



ROOMers

Insights and Information on the Canadian Hotel Industry

Six Months Later - The Border Question

By far, Americans constitute Canada's largest single international market. Any restriction on the movement of persons at the border would be catastrophic for us. We all remember last September. For this reason, the Hotel Association of Canada is working closely with the Coalition for Secure and Trade Efficient Borders, an organization of 50-plus business and trade associations.

In December we released a report with specific recommendations in advance of the federal budget. Deputy Prime Minister John Manley and Tom Ridge, United States' Director of Homeland Security, subsequently signed a 30-point Action Plan with the aim of creating a "smart border" for the 21st Century.

To understand the direction of a "Smart Border", you must examine the psyche of our American friends, the politics of these times and the important role our Canadian government must play.

This is an election year in the United States. Thirty-three Senate seats and all 435 House seats are being contested. There is currently a one-seat majority in the Senate and a six-seat majority in the House. All politics is local, particularly in an election year. Politicians are paying very close attention to the mood of the electorate and are responding in kind with what they believe is appropriate legislation. However in their enthusiasm to appear to be responding to terrorism, politicians are passing a multitude of bills that have gone so far as to include banning tainted raisins from Afghanistan. The point is they are taking action. Why?

In a January 2002 Bloomberg National Poll, 42 per cent of Americans indicated that they think there *will* be another terrorist attack this year. In the same poll, three out of four Americans think they *might* be attacked this year.

In a similar poll, Americans were asked what should be the top priority for the United States Government. Forty-five per cent said stronger security, while 27 per cent said win the war, and 16 per cent wanted the government to stimulate the economy. Twelve per cent of Americans did not know or could not answer. Clearly the American people want action and the politicians are reacting. And it starts right at the top.

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Human Resources Report: Worker Shortages in the Accommodation Industry

The Canadian Tourism Human Resource Council (CTHRC) and some of its members, including the Hotel Association of Canada, initiated a national study of the views of the accommodation and food services industries on Human Resources shortages. The HAC recognizes that the events of the past months have in many cases mitigated shortages. However, we all recognize that this problem will re-emerge. Some highlights from the accommodation survey can be found on page 11.

Report on Canada's Accommodation Industry

Provincial Profiles

In 2000 the Hotel Association of Canada engaged KPMG to quantify the accommodation industry and the economic impact generated by the operation of all our hotels. In the Spring 2001 issue of *Roomers* we provided you with a national overview; the Summer/Fall issue outlined Alberta and Quebec; and the Winter issue reviewed British Columbia and Ontario. In this issue we will highlight **Nova Scotia** and **Newfoundland**.

NOVA SCOTIA

NEWFOUNDLAND

Total Properties	240
Total Rooms	11,163

Total Properties	70
Total Rooms	4,230

** All information below is based only on properties with 30+ rooms, operating year-round.*

# of Properties	106
# of Rooms	8,994
Branded Properties	49%
Branded Rooms	58%
% of Properties in Urban Areas	51%
% of Rooms in Urban Areas	64%
Urban Proportions	The majority of hotels (50%) and rooms (44%) in the province are limited service. Rooms only hotels have the smallest ave. size; full service hotels have the largest.
Revenue	
<i>Total</i>	\$ 273 million
<i>Rooms</i>	\$ 196 million
<i>F&B</i>	\$ 63 million
<i>Other (phones, movies, parking, etc)</i>	\$ 14 million
Employment	
<i>Full-year jobs</i>	6,915
<i>Payroll & Benefits Paid</i>	\$ 114 million
Taxes	
<i>Total Paid</i>	\$ 101 million
<i>Federal</i>	\$ 46 million
<i>Provincial</i>	\$ 40 million
<i>Municipal</i>	\$ 15 million

# of Properties	46
# of Rooms	3,674
Branded Properties	28%
Branded Rooms	46%
% of Properties in Urban Areas	54%
% of Rooms in Urban Areas	71%
Urban Proportions	Approximately half the rooms in the province are limited service. Rooms only hotels have the smallest average size; full service hotels have the largest.
Revenue	
<i>Total</i>	\$ 93 million
<i>Rooms</i>	\$ 66 million
<i>F&B</i>	\$ 23 million
<i>Other (phones, movies, parking, etc)</i>	\$ 4 million
Employment	
<i>Full-year jobs</i>	2,324
<i>Payroll & Benefits Paid</i>	\$ 41 million
Taxes	
<i>Total Paid</i>	\$ 34 million
<i>Federal</i>	\$ 15 million
<i>Provincial</i>	\$ 15 million
<i>Municipal</i>	\$ 4 million

Government Relations

HAC OBJECTS TO PROPOSED SOCAN TARIFF INCREASE

On February 4th & 5th the Hotel Association of Canada appeared in Judicial Hearings before the Copyright Board of Canada in opposition to SOCAN's proposed tariff increases.

