITY THREATS ABOUND

IN ADDITION TO CYBER SECURITY, CYBER RESILIENCE IS ALSO IN DEMAND



Author Martin Krill has been working for Hager Unternehmensberatung for nearly 20 years and was appointed managing director in 2004. He fills senior sales and management positions in the technology industry and in other selected industries.

Every step in the direction of digitalization harbours new dangers. But to evade technological progress ultimately means standstill. Nobody is protected against cyber piracy. No matter if big companies, corporations or state institutions, even prominent politicians and stars, it can hit anyone at any time.

But what protects against the dangers? Unfortunately, there is — as yet — no patent recipe. Cybercrime is comparable to a flu virus. If you have the right defence, your health is (quite) safe, but if the immune system has a leak, your health protection cannot function effectively. The situation is similar on this issue. Every company wonders whether and to what extent defence needs to be strengthened. In gener-

al, it is essential for every company to protect itself against cyber-attacks and not to wait and see whether something will happen at some point. But one should also not ‘over-vaccinate’ and ultimately protect oneself from potential customers through too many preventive measures.

In the course of digitalization, the fields of attack have shifted significantly, and the volume has increased. Sabotage, data theft — statistically every second company has become a victim of industrial espionage in the past two years. In order to ward off cyber-attacks or at least limit the damage, companies need integrated solutions that recognize the real threats in principle in real time and take specific measures to ward them off.

However, as with flu infections, attack scenarios and opportunities have changed. Many attacks are executed via Ransomware, data scan, etc. from the inside, directly from the company. The attackers no longer try to penetrate through the protection mechanisms in order to attack a system from the outside or infiltrate viruses, but rather to find an internal way to act



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quasi undisturbed. The identification of these attacks requires a very sensitive and agile security.

Many IT decision-makers are increasingly focusing their security measures on adapting the security architecture and less on setting up new IT security strategies. Instead, they are busy implementing new security tools. In many cases, management is trying to anchor the issue of cyber security more firmly in the corporate strategy. This often fails because they do not have sufficient insight into the actual IT processes to set up a far-reaching reorientation on their own.

An increasingly important factor is resilience. Incident training is an important factor here, and both corporations and large companies as well as SMEs should put this on their agenda when planning their IT security measures.

Cyber-resilience means the ability to adapt to and counteract



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HOSPITALITY SECURITY REPORT

Shred-it has launched its annual Data Protection Report (DPR), which examines a variety of issues related to Canadian businesses and information security. In addition to a general survey of C-suite executives and small business owners (SBOs) across the country, Shred-it asked Canadian consumers about their views on data security and the hospitality industry. With the amount of personal and confidential information that guests travel with (i.e. passports, boarding passes etc.), the hospitality industry needs to ensure that guests feel secure or they will risk losing customer confidence.

Here are some of the key takeaways from the report:

- 88 per cent of hotel owners prioritize digital security, leaving physical document protection neglected;
- Despite the fact that the majority of hotels have a policy for disposing confidential information, half (50 per cent) of hotel employees are unaware that a policy exists for storing and disposing confidential paper documents;
- Only 39 per cent of hotel owners confirm that their policy for storing and disposing of confidential information on end-of-life electronic devices is strictly adhered to;
- Only 35 per cent of hotels have a locked console and in-house shredding machine;
- Only 14 per cent of hotels regularly train their employees on information security procedures;
- 47 per cent of hotel owners believe that human error or accidental loss by external vendors are the source of potential data breaches;
- 96 per cent of hotel owners feel like they need to do more to show employees and consumers how they are protecting personal information.

malicious cyber incidents. Regardless of whether incidents were intentional or unintentional, or triggered by employees or third parties. Cyber-resilience is primarily about securing operations and business processes during an attack.

Recruiting the right experts for these issues is often difficult. It takes people with broad skills, extensive knowledge of business processes and forensics. In addition, they must also be technically fit and not just look through the possible 'damage glasses', but also keep an eye on the economic extent of potential attack scenarios.

In addition to the knowledge in the field of encryption with a mathematical focus and a technical degree, a sound professional experience in IT security (Threat Response/Analysis and Intelligence), CERT, conception of intrusion detection and prevention systems is required. Equally important prerequisites are solid knowledge in the fields of infrastructure, system architecture, IT security and forensics as well as business and process analysis. By anticipating and reacting at short notice to unwanted incidents — both internal and external attacks — the reaction time is to be shortened and the impact on the company is to be reduced in order to ensure business continuity.

There is no ideal way to recruit experts in the field of cyber security and cyber resilience. So far, companies have made only limited compromises in the recruitment of suitable employees in the IT security sector. It is highly advisable for employers to make concessions and not insist on a 100 per cent fit. ●

Green Laundry

by Karen Barr



The Fundamentals of Green Laundry Efficiencies

Hotels that strive to be green are working to be efficient in their use of energy, water and materials, as well as being kind to the environment. This in turn helps to increase productivity and profits. How can this be achieved specifically, within the area of laundry? How can in-house laundry systems both control and streamline the process? What about staff training, equip-

ment, and maintenance? And just how can hoteliers engage the help of their guests?

"All our laundry is done in-house," says Sophie Lefin, public relations coordinator for Group Germain Hotels in Montreal, with hotels across Canada under the Le Germain, Alt and Alt+ brand.

The family-run business opened their very first hotel in 1988 and celebrated 30 years in 2018. Ranked one of Canada's 50

Best Managed companies, the hotels see more than five million guests per year. The goal: to be the first independent hotelier to have 20 hotels by 2020.

"When we operate more than one hotel in the city, the laundry is handled by the first hotel that was established there," continues Lefin. "For example, the Alt Hotel, Ottawa, handles the laundry for both the Alt and Le Germain."

So just how is this achieved efficiently? “When it comes to transportation of the laundry, we partner with a local company which does only one run per day,” says Jean Philip Dupré, general manager of the Alt Hotel, in Ottawa, Ontario. “This starts with picking up dirty linen at the hotels. Then to the laundry to drop off the dirty linen and pick up the clean. Then back to the hotel to deliver the clean linen.”

Dirty items are transported in reusable material bags that get washed once a month. “The clean



Jean-Philip Dupré,
general manager, Alt
Hotel Ottawa



linen gets delivered directly onto the shelves to avoid waste and too much handling by the staff. The shelves are also covered with reusable material covers in order to reduce waste,” says Dupré.

Today, many hotels are choosing to do laundry in-house. “We have the ability to maintain and control our costs such as labour, water and laundry supplies,” says Tyson Ghostkeeper, regional director of operations for the Mouallem Group, headquartered in Edmonton, Alberta. The company proudly operates five Best Western branded hotels in the province. “We also have a better understanding of how

to operate, manage and control the system based on hotel occupancy,” he continues.

“It’s about the quality of the wash,” says Dupré. “It also helps to control the inventory and your linen life is also expanded.”

Ghostkeeper agrees. “We can ensure all the sheets, linens and towels are washed and dried systematically. Our housekeeping managers can work directly with our laundry teams to maximize efficiency. Most importantly we control the quality of our linens and terry being placed in our rooms.”

STAFF TRAINING

Equipment aside, staff training is the most important aspect of in-house laundry systems. Without proper training time, energy and money can be wasted through inefficiencies. So, what can hoteliers do to not only



Alt Hotel Ottawa changes all sheets every second day on multi-day stays.

train their staff as new hires, but to continue to reinforce daily processes? How can they engage staff fully to participate and give them a sense of pride in a job that is well done?

“In training all of our staff, we make sure our team values our company’s carbon footprint as much as we do,” says Dupré. “Right upon hiring the technical training begins, which includes a sustainable component. This includes how to properly sort, how to maintain stayover rooms, with sheet changes every second day for multi-day stays instead of every day, and a towel change only if guests leave them on the ground.”

The Germain Hotel Group has an in-house green team who are always available to provide staff tips. And team training continues a few times a year with different partners such as Green Key Global, the only environmentally certification body designed for the hotel and meeting industry, the Global Sustainable Tourism Council (GSTC) and Carbon 613, a group that helps organizations

to achieve greenhouse gas reductions. The result? “This has a very big impact when it comes to reducing waste,” says Dupré.

Ghostkeeper notes that his team is trained by the company that supplies the equipment for each hotel’s onsite laundry.

Tyson Ghostkeeper, regional director of operations, Mouallem Group

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Best Western offers 500 bonus Best Western Reward points to guests who opt to skip housekeeping and help conserve.

As a guide there are diagrams showing load sizes and the number of cycles to ensure the perfect wash of and dry of each type of linen and towel.

Guidelines and checklists after initial training helps staff with important references. Some companies will even provide training DVDs or downloadable references.

THE PURCHASE

Good laundry equipment is a must. When purchasing check both the energy and water consumption that the machine uses to both wash and dry linens. The purchase cost is not the only concern. So is the cost of operating it over its lifespan.

Look for a company that will provide installation, service and maintenance, recycling and replacement, as well as training and support. Many companies supply detergent and chemicals. It can streamline operations.

“Find a company that provides the best results at the lowest cost,” advises Ghostkeeper. He says the hotelier should base the decision on things such as water consumption, chemicals, and labour.



WASHING MACHINES

Dupré points out some very important elements when looking for a commercial washing machine such as a water recycling and heat recovery system. This works by using the final rinse water from the initial wash. It is reused and recycled to become the first wash for the next. By the final wash the rinse water is almost clean so using it twice does not affect the quality of

laundry. It is just good sense.

And a high-speed spinner can eliminate excess moisture in laundry and allows for less time in the dryer.

Additionally, soft water systems can reduce the amount of detergent needs. Ghostkeeper explains, “Soft water systems provide better quality water. The system removes the calcium carbonate, that allows the chemicals to clean better with less prod-

uct,” says Ghostkeeper. He notes chemicals are designed to soften water first then provide cleaning. “Soft water systems can also help to extend the life of your washer. They protect equipment by not allowing scale to damage any part that touches water.”

Then there is the ozone laundry system, which injects ozone into the water and can help reduce the amount of chemical used. Ghostkeeper weighs out the pros and cons: “Ozone systems can provide savings, but there is the cost of ozone systems and ensuring that they are working correctly.”

Also be sure to look for microprocessors that help to regulate wash times, temperatures and chemicals needed to be used.

As for detergents Ghostkeeper points to solid products, “Solid laundry was developed to save water and energy, in production, usage and disposal. Water is added only at use, not in the manufacturing and supply chain.”

Finding a product that contains enzymes will reduce alkalinity. This enables laundry to be washed in water at a much lower temperature.

There are some common mistakes made in laundry rooms during washing, which hotels should be mindful of. For example, it is important not to overload machines otherwise detergent will not be distributed completely throughout leaving linens soiled. Also packing laundry in tightly causes abrasion and friction reducing the durability of the items. Underloading, of course, wastes valuable resources, money and time.



DRYERS

When it comes to commercial dryers there are energy saving tips hoteliers should be aware of. Dupré notes that moisture sensors in dryers can detect when laundry is dry, thereby reducing energy by not over-drying. This helps to extend the life of the linen.

“Moisture sensors are important as it provides a way of determining the ideal water content,” says Ghostkeeper. “This will not only allow linen to be removed prior to being overheated but will also ensure faster linen return and reduced gas expense.”

Other ways to make sure dryers continue to work effectively are to ensure they are not overloaded. Air must be allowed to flow through linen and circulate.

And drying “like items with like” when it comes to thickness ensures that all items are dry at the same time. For example; thick terry towels should all be dried together and separately from thinner bed linens Both tips help to alleviate undo stress on the motor of the machine.



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IRON AND FOLD

Once linens are washed and dried the next step for the most professional finish is the flat iron. “We use flat iron presses to press all our pillowcases and decorative sheets,” says Ghostkeeper.

One tip to ensure efficiencies when ironing is to check that ironers are set at the right speed to dry linen in a single pass.

For a large hotelier folding machines are a bonus. Some models can assist staff by folding up to 600 towels of various sizes within a single hour.



MAINTENANCE OF MACHINERY

Regular machinery maintenance is imperative to keeping in-house laundry systems running smoothly. Hoteliers need to make sure all parts are in working order before equipment breaks down completely.

Ensuring the hotel’s engineer is trained to provide the daily, weekly and monthly maintenance will help identify major problems that will later require a certified technician.

REUSE AND RECYCLE

It is natural that over the course of time that given even the best efforts the life of the linen expires.

Le Germain Hotel Group has a plan: “Damaged linen that cannot be repaired is either recycled into cleaning cloths, smaller sheets or given to local shelters,” says Dupré.

ENGAGING THE HELP OF GUESTS

One of the best ways to conserve energy, water, labour costs and time in hotel laundry is by using less laundry! So, engage the help of guests.

According to a study by Cornell University School of Hotel Administration, in 2015, in

which 120,000 guests staying at 100 hotels were surveyed, 45 per cent of guest said they were willing to pay more to stay at hotels with sustainability initiatives. Additionally, 75 per cent said they would actively participate in a green program, especially if there were initiatives.

“All guests have the opportunity to be green in their rooms. Hanging towels are not cleared away by housekeeping unless requested by guests and all sheets are changed every second day on multi-day stays,” says Dupré.

“Guests at our hotels can choose to Go Get Green and Get Rewarded! Program. We offer 500 bonus Best Western Reward points to our guests who opt to skip housekeeping and help us conserve,” says Ghostkeeper.

He notes that most people in their day-to-day life do not change their sheets and towels daily at home, so many of the hotel guests choose the option to save energy and collect points. “We see this in upward of 20 hotels rooms, per hotel per day. We also use sheet conservation cards and shower rod hangers encouraging our guests to hang up their towels for reuse tomorrow.”

And finally, after all the effort to ensure staff training, buying the proper equipment, detergents, chemical and engaging guests in the greening program; just how can the results be tracked?

“We have a system in place to track water consumption and to track the inventory,” says Dupré. “That way we know what was saved and what was damaged each month.”

Ghostkeeper says that reporting on the laundry is recorded with each visit. “The data can be analysed looking at items that stand out. This helps to demonstrate monies saved on energy and water and show production and chemical consumption.”

In-house laundry helps to control the day-to-day systems, while overseeing the green process. The result is happier guests. There is the gentle care of clean, white, hygienic linens and terry. Staff are trained to reflect the standard of the hotel, while respecting the use of energy, water and materials. Costs and profits are maintained. It makes good business sense. And the environment will thank you. ●



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A LOOK AT AI IN THE HOTEL INDUSTRY

With the advancement of computer technology Artificial Intelligence (AI) is continuing to become more reliable and enhance its standing in the business world (including the hospitality industry).

Western Hotelier Magazine had the opportunity to discuss AI with Amber Mac the president of AmberMac Media Inc. (and a bestselling author, keynote speaker, and broadcast professional) and discuss the advancement of AI and what it means for hoteliers.

1 What is AI?

AI stands for artificial intelligence and is a broad term to describe software or machines that can learn. AI-based tools can help to recognize patterns more easily than humans thanks to the ability to analyze massive amounts of data. A few common types of AI are natural language

processing (NLP), machine learning, computer vision, and deep learning. For example, with NLP, when Google Home or Amazon Alexa is analyzing what you said, this is NLP in action.

2 How can AI relate to the hotel industry?

There are two areas, and likely more, in the AI space that are relevant to the hotel industry. These include customer service and marketing. Today, we're seeing chat bots manage much of the conversation between guests and hotels. Automating these interactions, such as booking requests, can help to give customers real-time information (while not taking up employee time). Also, automated technology is quickly driving many of the latest marketing services, especially in content development. Two examples include: Lumen5 to automatically turn a blog post into a video and Magisto to automatically create social videos. For hiring, there are also tools such as HireVue that uses AI to analyze video applications.

3 What growth is AI seeing?

The AI industry is exploding and is poised to dramatically affect today's leading industries. In fact, AI software revenue alone is expected to reach more than \$100B by 2025 according to market intelligence firm Tractica.

4 What does this growth mean for the hotel industry?

For the hotel industry, there are many opportunities to leverage AI. As one example, we're seeing a rise in the con-

cept of a smart concierge. This would mean a messaging service within a room that would automate basic requests such as sending up more towels to a room, confirming a Wi-Fi password, etc. Soon, travellers will start to expect these services and the hotel chains that lack this latest technology risk irrelevance.

5 What are the negatives?

AI-based tools are only as good as the data they are fed. That means there is plenty of room for problems. Most importantly, it is critical to think about the future of AI and your business as a human-machine partnership. These latest tech tools should augment the human experience, not replace it entirely.

6 Does it mean job loss? Or is it being misconceived as a replacement for human power?

There are many industries rightfully worried about job loss in our automated world. While there will inevitably be some positions that may be wiped out

entirely, it is the responsibility of the business to work to upskill its staff to find opportunities for them to — especially in the hotel industry — offer that human touch that so many travellers want. In other words, there is no real value to a hotel employee or hotel guest to call down to the front desk and ask for the Wi-Fi code. In this instance, there is also room for error when the hotel guest writes down the Wi-Fi code while on the phone with someone from the front desk. With an in-room AI concierge (essentially a fancy name for a chat bot), this question can be sent quickly electronically, and an answer sent back electronically without errors. In other words, in this case you've found a valuable efficiency so an employee is available to do other things a machine cannot.

7 Do guests feel comfortable with it or do they feel like they are being spied on?

Most guests will appreciate an elevated personalized and efficient experience when traveling. However, when using cameras

powered by any type of AI, there is cause for concern. The same is true for smart speakers in hotel rooms. While there is a practical argument for voice assistants in guest rooms, it must be introduced and executed with privacy top of mind.

8 Why is AI important to the hotel industry?

Like all industries going into 2020, AI will touch the hotel industry in a number of ways. It's important for this industry to explore the opportunities that exist — whether it's AI-based marketing tools or AI-based concierge tools. Again, the most important reason to do so is that hotel guests will soon expect the same level of automation and efficiencies that they're starting to see at home, at work, and now in the hospitality industry.

9 What are the costs involved?

To adopt AI-based tools in marketing, you could be looking at less than \$100/month for some services such as Magisto. For a customer AI-based tool, the sky is the limit in terms of what problem you want to solve and what software you need.

IT'S IMPORTANT FOR THIS INDUSTRY TO EXPLORE THE OPPORTUNITIES THAT EXIST – WHETHER IT'S AI-BASED MARKETING TOOLS OR AI-BASED CONCIERGE TOOLS.

10 Are hotels already using AI?

The Walker Hotel Greenwich Village uses something called Go Moment's smartconcierge Ivy. As it is described in Hotel New Resource, this is "the most advanced AI-powered, messaging-based smartconcierge designed to work synergistically with hotel staff to serve as a guest's single point of contact for their entire stay. Simple transactional asks like more towels, the hotel Wi-Fi password, or borrowing a phone charger and even more complicated ones, like booking dinner reservations or finding show tickets, can be satisfied with record efficiency by the smartconcierge." ●

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ATMs are not Endangered

With the expansion of cryptocurrency and smartphone applications, like Apple Pay and Google Wallet, it may appear that cash is slowly evolving into a thing of the past. “The ATM market is somewhat saturated, as consumers are turning towards alternative solutions such as cryptocurrency and wallet payments,” says Farhad Walji, president, Connect Cash. Despite this shift, cash is not becoming extinct, it is just evolving in the way that Canadians use it.

With over 65,000 bank machines in Canada, with 18,711 of these being bank-owned ABMs, Canadians are continuing to use ATMs. Banks and credit unions in Canada have identified that it has become economically unsustainable to retain a full-service branch in certain locations, however, they also need to maintain a strong physical presence to compete for customers and provide the transactional services that they demand. “Since the financial crisis, financial institutions have been going through a phase of deep transformation,” says Nick Pappathopoulos, director, public relations, Cardtronics. “They’ve been focused on driving efficiencies and reducing costs, while improving the customer experience.”

**Canadians Rely on
Bank Machines for their
Financial Transactions**

Courtesy of Shutterstock
Article reprinted from Western Hotelier Magazine
- January/February 2018 issue

Eastern Hotelier Magazine

According to the Canadian Bankers Association, 16 per cent of Canadians report that they conduct the majority of their financial transactions at ABMs. Hotels today have the option of connecting consumers to the ATMs of their financial institutions, providing them with not only a place for quick cash, but a convenient location to complete all their banking needs.

Responsive Systems

As technology continues to advance, so should ATM technology. “Cardless cash withdrawals, i.e. using a mobile banking app rather than a payment card to initiate an ATM cash withdrawal transaction, and the ability to change PINs on retail-located ATMs are also services likely to be increasingly of interest,” says Pappathopoulos.

At a bare minimum, consumers expect ATM machines will deliver their cash quickly and efficiently. Regular upgrades and maintenance will help ensure that the outlet has the piece of equipment that delivers what consumers are looking for.

Operators should actively seek out an ATM provider “that has both the tools and personnel that are geared toward delivering the highest level of customer service,” says Walji. This includes 24-hour support and investing the time to ensure that the outlet has the network connectivity that will enable fast transaction speed. Rapid transaction times, states Walji, positions the location as a reliable source for customers to turn to for cash transactions.

An ATM is much more than a piece of technology that dispenses cash — it is a tool that can drive consumer traffic into the location. The key is putting the technology in place that results in consistent revenues and a positive consumer experience.

However; the potential for revenue doesn’t stop at a dispensing fee, ATMs have evolved into a new form of marketing. “Cardtronics’ ATM marketing application offers retailers a complete ecosystem that provides for ad scheduling and servicing technology, robust message targeting, dynamic update capabilities, remote content delivery to hundreds or thousands of devices,



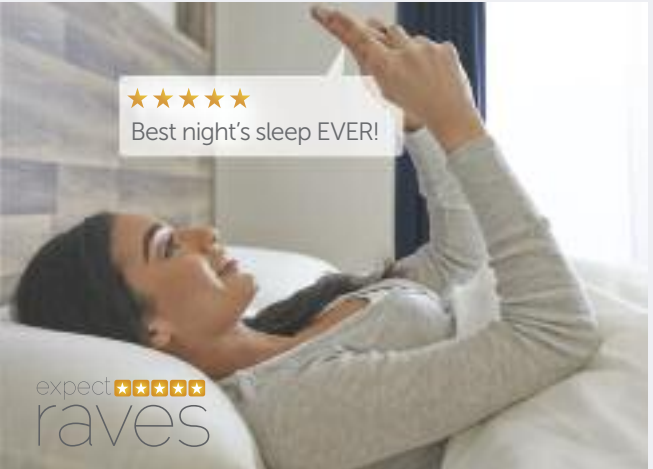
Farhad Walji, president, Connect Cash



and powerful reporting for retailers,” says Pappathopoulos. The ATM system provides retailers with an opportunity to directly connect with their consumer, tailoring their messages to respond to the customers’ needs.

Despite the shift towards cashless methods, cash is here to stay, with convenience stores increasingly becoming the space that customers are turning to for these transactions. The key for hoteliers is to be that dependable location that integrates both the technology and consumer experience in their ATMs that Canadian consumers have come to anticipate. ●

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Form Meets Function

TODAY'S BANQUET FURNITURE MUST LOOK GOOD AND PERFORM

As more hotels get into the event and meeting services business, the comfort, appearance and durability of furniture in those spaces is critical. Each hotel must balance function and design within budget while being able to customize for personalized events. Old, dated chairs with tired upholstery, worn tables and awkward layouts will only serve to chase business away.

The general rule of thumb for banquet/meeting furniture is a six- to 12-year life span, with a seven-year asset replacement plan depending on how aggressively a hotel is ready to compete in the lucrative event business.

Here are some of the best products available on the market today:



HAVEN MARKETING

Melissa Kennedy, owner of Haven Marketing, representing several North American banquet furniture manufacturers and working with many high-end brands across Canada, says the quality of fabric available today is outstanding. “We’re seeing an increase in demand for ‘frameless’ chairs with upholstered back and seat, giving a more “at home” look to a banquet room. Optional hidden handles can help prevent hand stains on the backs, but there is such excellent technology now available for fabric protection that it’s not really a concern. The chair will go out of style long before the fabric or the frame wears out.” Two of the popular lines represented by Haven are Southern Aluminum and MTS Seating.

SOUTHERN ALUMINUM

The tables have a lifetime structural warranty and a lightweight aluminum structure.



T2 FE convertible classroom table is both an 18” classroom table and can serve as a 30” banquet table. Save storage room while keeping a sleek design.