SOCAN has proposed increases under Tariff 8 of 278% for performance of music in reception and convention rooms where there is no dancing, and a 195% increase where dancing takes place. The HAC stated there is no justification for the increase; that the value of music has not increased and the onus is on SOCAN to substantiate change.

A decision by the Copyright Board of Canada is expected later this year. In addition, SOCAN proposed an increase of 250% for recorded music for dancing under Tariff 18. The HAC has filed its objection and hearings by the Copyright Board of Canada are scheduled for later this year.

AIRPORT RENTS JUMP BY \$200 MILLION

In a move on January 1st, and hidden behind the publicity of the Air Security Tax, the federal government quietly increased airport rents by \$200 million. The federal government's policy of demanding high and growing rental payments from local airport authorities, to which it devolved the airports, is untenable.

The largest single, non-controllable cost to most national airport systems is the level of rent paid to the federal government. These airport improvement fees, hitting travellers and business users where it hurts, are effectively dedicated almost entirely to paying federal rents. In other words, if the government did not charge these rents, the "improvement" fees would not be necessary at some airports. In a major contradiction, a key objective of the government's airport policy is to make the airports self-financing.

To the Minister of Transport we have asked:

"What does the government do with the rental money? It gives none back to these national airports. The official explanation for the rents is that Transport Canada wants to ensure a "fair return" for the taxpayers' past investment in airports. Therefore, because you as a taxpayer invested millions in the 1960's and 70's, you should pay hundreds of millions more to travel today. To whom exactly is this fair?"

The lobby effort, whereby Tony Pollard is the Chair of the Coalition of Concerned Airport Users in conjunction with the Air Transport Association of Canada, began two years ago and continues.

HAC REQUESTS FUNDING FOR THE CTC

There is a limited window of opportunity this year to capitalize on a desire to travel to and within Canada. This win-

dow is expected to close in the near future as confidence levels return to prior levels and consumers return to previous habits without having visited Canada. European and Caribbean destinations are then expected to become destinations of choice at the expense of Canada.

This position is supported by evidence from the United States Travel Industry Association and reinforced by market research conducted recently by Condé Nast among affluent Americans. Inbound travel to Canada from the U.S. is going up according to Statistics Canada. In order to capitalize on the current advertising program and to fully leverage the investment that government and industry have already made, the HAC asked that the Government of Canada invest an additional \$25 million this year in the CTC.

We substantiate this request by pointing out that our industry has shown an appetite for strong and sustained co-op marketing as demonstrated by the fact that the previous CTC one-time marketing investment of \$20 million (\$15 million new funds) was more than matched by industry.

BLOOD ALCOHOL LEVELS

In recent months MADD Canada has been lobbying the federal government to drop the legal Blood Alcohol Content (BAC) level to .05 from the current limit of .08.

They claim this will reduce the incidents of impaired driving despite overwhelming evidence by the Safety Council of Canada and the Traffic Research Foundation of Canada that the problem is the habitual drunk driver. An habitual drunk driver is one who consistently gets behind the wheel with a BAC level well above the legal limit of .08.

A BAC level of .05 would have no impact on the majority of drinking drivers responsible for fatal crashes. According to Emile Therien, President of Canada's Safety Council, "In 1999 in Canada, 67 per cent of fatally injured drivers had not been drinking; 20 per cent had a BAC level in excess of .15; only 3 per cent had a BAC level between .05 and .08."

In 1999 the Hotel Association of Canada appeared before the House of Commons Standing Committee on Justice and recommended that to enhance deterrence, penalties must reflect the seriousness of the offense. In 2000, the Criminal Code of Canada was amended with a maximum penalty of 15 years incarceration for drunk driving.

On February 7th, the Justice Committee under the Chair of former Solicitor General Andy Scott met with Department of Justice officials and MADD Canada. The Committee has asked for a status report from Justice updating the progress made since the last Justice Committee Report was made to the Minister of Justice in 1999.