18x72 is the laminate option for just a classroom table durable lightweight aluminum.

The oval design is the perfect solution to small rooms. They take up 20 per cent less space than rounds and can seat the same amount of people. The new A-leg gives guests more leg space under the table.

Synergy nesting tables have become very popular. They roll and store one under the other. The bumpers on the legs prevent scratching on the walls when being moved around and the sleek linen-less design saves not only on laundry but also on set-up and take-down time.

MTS SEATING



HD Convention Stacker

The High Density Convention Stacker have become increasingly popular due to the comfort and versatility. They stack 16 high and give a little extra seat width.

- Solid curved silhouette back
- Solid flat waterfall seat
- High density stacking up to 16 high
- Standard Powdercoat Colours
- Patented Leg and Seat Reinforcement Bar
- Premium Metal Base Glides

Omega II

The Omega II stacking banquet chair is also a very popular design.

- Nylon Swivel Floor Glides
- Hand Hold
- Stacks 10 High
- 2” Waterfall Seat with COMFORTbliss Padding
- Standard Powdercoat Colours
- Patented Leg and Seat Reinforcement Bar
- Stack Bars
- Silhouette Style Back
- High strength steel frame
- Triple Stitched French Seam
- Premium Metal Based Glides



Both chairs come with several back-style options and can be ordered with selected and graded fabric choices of any kind. There are also 29 different powder coat options that come standard.

GASSER CHAIR COMPANY

New from Gasser Chair is the VINDI Series

The Vindi is a modern, American manufactured stack chair designed to increase the ease of set-up and tear-down for venues while offering superior seating comfort for customers. The Vindi’s slim, lightweight (12.5 – 14.0 lb) frame makes lifting and stacking easy while the proprietary stack cart makes moving stacks of 12 chairs effortless and quick. The Vindi Series has six unique models; two full-upholstered styles, two exposed lattice back styles, and two upholstered lattice back styles. Other notable Vindi features include: Slim Multi-Surface Glides, Eco-Friendly Powder Coat Frame Finish and Optional Retractable Ganging Bracket.

“We set our expectations high when we began this new product development. We wanted a chair that broke the mold of the typical stack chair. The goals we set demanded a stack chair that was lightweight, stacks 12, maintained high comfort, and offers a design esthetic that is both sophisticated and flexible,” says Roger Gasser, global sales manager and member of Gasser’s Product Development Committee.

VIN-101-S12

- Stacks 12
- High-Strength Aluminum Tube Frame
- Lightweight Welded Frame Construction (14lbs / 6.4kg)
- Eco-Friendly Powder Coat Frame Finish
- Webbed Deck Seat with Ergonomic Front Seat Curve
- Slim Multi-Surface Glides
- Manufacture in the USA



KL-9050-S10

- Stacks 10
- Gasser’s Protective Edge Feature
- Gasser’s Patented Flex Back Technology
- Ergonomically Contoured Backrest
- Hi-Density Molded Foam Seat (16.5” W)
- Solid Cast Aluminum Legs
- Eco-Friendly Powder Coat Finish
- Premium Carpet Glides
- Manufactured in the USA



SE-8818-S10

- Stacks 10
- Gasser’s Protective Edge Feature
- Gasser’s Patented Flex Back Technology
- Hi-Density Molded Foam Seat (16.5” Width)
- 4-Leg Straight Aluminum Tube Frame with Premium Carpet Glides
- Eco-Friendly Powder Coat Finish
- Manufactured in the USA



ACCRO

Accro Furniture Industries in Winnipeg has been in the business of building tubular steel chair and table frames since 1946. “All our chairs are manufactured right here in Canada, and we use 16 gauge cold-rolled steel that is 75 per cent recycled,” explains the President of Accro, Terry Clark. “Frames come in any finish — nickel-plated, chrome or brass, but we really emphasize electrostatic powder coat. There is such a wide variety of finishes, colours and textures possible, while our in-house system is very environmentally friendly with zero emissions.”

Model 924

The Model 924 sled base chair can be stacked up to eight high. This chair features a seat and backrest that are formed and shaped for maximum guest comfort. The unique continuous 16-gauge tubular steel frame design provides reliable support with less weight than conventional chairs.

Allows facility staff to reconfigure banquet / meeting room seating with less time and effort. Optional finishes include electro-plated chrome or electrostatic powder coat in many colours and textures. Customers can choose from upholstery selections including fabric or vinyl materials from many environmentally responsible sources.



Model 217EH

The Model 217EH deluxe nestable banquet / meeting chair. The curved seat and back design are formed to provide optimal comfort and body support for extended periods. The 16-gauge tubu-

lar steel frame assures long-term durability and occupant security.

This model nests three high and features a convenience handle at the top of the back.

It is available in the standard 16” seat width for banquet seating, and also in a 17 1/2” width for auditorium or bingo seating.

Powder coat frame finishes and upholstery fabric or vinyl options are extensive.

Model 948

The Model 948 banquet chair that can



be stacked up to six high.

It features a 16-gauge reinforced tubular steel frame for long-term durability and guest safety.

The high-density polyurethane foam seat and back cushions provide comfort for time extended events.

Nickel-plated, rubber cushion swivel glides are included to ensure protection for any flooring surface.

This chair is manufactured in a wide range of upholstery patterns and powder coat finish options.



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Banquet Chair 7520

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- Stacking Bar
- Leg Reinforcement Bar
- Upholstered Outer Back
- Black plastic floor glides
- Black stacking Bumpers
- Standard Grade One Upholstery

Specifications

Seat Style Waterfall
Frame Material 7/8” Square Tubing
Seat Thickness 2”
Yardage 1

Weight 19lbs.
Height 36”
Width 17.25”
Depth 21”
Seat Height 18.75”

Banquet Chair 7521

Features

- 10 Year Structural Frame Warranty
- Durable powder coated frame finish
- 2” Premium Mold Injected Seating Foam
- Stacking Bar
- Leg Reinforcement Bar
- Upholstered Outer Back
- Black plastic floor glides
- Black stacking Bumpers
- Standard Grade One Upholstery

Specifications

Seat Style Waterfall
Frame Material 7/8” Square Tubing
Seat Thickness 2”
Yardage 1
Weight 19lbs.
Height 36.75”
Width 17.25”
Depth 21”
Seat Height 18.75”

Banquet Chair 7623

Features

- 10 Year Structural Frame Warranty
- Durable powder coated frame finish
- 2” Premium Mold Injected Seating Foam
- Stacking Bar
- Leg Reinforcement Bar
- Upholstered Outer Back
- Black plastic floor glides
- Black stacking Bumpers
- Standard Grade One Upholstery

Specifications

Seat Style Waterfall
Frame Material 7/8” Square Tubing
Seat Thickness 2”
Yardage 1
Weight 21lbs.
Height 39”
Width 17.25”
Depth 21”
Seat Height 18.75”

photo courtesy shutterstock.com

Tuning in Your Hotel Guest

RAISING THE BAR FOR IN-ROOM ENTERTAINMENT

In-room Entertainment

by Dep Draper

For a long time now, a hotel room has been more than a safe, comfortable place to spend a night. Hoteliers face the never-ending challenge of how to keep up with guest expectations of 24/7 digital connectivity while at the same time providing in-room entertainment that at the very least meets what their guests have at home.

By finding ways to leverage that modern need to always be connected and entertained, a hotel can set itself above and beyond to become an experience in itself.

WHAT'S ON TV TONIGHT

Generally, one of the first things guests do when they walk into their room is look for the TV. A comfortable bed, bathroom and window — these are the background, but the television makes its own statement.

The Luxus Boutique Hotel, overlooking the scenic harbour of St. John’s, Newfoundland, opened four years ago after the complete renovation of the original Club Max from the 1980s, and the result is nothing short of spectacular in every way, including in-room entertainment.

“Each room features a 70-inch SMART TV equipped with Wi-Fi, says General Manager, Chris Woodley. ”We have support pillars that go up through the room, but rather than mounting the TV directly on this pillar, we chose to showcase ours on a big display panel. A piano hinge allows the entire TV to spin right around, so guests can watch from any side of the room.”

In addition, raise the electronic blind, and the huge TV can be viewed through the solid floor-to-ceiling glass bathroom wall. Meanwhile, in the two-bedroom suites, a 60-inch SMART TV keeps additional guests entertained.

“Our goal is that the entire room be entertaining,” Woodley explains. “When people walk into the room, we want them to see the best of everything, no need to request anything. Everywhere you look, there is something to see, something to make our guests feel at home.”



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Every guest room in the *Luxus Boutique Hotel* features a 70-inch SMART TV.



At the new boutique Best Western GLo Kanata in Ottawa, Ontario — the first GLo property in Canada — General Manager, Arif Shariff shares this same goal of providing a fine-tuned, personalized experience. “The first thing our guests do when they walk into their room is turn on the flat-screen HDTV. They are coming in with their phones and tablets, and they want to be able to use them.”

To that end, all the TVs are equipped with IPTV, allow-

ing guests to stream their mobile devices and watch Netflix on their personal accounts. Shariff has found this to be a hugely popular feature. “It’s all part of feeling at home; they can watch the shows they are following.”

ALWAYS CONNECTED

According to a recent white paper prepared by HIS (Hotel Internet Services), 65 percent of guests who are already streaming content from personal devices would also like to have the option of using guest room TVs to surf the internet, listen to music and access social media. Through a customizable access portal when guests turn on the TV, the hotel has the ability to provide a personalized experience beyond entertainment.

“The home screen that comes up when our TV turns on reads, ‘Welcome to GLo’ with information about our hotel. And soon we will be coming out with the next phase of software that will give a more intimate experience,” Shariff adds.

This interface system will welcome each guest individually and link with the hotel property management system. That way, for example, when several guests are attending a conference at the hotel, the leader of the organized event can add the itinerary, schedules, etc. onto the TV screen of each member’s room.

Meanwhile, guests are travelling with, on average, two or more personal mobile devices, and they must be kept charged at all times. USB ports, electrical outlets, charging docks are routinely expected, but there are still little extras to be offered.

Shariff notes that at the Best Western GLo, even the desk lamp features USB outlets in addition to six to eight charging outlets installed throughout the room. On the bedside table, a modern cube alarm clock boasts a charging dock and speaker as well as Google connections for music. In-room audio is becoming increasingly important as guests want to listen to personalized music playlists on their phone and their tablet.

ONE OF THE FIRST THINGS GUESTS DO WHEN THEY WALK INTO THEIR ROOM IS LOOK FOR THE TV. A COMFORTABLE BED, BATHROOM AND WINDOW - THESE ARE THE BACKGROUND, BUT THE TELEVISION MAKES ITS OWN STATEMENT.



The Best Western GLo Kanata TVs are equipped with IPTV, which allows guests to stream their mobile devices.

STOP! Does your hotel still use one of these models? YOU’RE IN LUCK!

2006



2008



2009



2009



2010



The 30-Pin Connector no longer works with today’s phones



2010



2011



2012



2013



2013



If you own any of these models (or similar ones), contact us about a special BUY BACK opportunity

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Going the extra distance with thoughtful selection of furniture, lighting and sound is what makes for a memorable guest room experience.



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“At the Luxus,” Woodley says, “we offer a Bluetooth Bose speaker that can be played from any device. All the rooms are poured with concrete, with insulation between every wall so guests can play their music as loud as they want.

THE COMFORTS OF HOME

Technology is key, but guests appreciate extra comfort while they’re watching their shows, listening to their music, and checking their email. “We don’t have the typical room layout,” says Shariff. “Instead we’re set up for entertainment with separate sitting areas in each room. Reading lamps attached to the wall are convenient for reading in bed with individual switches easily reached.” It’s these small details that help guests enjoy their choice of entertainment, whether it’s TV, music or reading.

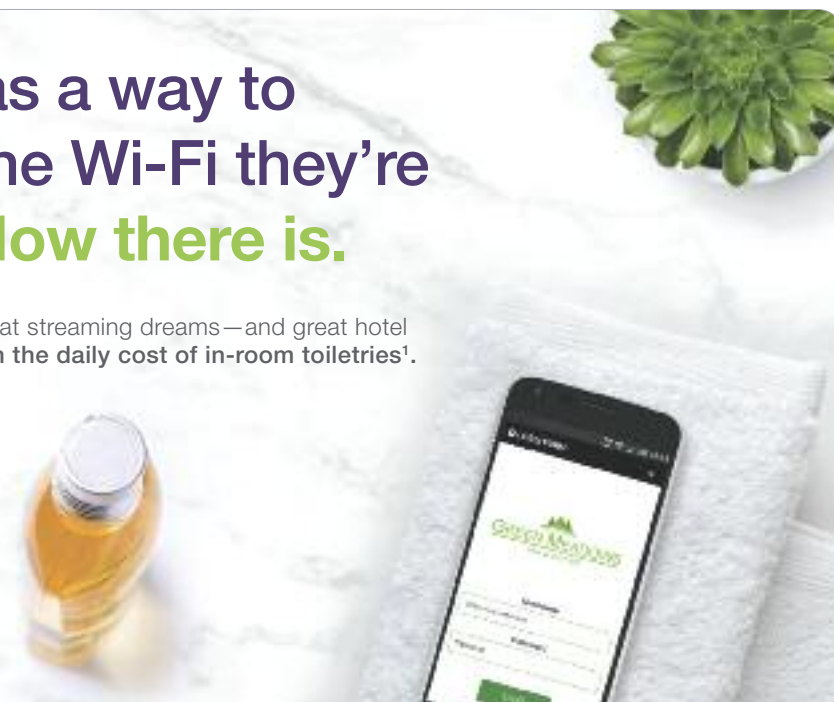
In the same spirit, the fridges at the Luxus are stocked

with complimentary snacks, soft drinks, local flavour Kombucha for TV time snacking enjoyment. It’s all part of creating that special feeling of being a welcomed guest.

The most up-to-date TV viewing options and seamless connectivity to all the digital tools and toys — these are the foundations for a satisfying in-room entertainment package. Going the extra distance with thoughtful selection of furniture, lighting and sound is what makes for a memorable guest room experience. ●

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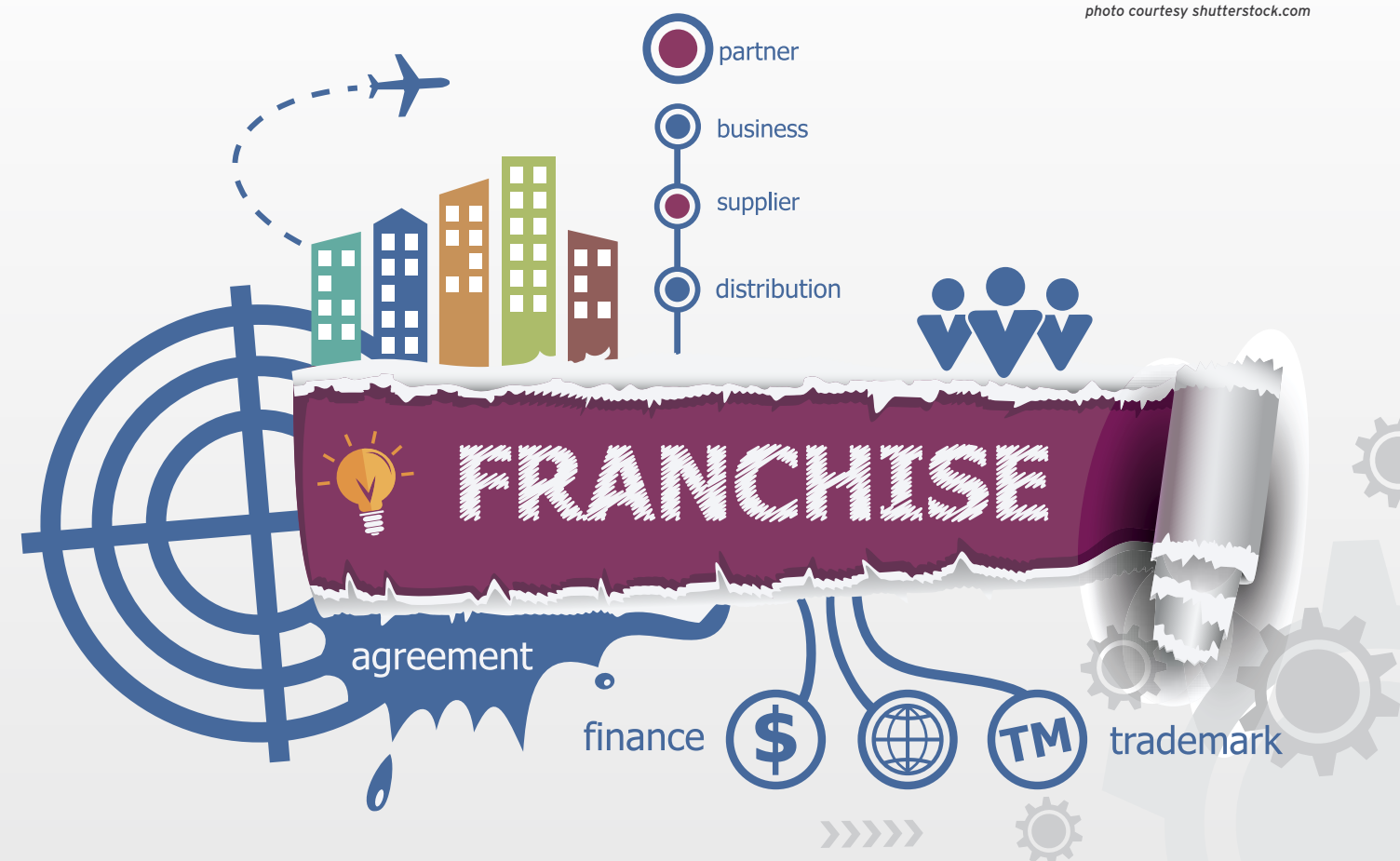


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by Frank Yeo

photo courtesy shutterstock.com



HOTEL FRANCHISES FLOURISH

In Canada, 45 per cent of all retail sales are generated by franchised businesses. This is comparable to the United States where approximately 50 per cent of retail and service revenue is generated by franchised businesses. The hospitality industry is the largest single sector, accounting for almost 40 per cent of franchised brand names.

Canada has just been through a record-breaking year. In 2018, supply was up 1.0 per cent, or \$160.8 million. Demand was up 2.0 per cent or \$106.7 million. Occupancy was up 1.0 per cent to a record 66.3 per cent, while ADR rose by 4.3 per cent to hit \$163 and RevPAR went up 5.3 per cent to \$108. At the recent CHIC conference, Rob Kumer of Kingsett Capital noted that we have had 8.5 years, or 104 months of RevPAR growth. Last year, the accommodations sector in Canada benefited from new records in international arrivals reaching 31.2 million in overnight trips, with robust revenue per available room (RevPAR) growing by 5.3 per cent and strong capitalization rates year-on-year averaging at 7.3 per cent.

The Canadian hotel market is made up of primarily independent hotels (74 per cent), however these hotels only represent 47 per cent of available guest rooms in Canada. As such, the branded hotels, which are larger in average size, comprise only 26 per cent of Canadian hotels but 53 per cent of the nation’s hotel inventory. While Canada is further dominated by smaller sized properties consisting of less than 50 rooms, opportunities remain for those brands that have lower room-count requirements and for those brands that also cater to property conversions.

According to Colliers International’s new 2019 Canadian Hotel Investment Report, the Canadian hotel industry is currently amidst one of the most profitable periods for hotel owners in the last 30 years, due to record operating metrics, a low Canadian dollar, financing costs at historical lows, and active construction plans. An average of over \$2 billion per year in investment is being experienced, and the value in acquisitions now sustains over \$1 billion per year, with \$1.5 billion worth in Canadian hotel real estate

changing hands in 2018. Furthermore, up to \$2 billion in hotel property activity is expected this year. During the same period, new hotel supply increased by 1.4 per cent in 17 major Canadian markets — up from one per cent and 0.3 per cent in 2016 and 2017, respectively.

Colliers is projecting a surge in hotel development with national new supply growth reaching two per cent this year — double the average of one per cent per year. Notably, there has been a trend towards limited service hotels, which represented the lion's share with 70 per cent of deals this year, over more traditional full-service hotels.

Of course, selecting a brand affiliation is one of the most significant decisions hotel owners must make. The brand affiliation selected will largely determine the cost of hotel development or conversion of an existing property to meet new brand standards. The affiliation will also determine several things about the ongoing operation including the level of services and amenities offered, cost of operation, marketing opportunities or restrictions, and the competitive position in the marketplace. Brand affiliated hotels provide several benefits to hotel owners. Among the key benefits are an added assurance to bankers for the purpose of financing or refinancing and access to loyalty programs, with joint marketing efforts for the specific brand nationwide. Brand affiliation also provides access to national or international reservation systems including a global brand or regional brand website as well as activity reports relating to the hotel and brand performances. Also

to be considered is access to nationwide corporate and group sales teams, employee training and development programs plus access to central purchasing systems.

Franchise fees, however, are a significant expense for operators affiliated to a brand. Most of the fees charged by the franchising companies (brands) are assessed as a per cent of a source of revenue. Therefore, owners and operators have mixed emotions when franchise-related costs rise. In 2010, franchise fees averaged 6.8 per cent of rooms revenue, or \$2,326 dollars per available room (PAR). This metric increased to 7.2 per cent in 2016, or \$3,381 PAR.

Due to the ascending average daily room rates, franchise fee payments on a dollar per available room basis increase as you go up in chain-scale. In 2016, properties in the mid-scale segment averaged total franchise fees of \$1,897 PAR, while luxury hotels paid \$3,970 PAR. Conversely, franchise fees measured as a per cent of revenue ranged from a high of 9.6 per cent for upper-midscale hotels to a low of 5.2 per cent at luxury properties.

The increase in franchise fees as a per cent of revenue indicates that they have grown at a greater pace than rooms revenue. From 2010 to 2016, total franchise fees increased at a compound annual growth rate (CAGR) of 6.5 per cent. Concurrently, rooms revenue experienced a CAGR of just 5.5 per cent. In 2016, royalty payments constituted the greatest portion (29.5 per cent) of franchise fees, followed by guest loyalty program fees (27.9 per cent), marketing assessments (25.6 per cent), and reservation fees (17.0 per cent). ●

What follows is a listing of the major franchise operations in Canada.

While we have made every effort to be inclusive, if your information has not been included please contact us for inclusion in next year's directory.

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pgadbois@atlific.com, www.atlific.com
Contact: Phillippe Gadbois (Senior VP, Operations)

History & Plans: Established in 1959 with 63 properties in Canada (with properties in AB, BC, SK, MB, NT, ON, QC, NL, NS); Recent additions: Hampton Inn & Holiday Inn Express, Airdrie & Clarion Hotel Winnipeg in 2017; Expansion Plans: Expected to add 5 properties in 2017-2018 in Toronto, Mississauga, Montreal, Victoria, Saskatchewan; Franchise Costs: N/A; Services: Management

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www.bestwesterndevelopers.com

Best Western

History & Plans: Established in 1946 with 4,020 (all brands) Worldwide properties Worldwide and 196 (all brands) properties in Canada (Best Western: 35 in Western Canada and Best Western: 27 in Eastern Canada); Recent additions: QC in 2019; Expansion Plans: Expected to add 2 properties in 2019/2020 in QC, ON; Franchise Costs: Initial Franchise Fee: \$59,000 USD; Royalty Fee: 3.2% of GRR USD; Advertising Fee: 0.6% of GRR USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Best Western Plus

History & Plans: Established in 1946 with 4,020 (all brands) Worldwide properties Worldwide and 196 (all brands) properties in Canada (Best Western Plus: 62 in Western Canada and Best Western Plus: 51 in Eastern Canada); Recent additions: AB, SK in 2018/2019; Expansion Plans: Expected to add 13 properties in 2019/2020 in BC, MB, QC, ON; Franchise Costs: Initial Franchise Fee: \$59,000 USD; Royalty Fee: 3.2% of GRR USD; Advertising Fee: 0.6% of GRR USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Best Western Premier

History & Plans: Established in 1946 with 4,020 (all brands) Worldwide properties Worldwide and 196 (all brands) properties in Canada (Best Western Premier: 3 in Western Canada and Best Western Premier: 3 in

Eastern Canada); Recent additions: AB in 2018; Expansion Plans: Expected to add 8 properties in 2019/2020 in BC, NB, ON; Franchise Costs: Initial Franchise Fee: \$59,000 USD; Royalty Fee: 3.2% of GRR USD; Advertising Fee: 0.6% of GRR USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