The HAC continues to work closely with the Committee, the Department, the Brewers and Distiller's Association, the Canada Safety Board and the Traffic Injury Research Facility.

The Border Question...*Continued from page 1*

Most agree that President George W. Bush is a very disciplined individual. When elected he set out only two specific goals for his first year: to cut taxes and pass an educational bill. He achieved both. And now he has made it clear that security is his number one concern.

President George W. Bush knows and understands the public mood and he is unequivocal when it comes to security. If we in Canada do not take the necessary steps to enhance border security, then the United States will take unilateral action. There is an all too real danger that the two-way access we have enjoyed would disappear.

The United States Government today has three key areas of focus. The first is the 330 million non-American citizens who enter their country every year. The Immigration and Naturalization Services knows it has a problem; particularly in its Information Technology Management. For example, thousands of students enter the United States every year with no confirmation that they actually attend school. Remember that the terrorists involved in the September attacks were legally in the United States.

While the past six months have seen security focused on the airlines, ocean containers are now the "Trojan Horse". There are 7,500 foreign flag vessels sailing the seas, making 51,000 calls a year to the United States. The origin and movement of these containers is frequently clouded in uncertainty.

And finally, there is the border. There is still much work to be done in the areas of data sharing, Visa policy, land pre-clearance legislation, harmonized commercial processing and the re-implementation of NEXUS. On both sides of the border we are confident that all components of the "Smart Border" will be signed by the G8 meeting in Kananaskis.

In Canada we must all "plan to be planned for" or it will be done to us. Canadian officials must and are working with their American counterparts. There is mutual benefit in real risk management. It is not only acknowledged but also accepted that we need an affirmative agenda.

Our challenge here in Canada is dealing with what has evolved to an incredible "disconnect". The common refrain is that Americans don't understand us. One must ask, do we understand them? Many Canadians today believe that what happened on September 11 was terrible, but that in most cases business is back to normal. A December 2001 poll in Canada said the focus for the majority of Canadians has moved away from security towards the economy, taxation and health care. Contrast this to the belief in the United States that they will be attacked again this year.

Some Canadian cynics believe our sovereignty is being eroded. In fact the opposite is true. By demonstrating leadership, understanding and initiative, we are enhancing our sovereignty. Our message to the United States must be clear and focused. Through affirmative action, Canada shares your goals and we can work together.

Awards

ALLIED MEMBERS

Hotel & Leisure Living Services' web site, www.hotelfun4kids.com, was honoured with the *2001/02 Golden Web Award* this past December. The award is presented to sites whose design, originality & content have achieved levels of excellence deserving of recognition by the International Association of Web Masters and Designers Association.

For the fourth consecutive year, **Diners Club** has been voted "Best Affinity Travel Card" in the Americas at the *Freddie Awards*, the travel industry equivalent of the Oscars. The Freddie has become the premier recognition award for frequent travel.

HOTELS

ARC the.hotel, Ottawa, won the *2001 Gold Award* as "New Business of the Year" at the Greater Ottawa Chamber of Commerce Business Achievement Awards. With its unique motto "Rising above the Ordinary", the ARC Lounge and ARC the.hotel feature exceptional entertainment and accommodation services to business and vacation travellers.

For the second consecutive year **Metropolitan Hotels** in Vancouver and Toronto are pleased to have received the *Four Star* designation in The Mobil Travel Guide. The highly regarded Mobil Four Star Award honours properties for exceptional achievement in guest accommodation and attention to detail.

Days Inns - Canada was honoured with a "*2001 Finalist Certificate*" award in **The New York Festivals Television and Cinema Advertising Awards Competition** in the Travel/Tourism category for its latest television spot "The Affair". The New York Festival honours excellence in communications media.

International Plaza Hotel & Conference Centre (Toronto) has the distinguished honour of being a *Pinnacle Award Winner* for the 2nd year in a row. Successful Meetings Magazine celebrates the notoriety of winners as part of a select group earning a reputation of serving the needs of meeting planners in an exemplary fashion.

Accent Inns wins the Business Travelers Awards (December 2001). The Burnaby and Vancouver locations are the winners of the *North West Commercial Travellers' Association (NWCTA) Members' Choice Award*. Members vote based on reasonable rate, convenient location, cleanliness, and consistent standard of service.