BW Premier Collection

History & Plans: Established in 1946 with 4,020 (all brands) Worldwide properties Worldwide and 196 (all brands) properties in Canada (BW Premier Collection: 7 in Western Canada and BW Premier Collection: 2 in Eastern Canada); Recent additions: BC, QC in 2018/2019; Expansion Plans: Expected to add 2 properties in 2019/2020 in BC; Franchise Costs: Initial Franchise Fee: \$29,000 USD; Royalty Fee: 5% of GRR USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Group Tour Material; Group Savings; Internet; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

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Contact: David Oliver

Country Inns & Suites By Carlson www.countryinns.com

History & Plans: Established in 1987 with 7 properties in Canada (4 in Western Canada and 3 in Eastern Canada) 488 properties Worldwide; Expansion Plans: Expected to add 4 properties in 2018-2020 in Belleville, Brampton, Edmonton & Vancouver; Franchise Costs: Initial Franchise Fee: \$50,000 USD; Royalty Fee: 5% GRR; Advertising Fee: 2.5% GRR; Total Average Investment: \$6,431,784-\$7,576,902 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Park Inn by Radisson www.parkinn.com

History & Plans: Established in 1986 with 3 properties in Canada (1 in Western Canada and 2 in Eastern Canada) 149 properties Worldwide; Recent Additions: Recently added Toronto Airport in 2014; Expansion Plans: Expected to add 4 properties in 2018-2020 in Brampton, Calgary, Edmonton & Fredericton; Franchise

Costs: Initial Franchise Fee: \$35,000 USD; Royalty Fee: 4.5% GRR; Advertising Fee: 2% GRR; Total Average Investment: \$1,648,470-\$4,766,550 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Radisson www.radisson.com

History & Plans: Established in 1962 with 15 properties in Canada (8 in Western Canada and 7 in Eastern Canada) 160 properties Worldwide; Recent Additions: Edmonton and Red Deer in 2014-2015; Expansion Plans: Expected to add 8 properties in 2018-2020 in Calgary, Edmonton, Fredericton, Halifax, Montreal; Franchise Costs: Initial Franchise Fee: \$75,000 USD; Royalty Fee: 5% GRR; Advertising Fee: 2% GRR; Total Average Investment: \$3,155,400-\$9,869,000 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Radisson Blu www.radissonblu.com

History & Plans: Established in 2009 with 308 properties Worldwide; Expansion Plans: Expected to add 4 properties in 2018-2020 in Calgary, Montreal, Toronto, Winnipeg; Franchise Costs: Initial Franchise Fee: \$100,700-\$15,985,200 USD; Royalty Fee: 5% GRR; Advertising Fee: 2.5% GRR; Total Average Investment: \$11,000,700 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Radisson Red www.radissonred.com

History & Plans: Established in 2014 with 2 properties Worldwide; Expansion Plans: Expected to add 4 properties in 2018-2020 in Calgary, Montreal, Toronto, Winnipeg; Franchise Costs: Initial Franchise Fee: \$75,000 USD; Royalty Fee: 5% GRR; Advertising Fee: 2% GRR; Total Average Investment: \$16,174,000-\$24,120,500 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.



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www.choicehotelsdevelopment.ca
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(ON & Atlantic Canada); Juan Duran (Western
Canada); Rob Alldred (Ascend Hotel Collection)

Ascend Collection

History & Plans: Established in 2008 with 13 properties in Canada (2 in Western Canada, 11 in Eastern Canada) 256 properties Worldwide; Recent Additions: Hotel Belmont in BC, Bayside Resort in BC, Courthouse Hot in 2019; Franchise Costs: Initial Franchise Fee: \$30,000 CDN; Royalty Fee: 4% CDN; Advertising Fee: 1.25% CDN. Services: Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.

Clarion

History & Plans: Established in 1987 with 9 properties in Canada (5 in Western Canada, 4 in Eastern Canada) 309 properties Worldwide; Franchise Costs: Initial Franchise Fee: \$35,000 CDN; Royalty Fee: 2.5% CDN; Advertising Fee: 1.25% CDN. Services: Advertising/Marketing; Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.

Comfort

History & Plans: Established in 1998 with 144 properties in Canada (37 in Western Canada, 107 in Eastern Canada) 1,545 properties Worldwide; Recent Canadian Addition: Stratford, ON, Kindersley, SK, Moose Jaw, SK, North Bay, ON, Clarendville, NL in 2019; Franchise Costs: Initial Franchise Fee: \$40,000 CDN; Royalty Fee: 5% CDN; Advertising Fee: 1.3% CDN. Services: Advertising/Marketing; Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.

Comfort Suites

History & Plans: Established in 1998 with 5 properties in Canada (3 in Western Canada, 2 in Eastern Canada) 593 properties Worldwide; Franchise Costs: Initial Franchise Fee: \$50,000 CDN; Royalty Fee: 5% CDN; Advertising Fee: 1.3% CDN. Services: Advertising/Marketing; Architectural Services/Design; Con-

ventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Savings; Group Tour Material; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.

Econo Lodge

History & Plans: Established in 1993 with 46 properties in Canada (21 in Western Canada, 25 in Eastern Canada) 906 properties Worldwide; Franchise Costs: Initial Franchise Fee: \$25,000 CDN; Royalty Fee: 4% CDN; Advertising Fee: 1.3% CDN. Services: Advertising/Marketing; Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Savings; Group Tour Material; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.

Quality

History & Plans: Established in 1955 with 95 properties in Canada (29 in Western Canada, 66 in Eastern Canada) 1,970 properties Worldwide; Franchise Fees: Initial Franchise Fee: \$35,000 CDN; Royalty Fee: 4% CDN; Advertising Fee: 1.3% CDN. Services: Advertising/Marketing; Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Savings; Group Tour Material; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.

Rodeway Inn

History & Plans: Established in 1996 with 6 properties in Eastern Canada, 617 properties Worldwide; Recent Canadian Addition: Pikogan, QC, Gaspé, QC in 2019; Franchise Costs: Initial Franchise Fee: \$15,000 CDN; Royalty Fee: \$30 per room CDN; Advertising Fee: \$10 per room CDN. Services: Advertising/Marketing; Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Savings; Group Tour Material; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.

Sleep Inn

History & Plans: Established in 1989 with 3 properties Canada (1 in Western Canada, 2 in Eastern Canada) 415 properties Worldwide; Franchise Costs: Initial Franchise Fee: \$35,000 CDN; Royalty Fee: 4% CDN; Advertising Fee: 1.3% CDN. Services: Advertising/Marketing; Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Savings; Group Tour Material; Internet; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Technical Services; Worldwide Sales.



COAST HOTELS

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m.hope@coasthotels.com,
www.coasthotels.com
Contact: Mark Hope - Vice President,
Development & Revenue Strategy

Coast Hotels

History & Plans: Established in 1972 with 38 properties Worldwide and 28 in Western Canada (with properties in BC, AB, YK, SK); Recent Canadian Addition: Coast Oliver Hotel, Coast Swift Current Hotel, Coast Nisku Inn & Conference Centre in 2018, 2019. Expansion Plans: Expected 20 properties in the next five years throughout Canada; Franchise Costs: \$15,000 CDN. Royalty Fee: 2% CDN. Advertising Fee: 2% CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

HILTON

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www.hiltonworldwide.com

Canopy by Hilton

History & Plans: Established in 2014 with 9 properties Worldwide and 0 properties in Canada; Expansion Plans: Expected 1 property 2022 in Toronto-Yorkville; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Curio by Hilton

History & Plans: Established in 2014 with 74 properties Worldwide and 0 properties in Canada; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

DoubleTree by Hilton

History & Plans: Established in 1985 with 567 properties Worldwide and 15 properties in Canada (5 properties in Western Canada & 10 properties in Eastern Canada); Recent Canadian Addition: Edmonton Downtown in 2019; Expansion Plans: Expected 7 properties 2019-2020 in Calgary North; Windsor; Kitchener; St. John's; Quebec Resort; Toronto East; Surrey; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Complete Turnkey Packages; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Embassy Suites by Hilton

History & Plans: Established in 1983 with 253 properties Worldwide and 4 properties in Canada; Recent Canadian Addition: Montreal Airport; Toronto Airport in 2018; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 3.5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Hampton by Hilton

History & Plans: Established in 1983 with 2,491 properties Worldwide and 58 properties in Canada (24 properties in Western Canada & 34 properties in Eastern Canada); Recent Canadian Addition: St. Catharines Niagara, Charlottetown PEI, Beauport Quebec in 2019; Expansion Plans: Expected 28 properties in 2019-2022 in Peterborough, ON; Belleville; Burlington; Kelowna; Edmonton St. Albert; Ottawa West; Waterloo St. Jacobs; Deer Lake; Brockville, ON; Montreal Downtown; Vancouver Surrey, B.C.; Whitehorse; Orillia; Vaughan Toronto; Kanata; Bradford; Bedford; Niagara Falls; Kingston; Hamilton; Ottawa Downtown; Toronto Downtown; Calgary Downtown; Whitby; Midland; Stratford; Cornwall; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 6% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Manage-

ment; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Hilton Garden Inns

History & Plans: Established in 1996 with 841 properties Worldwide and 25 properties in Canada (6 properties in Western Canada & 19 properties in Eastern Canada); Recent Canadian Addition: Toronto/Brampton in 2019; Expansion Plans: Expected 6 properties 2019-2022 in St. John's Newfoundland; Sudbury; Montreal Midtown; Niagara Falls Fallsview, ON; Vaughan Toronto; Moncton; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 5.5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Hilton Hotels & Resorts

History & Plans: Established in 1985 with 585 properties Worldwide and 13 properties in Canada (4 properties in Western Canada & 9 properties in Eastern Canada); Expansion Plans: Expected 1 property in 2030 in Toronto/North York; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Home2 Suites by Hilton

History & Plans: Established in 2009 with 332 properties Worldwide and 7 properties in Canada (3 properties in Western Canada & 4 properties in Eastern Canada); Recent Canadian Addition: Brantford, ON; Toronto Brampton in 2019; Expansion Plans: Expected 10 properties 2020-2022 in Saskatoon Airport; Medicine Hat; Grand Prairie; Moncton; Kitchener; Innisfil; Toronto Markham; Huntsville; Ajax; Thunder Bay; Franchise Costs: Initial Franchise Fee: \$75,000 USD; Royalty Fee: 5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation;

Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Homewood Suites by Hilton

History & Plans: Established in 1988 with 492 properties Worldwide and 21 properties in Canada (3 properties in Western Canada & 18 properties in Eastern Canada); Recent Canadian Addition: Ottawa Kanata; Ottawa Downtown; Ottawa Airport in 2018; Expansion Plans: Expected 2 properties 2020-2022 in Montreal Midtown; Timmins; Franchise Costs: Initial Franchise Fee: \$75,000 + \$400/room (over 250) USD; Royalty Fee: 3.5% for Year 1, 4.5% for Year 2, and 5.5% for remainder USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Tapestry Collection by Hilton

History & Plans: Established in 2017 with 23 properties Worldwide. 0 properties in Canada; Expansion Plans: Expected 3 properties in 2019-2022 in Moncton, NB; Mississauga; Calgary Downtown; Franchise Costs: Initial Franchise Fee: \$75,000 USD; Royalty Fee: 5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Tru by Hilton

History & Plans: Established in 2016 with 77 properties Worldwide. 1 property in Western Canada; Recent Canadian Addition: Edmonton Windermere in 2019; Expansion Plans: Expected 7 properties in 2021 in Toronto Markham, ON; Kingston; Toronto Airport; Bracebridge, ON; Gananoque, ON; Yarmouth; Mississauga; Franchise Costs: Initial Franchise Fee: \$75,000 USD; Royalty Fee: 5% USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

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HYATT HOTELS CORPORATION

150 N. Riverside Plaza, Chicago, IL 60606 USA
Phone: (416) 300-8215
scott.richer@hyatt.com;
www.hyattdevelopment.com
Contact: Scott Richer

Hyatt Centric

History & Plans: Established in 1957 with 8 properties in Canada (with 3 properties in Eastern Canada and 5 properties in Western Canada) 850 properties Worldwide; Recent Canadian additions: Hyatt Place Mississauga Centre, Hyatt House Winnipeg South West in 2019; Expansion Plans: Expected to add 25 properties in the next 5 years.

Franchise Fee: USD\$100,000 or \$300 per guest room in Hotel, whichever is greater.; Royalty Fee: 5% Gross Rooms Revenue; Advertising Fee: Refer to current FDD; Total Average Investment: Refer to current FDD; Minimum Cash Required: Refer to current FDD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Hyatt House

History & Plans: Established in 1957 with 8 properties in Canada (with 3 properties in Eastern Canada and 5 properties in Western Canada) 850 properties Worldwide; Recent Canadian additions: Hyatt Place Mississauga Centre, Hyatt House Winnipeg South West in 2019; Expansion Plans: Expected to add 25 properties in the next 5 years.

Franchise Fee: USD\$75,000 + \$500 for each guest room in the Hotel over 150 rooms; Royalty Fee: 5% Gross Rooms Revenue USD; Advertising Fee: 3.5% Gross Rooms Revenue USD ; Total Average Investment: Refer to current FDD; Minimum Cash Required: Refer to current FDD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Hyatt Place

History & Plans: Established in 1957 with 8 properties in Canada (with 3 properties in Eastern Canada and 5 properties in Western Canada) 850 properties Worldwide; Recent Canadian additions: Hyatt Place Mississauga Centre, Hyatt House Winnipeg South West in 2019; Expansion Plans: Expected to add 25 properties in the next 5 years.

Franchise Fee: USD \$75,000 + \$500 for each guest room in the Hotel over 150 rooms; Royalty Fee: 5% Gross Rooms Revenue USD; Advertising Fee: 3.5% Gross Rooms Revenue USD; Total Average Investment: Refer to current FDD; Minimum Cash Required: Refer to current FDD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Hyatt Regency

History & Plans: Established in 1957 with 8 properties in Canada (with 3 properties in Eastern Canada and 5 properties in Western Canada) 850 properties Worldwide; Recent Canadian additions: Hyatt Place Mississauga Centre, Hyatt House Winnipeg South West in 2019; Expansion Plans: Expected to add 25 properties in the next 5 years.

Franchise Fee: USD\$100,000 or \$300 per guest room in Hotel, whichever is greater; Royalty Fee: 6% Gross Rooms Revenue and 3% of Gross F&B Revenue USD; Advertising Fee: Refer to current FDD; Total Average Investment: Refer to current FDD; Minimum Cash Required: Refer to current FDD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

The Unbound Collection by Hyatt

History & Plans: Established in 1957 with 8 properties in Canada (with 3 properties in Eastern Canada and 5 properties in Western Canada) 850 properties Worldwide; Recent Canadian additions: Hyatt Place Mississauga Centre, Hyatt House Winnipeg South West in 2019; Expansion Plans: Expected to add 25 properties in the next 5 years.

Franchise Information: Franchise Fee: USD \$100,000 or \$300 per guest room in Hotel, whichever is greater.; Royalty Fee: 5%Gross Rooms Revenue USD ; Advertising Fee: 1.5% Gross Rooms Revenue USD; Total Average Investment: Refer to current FDD; Minimum Cash Required: Refer to current FDD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Internet; Inspection System; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

INTERCONTINENTAL HOTELS GROUP (IHG)

2 Robert Speck Parkway, Suite 600
michelle.dias@ihg.com or www.ihgplc.com
Contact: Michelle Dias - Marketing

Candlewood Suites®

History & Plans: Established in 1995 with 3 properties in Canada and 368 properties Worldwide; Recent Canadian additions: Candlewood Suites Calgary Airport North, Candlewood Suites West Edmonton- Mall Area; Expansion Plans: Expected to add 1 property in 3-5 years; Franchise Information: Franchise Fee: \$500 per guest room but not less than \$50,000 USD; Royalty Fee: 5% GSR USD; Advertising Fee: 2.5% GSR USD (combined marketing & training fee); Total Average Investment: \$7,846,008-\$10,678,273 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Internet; Management; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies: Technical Services; Worldwide Sales.

Crowne Plaza® Hotels & Resorts

History & Plans: Established in 1983 with 8 properties in Canada and 410 properties Worldwide; Expansion Plans: Expected to add 1 property in 3-5 years; Franchise Information: Franchise Fee: \$500 per guest room but not less than \$75,000 USD; Royalty Fee: 5% GRR USD; Advertising Fee: 3% GRR USD; Total average Investment: \$24,442,450 - \$61,248,130 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Internet; Management; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies: Technical Services; Worldwide Sales.

Holiday Inn Express®

History & Plans: Established in 1991 with 94 properties in Canada and 2,507 properties Worldwide; Expansion Plans: 21 properties in 3-5 years; Franchise Information: Franchise \$500 per guest room but not less than \$50,000 USD; Royalty Fee: 6% GRR USD; Advertising Fee: 3% GRR USD; Total average Investment: \$7,530,521-\$10,553,775 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Internet; Management; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies: Technical Services; Worldwide Sales.

Holiday Inn® Hotels and Resorts

History & Plans: Established in 1952 with 59 properties in Canada and 1,225 properties Worldwide; Recent Canadian additions: Holiday Inn Hotel & Suites Montreal Centre-ville Ouest in 2017; Expansion Plans: 5 properties in 3-5 years; Franchise Information: Franchise Fee: 500 per guest room but not less than \$50,000 USD; Royalty Fee: 5% GRR USD; Advertising Fee: 3% GRR USD; Total average Investment: \$13,368,538-\$24,873,125 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Internet; Management; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies: Technical Services; Worldwide Sales.

Intercontinental® Hotels and Resorts

History & Plans: Established in 1946 with 3 properties in Canada and 187 properties Worldwide; Franchise Information: Franchise Fee: \$500 per guest room but not less than \$70,000 USD; Royalty Fee: 5% GRR USD; Advertising Fee: 3% GRR USD; Total average Investment: \$67,250,240-\$98,487,600 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Internet; Management; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies: Technical Services; Worldwide Sales.

Staybridge Suites®

History & Plans: Established in 1997 with 8 properties in Canada and 238 properties Worldwide; Expansion Plans: 3 properties expected in 3-5 years; Franchise Information: Franchise Fee: \$500 per guest room but not less than \$50,000 USD; Royalty Fee: 5% GRR USD; Advertising Fee: 2.5% GRR USD (combined marketing & training fee); Total average Investment: \$9,285,538-\$12,658,600 USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Internet; Management; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies: Technical Services; Worldwide Sales.

LA QUINTA HOLDINGS INC.

909 Hidden Ridge, Suite 600,
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Phone: (214) 492-6821
Fax: (214) 596-6025
david.wilner@laquinta.com; www.lq.com
Contact: David Wilner - SVP Franchise Development

La Quinta Inns & Suites

History & Plans: Established in 1968 with 2 properties in Canada (1 property in Western Canada and 1 property in Eastern Canada) and 889 properties Worldwide; Franchise Information: Franchise Fee: \$55,000 USD; Royalty Fee: 4.5% USD; Advertising Fee: 2.5% USD; Services: Advertising/Marketing; Conventions & Area Meetings; Development & Design; Field Support; Group Tour Material; Group Savings; Internet; Management; Quality Assurance Audits; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

MAGNUSON HOTELS

525 E Mission Ave., Spokane, WA 99202 USA
Phone: (509) 747-8713
info@magnusonhotels.com
Contact: KC Cook

Magnuson Hotels

History & Plans: Established in 2003 with 3 properties in Western Canada, 1 property in Eastern Canada and 1,274 properties Worldwide; Expansion Plans: Expected to add 15 properties in BC, AB in 2018; Franchise Information: Franchise Fee: \$10,000 USD; Royalty Fee: 5% GRR USD; Services: Advertising/Marketing; Central Purchasing; Conventions & Area Meetings; Financial Assistance; Group Tour Material; Internet; Reservation Systems; Worldwide Sales.

MARRIOTT HOTELS OF CANADA

2425 Matheson Blvd. East, Suite 100,
Mississauga, ON L4W 5K4
Phone: (905) 366-5208, Fax: (905) 366-5220
manlio.marescotti@marriott.com;
ryan.mcrae@marriott.com
www.marriottdevelopment.com
Contact: Manlio Marescotti, Vice President,
Lodging Development - MB, NB, NL, NS, PE, ON, QC
Ryan McRae, Vice President, Lodging Development
BC, AB, SK

AC Hotels by Marriott

History & Plans: Established in 2011 with 0 properties in Canada, 101 properties Worldwide; Franchise Fee: \$75,000 USD or \$500/room; Royalty Fee: 5.5% GRS

Alot Hotels

History & Plans: Established in 2008 with 3 properties in Canada (1 property in Western Canada & 2 properties in Eastern Canada) 126 properties Worldwide; Franchise Fee: US\$60,000 plus an additional US\$450 per guestroom in excess of 150; Royalty Fee: 5.5% GRS

Autograph Collection

History & Plans: Established in 2010 with 2 properties in Canada (1 property in Western Canada & 1 property in Eastern Canada) 119 properties Worldwide; Franchise Information: Franchise Fee: US\$75,000 or US\$300 per guestroom; Royalty Fee: 5% GRS

Courtyard

History & Plans: Established in 1983 with 28 properties in Canada (7 properties in Western Canada and 21 in Eastern Canada) 1,111 properties Worldwide; Recent Additions: Courtyard by Marriott Cold Lake; Franchise Fee: USD \$75,000 or \$500 per guestroom; Royalty Fee: 6% GRS

Delta Hotels

History & Plans: Established in 2015 with 35 properties in Canada (15 properties in Western Canada and 20 properties in Eastern Canada) 40 properties Worldwide; Franchise Fee: US\$75,000 plus US\$300 per guestroom for each guestroom in excess of 250 guestrooms; Royalty Fee: 5% GRS

Element

History & Plans: Established in 2008 with 2 properties in Canada (1 property in Western Canada and 1 property in Eastern Canada) 24 properties Worldwide; Franchise Fee: US\$60,000 plus an additional US\$450 per Guestroom in excess of 150; Royalty Fee: 5.5% GRS

Fairfield Inn & Suites

History & Plans: Established in 1987 with 21 properties in Canada (8 properties in Western Canada and 13 properties in Eastern Canada) 856 properties Worldwide; Franchise Fee: USD \$50,000 or \$400 per guestroom; Royalty Fee: 5.5% GRS

Four Points

History & Plans: Established in 1995 with 30 properties in Canada (15 properties in Western Canada and 15 properties in Eastern Canada) 229 properties Worldwide; Franchise Fee: US\$60,000 plus an additional US\$450 per guestroom in excess of 150; Royalty Fee: 5.5% GRS

JW Marriott

History & Plans: Established in 1984 with 1 property in Canada (1 property in Eastern Canada) 80 properties

Worldwide; Franchise Fee: US\$85,000 plus US\$300 per guestroom in excess of 275 guestrooms; Royalty Fee: 6% GRS

Le Meridien

History & Plans: Established in 1972 with 1 property in Canada (1 property in Eastern Canada) 107 properties Worldwide; Franchise Fee: US\$85,000 plus US\$300 per guestroom in excess of 200 guestrooms; Royalty Fee: 5% GRS

Marriot Hotels

History & Plans: Established in 1957 with 16 properties in Canada (6 properties in Western Canada and 10 properties in Eastern Canada) 544 properties Worldwide; Franchise Fee: US\$85,000 plus US\$300 per guestroom in excess of 275 guestrooms; Royalty Fee: 6% GRS

Renaissance Inn

History & Plans: Established in 1987 with 22 properties in Canada (4 properties in Western Canada and 18 properties in Eastern Canada) 740 properties Worldwide; Franchise Fee: USD \$75,000 or \$500 per suite; Royalty Fee: 6% GRS

The Ritz-Carlton

History & Plans: Established in 1995 with 2 properties in Canada (0 properties in Western Canada and 2 properties in Eastern Canada) 99 properties Worldwide;

Sheraton

History & Plans: Established in 1937 with 18 properties in Canada (7 properties in Western Canada and 11 properties in Eastern Canada) 448 properties Worldwide; Franchise Fee: US\$85,000 plus US\$300 per guestroom in excess of 200 guestrooms; Royalty Fee: 6% GRS

Springhill Suites

History & Plans: Established in 1998 with 2 properties in Canada (2 properties in Eastern Canada) 363 properties Worldwide; Franchise Fee: USD \$50,000 or \$400 per suite whichever is greater; Royalty Fee: 5.5% GRS

TownePlace Suites

History & Plans: Established in 1997 with 11 properties in Canada (3 properties in Western Canada and 8 properties in Eastern Canada) 312 properties Worldwide; Recent Additions: TownePlace Suites by Marriott Edmonton South; Franchise Fee: USD \$50,000 or \$400 per suite whichever is greater; Royalty Fee: 5% Gross Room Sales (Increase to 5.5% after October 2017)

Tribute Portfolio

History & Plans: Established in 2015 with 1 property in Canada (1 property in Eastern Canada) 24 properties Worldwide; Franchise Fee: US\$50,000 plus US\$200 per guestroom in excess of 250 guestrooms; Royalty Fee: 5% GRS

W Hotels

History & Plans: Established in 1998 with 8 properties in Canada (7 properties in Western Canada and 1 property in Eastern Canada) 50 properties Worldwide

Westin Hotels & Resorts

History & Plans: Established in 1930 with 15 properties in Canada (7 properties in Western Canada and 8 properties in Eastern Canada) 216 properties Worldwide; Franchise Fee: US\$85,000 plus US\$300 per guestroom in excess of 200 guestrooms; Royalty Fee: 7% GRS

MASTERBUILT HOTELS

#200, 1060 7th Street SW, Calgary, AB T2R 0C4
 Phone: (416) 873-2715
 mmacklem@masterbuilt-hotels.com,
 www.masterbuilt-hotels.com
 Contact: Mike Macklem

Microtel Inn & Suites by Wyndham

History & Plans: Established in 2011 with 17 properties in Canada (11 in Western Canada & 6 in Eastern Canada); Recent Additions: Oyster Bay, Fort McMurray, Val d'Or, Mont Tremblant in 2018; Expansion Plans: 5 properties in 2019 Kelowna, Portage la Prairie, Winnipeg, Port Elgin, Aurora; Franchise Information: Initial Franchise Fee: \$40,000 CDN; Royalty Fee: 6%; Advertising Fee: 2% CDN; Total Average Investment: \$10M (CDN); Minimum Cash Required: \$4,000,000 (CDN); Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Development & Design; Equity; Field Support; Financial Assistance; Internet; Inspection System; Lease Negotiation; Management; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales;



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 Phone: (905) 564-8500 ext. 5200,
 Fax: (905) 564-2860
 dpedone@montecarloinns.com;
 www.montecarloinns.com
 Contact: Danny Pedone

Monte Carlo Inns

History & Plans: Established in 1992 with 8 properties in Canada; Recent Additions: none; Expansion Plans: none; Franchise Information: Initial Franchise Information: \$30,000 CDN; Royalty Fee: 5% CDN; Advertising Fee: 2% CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Development & Design; Field Support; Inspection System; Quality Assurance Audits; Reservation Systems; Staff Training

POMEROY LODGING

9820-100th Ave. Grande Prairie, AB T8V 0T8
 Phone: (780) 814-5295
 marketing@pomeroyinnandsuites.com;
 www.pomeroyinnandsuites.com
 Contact: Ryan Laurie

Pomeroy Inn & Suites

History & Plans: Established in 2004 with 8 properties in Canada (8 in Western Canada). Recent additions: 1 property in 2018; Franchise Information: Initial Franchise Information: N/A; Royalty Fee: N/A; Advertising Fee: N/A; Total Average Investment: N/A; Minimum Cash Required: N/A; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Inspection System; Management; Purchasing; Quality Assurance Audits; Quality Control; Staff Training.

realstar management**REALSTAR HOTEL SERVICES CORP.**

77 Bloor Street West, Suite 2000,
 Toronto, ON M5S 1M2
 Phone: (416) 966-8454,
 Fax: (416) 923-5424
 www.realstarhospitality.com
 Contact: David Blades



Days Inns Canada
daysinn@realstarhospitality.com;
www.realstarhospitality.com

History & Plans: Established in 1992 with 114 properties in Canada (66 in Western Canada, 48 in Eastern Canada); Expansion Plans: Expected to add 5 (+/-) properties in 2020; Franchise Information: Initial Franchise Fee: \$45,000 minimum CDN; Royalty Fee: 6.5% CDN; Services: Advertising/Marketing; Development & Design; Field Support; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Worldwide Sales.



Motel 6
motel6@realstarhospitality.com;
www.realstarhospitality.com

History & Plans: Established in 2003 with 33 properties in Canada (20 in Western Canada, 13 in Eastern Canada). Recent Canadian additions: Victoria Airport, BC in 2019; Expansion Plans: Expected to add 5 (+/-) properties in 2020; Franchise Information: Initial Franchise Fee: \$40,000 CDN; Royalty Fee: 5% CDN; Advertising Fee: 1.5% CDN. Services: Advertising/Marketing; Development & Design; Field Support; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Worldwide Sales.

Studio 6
studio6@realstarhospitality.com;
www.realstarhospitality.com

History & Plans: Established in 2003 with 3 properties in Canada (1 in Western Canada, 2 in Eastern Canada); Expansion Plans: Expected to add 5 (+/-) properties in 2020; Franchise Information: Initial Franchise Fee: \$40,000 CDN; Royalty Fee: 5% CDN; Advertising Fee: 1.5% CDN. Services: Advertising/Marketing; Development & Design; Field Support; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Worldwide Sales.

**RED ROOF INNS, INC.**

7315 Walton Parkway,
 New Albany, OH 43054 USA
 Phone: (313) 587-7917
 nscott@redroof.com;
 www.redrooffranchising.com
 Contact: Neil Scott

Red Roof Inn/Red Roof PLUS+

History & Plans: Established in 1973 with 636 properties Worldwide and no properties in Canada; Expansion Plans: Expected to add 1 property in 2019 in Calgary; Franchise Information: Initial Franchise Fee: \$27,000 USD; Royalty Fee: 4.5% of Gross Room Revenues USD; Advertising Fee: 4% of Gross Room Revenues USD; Services: Architectural Services/Design; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Savings; Internet; Inspection System; Lease Negotiation; Management; Newsletter; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

RLH CORPORATION

1550 Market St Suite 350,
 Denver, CO 80202 USA
 Phone: (509) 777-6415
 angie.mcpetrie@rlhco.com;
 www.redlion.com
 Contact: Angie McPetrie, VP, Franchise Development

Country Hearth

History & Plans: Established in 1937 with 40 properties Worldwide; Franchise Information: Franchise Fee: \$1,500 USD; Royalty Fee: 4% GRR USD; Advertising Fee: N/A; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Group Tour Material; Group Savings; Internet; Inspection System; Newsletter; Purchasing; Quality Control; Reservation Systems; Supplies; Technical Services; Worldwide Sales.

SUPERIOR LODGING CORPORATION

#200, 1060 7th Street SW.,
 Calgary, AB T2R 0C4
 Phone: (403) 543-8800,
 Fax: (403) 543-8803
 mstaniloff@superiorlodgingcorp.com
 Contact: Marc Staniloff, President & CEO

History & Plans: Established in 1992 with 264 properties Worldwide and 262 properties in Canada; Services: Conventions & Area Meetings; Development & Design; Management; Newsletter; Purchasing

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Phone: (403) 543-8800, Fax: (403) 543-8803
nlucas@superiorlodgingcorp.com
Contact: Nigel Lucas, Executive Vice-President,
Franchising & Development



Super 8 by Wyndham www.super8.ca

History & Plans: Established in 1974 with 2,836 properties Worldwide and 131 properties in Canada (with 81 in Western Canada and 50 in Eastern Canada); Recent Additions: Super 8 by Wyndham Canmore, AB in 2018. Super 8 by Wyndham Spruce Grove, AB in 2019; Expansion Plans: Expected to add 3 properties in 2019/2020 in Eastern Canada; Franchise Information: Franchise Fee; \$25,000 CDN; Royalty Fee: 5% CDN; Advertising Marketing Fee: 3% CDN; Services: Advertising/Marketing; Architectural Services/Design; Convention & Area Meetings; Development & Design; Field Support; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Worldwide Sales



Travelodge by Wyndham www.travelodge.ca

History & Plans: Established in 1935 with 424 properties Worldwide and 94 properties in Canada (with 51 in Western Canada and 43 in Eastern Canada); Recent additions: Travelodge by Wyndham Rigaud, QC; Travelodge by Wyndham Blairmore, AB; Travelodge by Wyndham Cochrane, ON; Travelodge by Wyndham Victoria, BC in 2019; Expansion Plans: Expected to add 8 properties in 2019/2020 in Northern regions BC, AB, ON; Franchise Information: Franchise Fee; \$25,000 CDN; Royalty Fee: 8.5% CDN; Advertising Marketing Fee: N/A; Services: Advertising/Marketing; Convention & Area Meetings; Development & Design; Field Support; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Worldwide Sales



Thriftlodge www.travelodge.ca

History & Plans: Established in N/A with 8 properties Worldwide and 8 properties in Canada (with 4 in Western Canada and 4 in Eastern Canada); Franchise Information: Franchise Fee; \$20,000 CDN; Royalty Fee: 8% CDN; Advertising Marketing Fee: N/A; Services: Advertising/Marketing; Convention & Area Meetings; Development & Design; Field Support; Inspection System; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Worldwide Sales

SURESTAY HOTEL GROUP

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Phone: (800) 847-2429
West: Allan Seigel allan.seigel@bestwestern.com
East: Amy Crouch amy.crouch@bestwestern.com
www.surestaydevelopers.com

SureStay Hotel Group

History & Plans: Established in 2016 with 245 properties Worldwide and 5 properties in Canada (with 4 in Western Canada and 1 in Eastern Canada); Recent additions: BC, ON, SK in 2018/2019; Expansion Plans: Expected to add 3 properties AB, BC in 2019/2020; Franchise Information: Franchise Fee; \$35,000 USD; Royalty Fee: 3% GRR USD; Advertising Marketing Fee: 5% GRR USD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Complete Turnkey Packages; Conventions & Area Meetings; Development & Design; Field Support; Group Tour Material; Group Savings; Internet; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

WYNDHAM HOTELS & RESORTS

22 Sylvan Way, Parsippany, NJ 07054 USA
Phone: (800) 889-9710, Fax: N/A
development@wyndham.com
Contact: Chip Ohlsson

Baymont Inn & Suites www.baymont.com

History & Plans: Established in 1974 with 3 properties in Canada and 499 properties Worldwide; Franchise Information: Franchise Fee; \$26,000 and \$260 per room CDN; Royalty Fee: 5% GRR CDN; Advertising Fee: 2% GRR CDN; Total Average Investment: \$89,551 - \$6,741,615 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Hawthorn Suites by Wyndham www.hawthorn.com

History & Plans: Established in 1986 with 0 properties in Canada, 103 properties Worldwide; Franchise Information: Franchise Fee; the greater of CAD \$40,000 or CAD \$400 for each guest room; Royalty Fee: 5.5% GRR; Advertising Fee: 2.5% GRR; Total Average Investment: \$87,060 - \$12,028,821 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Worldwide Sales.

Howard Johnson by Wyndham www.hojo.com

History & Plans: Established in 1925 with 32 properties in Canada, 336 properties Worldwide; Franchise Information: Franchise Fee; the greater of \$35,000 and \$350 per room CDN; Royalty Fee: 4.5%

GRR; Advertising Fee: 2% GRR; Total Average Investment: \$157,237 - \$9102,926 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Microtel by Wyndham www.microtel.com

History & Plans: Established in 1987 with 17 properties in Canada, 341 properties Worldwide; Franchise Information: Franchise Fee; the greater of CAD \$40,000 or CAD \$400 for each guest room; Royalty Fee: 6% GRR; Advertising Fee: 2% GRR; Total Average Investment: \$3,727,156 - \$5,869,376 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Ramada Worldwide by Wyndham www.ramada.com

History & Plans: Established in 1954 with 81 properties in Canada, 839 properties Worldwide; Franchise Information: Franchise Fee; the greater of CAD \$35,000 or CAD \$350 per room; Royalty Fee: 4.5% GRR; Advertising Fee: 2% GRR; Total Average Investment: \$77,429 - \$13,300,296 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Technical Services; Worldwide Sales.

Super 8 by Wyndham www.super8.com

History & Plans: Established in 1971 with 126 properties in Canada, 2836 properties Worldwide; Franchise Information: Franchise Fee; the greater of CAD \$25,000 or CAD \$250 per room; Royalty Fee: 5% GRR; Advertising Fee: 3% GRR; Average Investment: \$92,963 - \$4,394,631 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Worldwide Sales.

TRYP by Wyndham www.tryphotels.com

History & Plans: Established in 2016 with 107 properties Worldwide; Franchise Information: Franchise Fee; the greater of CAD \$35,000 or CAD \$350 for each guest room; Royalty Fee: 5% GRR; Advertising Fee: 4% GRR; Average Investment: \$725,596 - \$22,585,539 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Worldwide Sales.

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Wingate by Wyndham
www.wingate.com

History & Plans: Established in 1995 with 8 properties in Canada, 164 properties Worldwide; Franchise Information: Franchise Fee; the greater of CAD \$36,000 or CAD \$360 for each guest room; Royalty Fee: 6% GRR; Advertising Fee: 2.5% GRR; Total Average Investment: \$166,978 - 10,223,105 CAD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Worldwide Sales.

Wyndham
www.wyndham.com

History & Plans: Established in 2010 with 117 properties Worldwide; Franchise Information: Franchise Fee; CAD \$500 per guest room in the System, with a minimum Initial Franchise Fee of CAD \$50,000 for a Wyndham Hotel; Royalty Fee: 5% GRR; Advertising Fee: 3% GRR; Total Average Investment: \$245,493 - 63,424,460 CAD; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Worldwide Sales.

Wyndham Garden
www.wyndhamgarden.com

History & Plans: Established in 2010 with 72 properties in Canada, 114 properties Worldwide; Franchise Information: Franchise Fee; CAD \$350 per guest room in the System, with a minimum Initial Franchise Fee of CAD \$35,000 for a Wyndham Garden Hotel; Royalty Fee: 5% GRR; Advertising Fee: 3% GRR; Total Average Investment: \$399,311 - \$20,289,503 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Worldwide Sales.

Wyndham Grand
www.wyndhamgrand.com

History & Plans: Established in 2010 with 39 properties Worldwide; Franchise Information: Franchise Fee; CAD \$500 per guest room in the System, with a minimum Initial Franchise Fee of CAD \$50,000 for a Wyndham Grand Hotel; Royalty Fee: 5% GRR; Advertising Fee: 3% GRR; Total Average Investment: \$244,797 - \$63,447,099 CDN; Services: Advertising/Marketing; Architectural Services/Design; Central Purchasing; Conventions & Area Meetings; Development & Design; Field Support; Financial Assistance; Group Tour Material; Group Savings; Lease Negotiation; Management; Newsletter; Purchasing; Quality Assurance Audits; Quality Control; Reservation Systems; Staff Training; Supplies; Worldwide Sales.

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¹Based on number of hotels. ²Based on increase in number of properties in 2018. This is not an offer. Certain provincial laws regulate the offer and sale of franchises. An offer will only be made in compliance with those laws and regulations, which may require we provide you with a Disclosure Document, a copy of which can be obtained by contacting Wyndham Hotel Group Canada, ULC at 22 Sylvan Way, Parsippany, NJ 07054. In Canada, Days Inn and Travelodge franchises are offered by a third party master franchisee. All hotels are independently owned and operated with the exception of certain hotels managed or owned by an affiliate of the company. © 2019 Wyndham Hotel Group Canada, ULC. All rights reserved.

NEW products

Scentered Partners with Global Amenities Direct to Launch Luxe Aromatherapy Amenities Line



Scentered has introduced an amenities line for luxury hotels worldwide being exclusively licenced by Global Amenities Direct (GAD). The new 100 per cent natural range of eco-friendly hair and body products is designed to help guests embrace modern lifestyle demands through the amenities experience in unexpected and thoughtful ways. “Scentered demonstrates how each property cares about guests’ well-being from check-in to beyond their stay. Our line of aromatherapy-based products that aid travel is designed to bring a forward-thinking approach while reducing waste and enabling hotels to gain valuable investment back from their brand partnership,” says Scentered CEO, Sherry Orel.

Design with Purpose

MTI Baths has introduced a stylish new wall sink designed for compact bathrooms, as well as for accessibility installations. The Metropolis can be installed at ADA compliant heights, and the open space around it makes navigation with a walker or wheelchair much easier. Featuring a streamlined design that delivers a strong architectural presence, the Metropolis measures 51.75” long x 20” deep x 4.5” high, providing plenty of space for toiletries and a deck mount faucet.



Sleep Capsule: A Futuristic Space-Saving Sleep Solution Hails from Japan

As young travellers continue to focus their spending on experiences, we are seeing an increased need for accessible and comfortable hospitality accommodations. Aside from outdoor camping, bunk-bed hostels, renting a stranger’s home, what affordable and experiential alternatives are left? Inspired by the capsule architecture created by Kisho Kurokawa, KOTOBUKI has developed and launched the Sleep Capsule Bed, bringing the elegance and efficiency of Japanese travel culture to the world. Since their initial introduction, capsule beds have evolved from just being economical business lodging to sophisticated, flexible sleep solutions. With its stylish and modern exterior, The Sleep

Capsule Bed provides a peaceful and private sleep sanctuary in an otherwise busy world. With a fully customizable appearance and a wide range of accompanying accessories and features, the options are endless for the economically-conscious traveller.

Aireus POS Allows Hotel Guests to Order Room Service Through Apple TV

Aireus Inc has introduced a new Apple TV app that is a restaurant and hotel industry game-changer. For a relatively low cost, Aireus can provide a flexible and intuitive system for managing communications between guests and restaurant staff. Through the simple use of Apple TV, which is more affordable and versatile than typical on-demand subscription options, guests can log into their own personal accounts. Through the revolutionary Aireus POS app, guests can easily browse the room service menu and customize their dish. With customized features, the app presents opportunities to upsell to the customer. The order is sent directly to the kitchen, and a check is opened for the guest. Order notifications are sent to the room so the customer can see every step of the process and estimate when the food will arrive. Once the bill is paid, guests can have their receipt texted to their phone number.



dormakaba Launches RT Plus BLE-Enabled RFID Lock for Easy Magstripe Upgrades

dormakaba, the provider of secure Saflok and Ilco electronic door locks will demonstrate its new RT Plus mobile-enabled RFID guest room electronic door lock at HITEC booth 1308. The RT Plus has BLE (Bluetooth Low Energy) technology integrated in its reader and is ideal for magstripe or mechanical lock retrofit. dormakaba is a total solution provider for the hospitality industry and one of the top three companies in the global market for access and security solutions.

The RT Plus lock is a cost-effective solution for small hotels and large properties. It is perfect for guest rooms, common areas, meeting spaces and back of house access control. It is easy for guests to use and RFID keys cannot be erased by contact with cell phones. The RT Plus lock is a sealed unit that does not require the ongoing maintenance associated with magstripe locks and has a BLE module integrated into its reader for an immediate path to mobile access implementation. RT Plus also features NFC programming for simplified lock auditing, and reliability.

“Many brands have added mandatory RFID guest room door locks to their flag standards. dormakaba developed the RT Plus mobile-enabled RFID lock to simplify the path from magstripe locks to RFID,” said David Ginn, dormakaba vice-president hospitality sales, North America. “There are many advantages to RFID locks. Guests find them very easy to use because the keycard unlocks the door when it is next to the reader; it is not inserted. The RT Plus improves security because the lock is tamperproof and can be audited to identify which keys were used to enter a room. Plus, the RT Plus is low maintenance with batteries that last up to three years and issue a message when it is time to change them. These are clearly the best locks for properties that want a smooth upgrade to RFID.” Existing dormakaba 760 and 770 magstripe locks can be easily upgraded to RTP by simply changing the outside housing.

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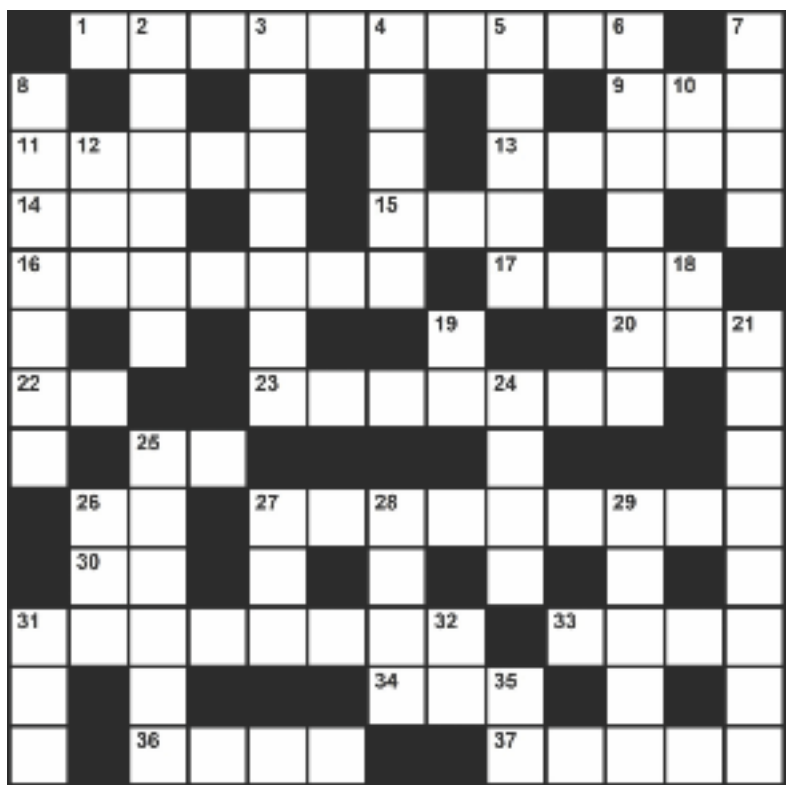
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1 They are being replaced with bulk-size in many hotel bathrooms
9 Canada neighbor
11 ___ ground in an electrical system
13 Needing washing
14 Couple
15 Are situated
16 Advertised offering
17 Accessible
20 Cry of success
22 ___ address
23 Detergent products that contain ___ will reduce alkalinity
25 Laundry weight measure, abbr.
26 Advanced technology segment that will greatly affect the future, abbr.
27 Shower alternative to small bottles
30 Fashionable
31 Name of an Eco Rating program recognized by the Global Sustainable Tourism Council, 2 words
33 Vital internet service in a hotel
34 Companies, abbreviation
36 Systems that can extend the life of a washer, goes with 37 across
37 See 36 across
- Down
2 Some progress
3 Many successful hotels handle the laundry __ __, 2 words
4 ___ d'hote: restaurant meal offered at a fixed price with few other options
5 Calgary attraction
6 They ask for guests' opinions
7 Settles the bill
8 TV service many guests want access to in their rooms
10 Urban road, for short
12 Take one's breath away
18 Compass point
19 Alongside
21 Stronger and more durable ___ and greet
25 Tablecloths and such
26 Its quality in a hotel is very important
27 Excessive noise
28 Detailed description of a project
29 Work period
31 Exercise facility
32 Hello!
35 GPS heading, abbr.

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TO THIS CROSSWORD

Advertisers Index

ACI Wright Architects Inc38
Alliance Laundry Systems / Unimac30
Automated Laundry Systems FG Inc32
Cardtronics Canada ATM36
Carrier Enterprise17
Choice Hotels CanadaOBC
Continental Girbau Inc29
Custom Amenities Inc.22
Dormakaba Canada Inc26
Dyson14
Eden Textiles20
Focus Hospitality21
Gasser Chair Company Inc41
George Courey Inc24
Harco Co. Ltd31
Horizon North Logistics Inc48
Hotel Technologies45
Hyatt Hotels Corp9
InnQuest Canada7
Kohler Canada23
Matrix Hospitality Furniture7
Milnor Laundry Systems33
MODIO Guestroom Acoustic ControlIBC
Monte Carlo Inn51
Northwind5
Patlin Textiles / Otelia Inc61
Realstar Hospitality55, 57
Red Roof Inns, IncIFC
Smart Hotel Software12
Telus46
Tempur Sealy38
Travelodge Canada58
TRICOM8
Whiteshell Chairs Ltd42
Wyndham Hotel Group59

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