Pacrim Hospitality Services Inc. received the *Sectoral Award for Accommodations* from the Tourism Industry Association of Nova Scotia last November. Pacrim Hospitality Services Inc. is part of Pacrim International Group of Companies.

R.O.B. Magazine has named **Starwood Hotels & Resorts Canada** (Toronto) one of the best companies in the country to work for in its 3rd annual ranking of Canada's top employers. The company placed 15th on the list of top 50 employers. Rankings are based on survey results compiled by global HR consulting firm Hewitt Associates.

Winners at the 13th Annual Pinnacle Awards were: **Four Seasons Hotels & Resorts - Company of the Year**; **Stephen Darling**, GM, Westin Grand Hotel, Vancouver - *Hotelier of the Year*.

The 2002 Condé Nast Traveler Gold List is out. In the Americas

Category "*Best by Location*", the first and second place go to the **Wickaninnish Inn**, Tofino BC and the **Fairmont Chateau Laurier** in Ottawa. Other Canadian properties that made the cut: **Fairmont Banff Springs**, Banff; **Fairmont Palliser**, Calgary; **The Westin**, Calgary; **Fairmont Jasper Park Lodge**, Jasper; **Fairmont Chateau Lake Louise**, Lake Louise; **Post Hotel**, Lake Louise; **Fairmont Waterfront**, Vancouver; **Four Seasons Hotel**, Vancouver; **Metropolitan Hotel**, Vancouver; **Pan Pacific Hotel**, Vancouver; **Sheraton Suites Le Soleil**, Vancouver; **Sutton Place Hotel**, Vancouver; **Delta Victoria Ocean Pointe Resort & Spa**, Victoria; **Fairmont Chateau Whistler**, Whistler; **Pan Pacific Lodge**, Whistler; **Westin Resort & Spa**, Whistler; **Fairmont Royal York**, Toronto; **Four Seasons Hotel**, Toronto; **Park Hyatt**, Toronto; **Fairmont The Queen Elizabeth**, Montreal; **Loews Hotel Vogue**, Montreal; **Fairmont Tremblant**, Mont Tremblant; **Fairmont Le Chateau Frontenac**, Quebec City. And on the Reserve List- a selection of hotels & resorts supplemental to the Gold List and worth mentioning. **Fairmont Hotel**, Vancouver; **Westin Bayshore Resort & Marina**, Vancouver; **Fairmont Empress**, Victoria; **Inn on the Park**, Toronto; **Le Royal Meridien King Edward**, Toronto; **Westin Harbour Castle**, Toronto; **Fairmont Le Manoir Richelieu**, Charlevoix; and **Ritz-Carlton**, Montreal.

For the second year in a row, and from among 1,100 Hampton Inn and Hampton Inn & Suites within Canada, the US and Latin America, the **Hampton Inn & Suites in Downtown Vancouver** has been recognized for its high rankings in quality and guest satisfaction and awarded the *Hampton International Pride Hotel Award*. Pride Award winners are among the top five per cent of the Hampton brand.

Crowne Plaza-Chateau Lacombe, Edmonton has received Six Continents Hotels' *Torchbearer Award for 2001* for the second consecutive year.

Radisson Hotels & Resorts has selected 54 hotels for its prestigious annual *President's Award*, which is the brand's top honour for hotels. Among this year's winners are nine Canadian properties: **Radisson Hotel Calgary Airport**, Calgary, AB; **Radisson Hotel & Suites Vancouver Airport**, Vancouver, BC; **Radisson Suite Hotel Halifax**, Halifax, NS; **Radisson Suite Hotel Toronto Airport**, Toronto, ON; **Radisson Hotel Toronto East**, Toronto, ON; **Radisson Hotel Toronto-Markham**, Toronto, ON; **Radisson Hotel Longueuil-Montreal**, Montreal, QC; **Radisson Plaza Hotel Saskatchewan**, Regina, SK; **Radisson Hotel Saskatoon**, Saskatoon, SK.

The Hospitality Sales & Marketing Association International (HSMIA) recognized Toronto-based **Fairmont Hotels & Resorts** with the *Gold*, *Platinum*, and *Best of Show Awards for Public Relations Excellence* in the Golden Bell Public Relations Travel Awards Competition. The company received the award for their innovative "Adopt-a-Shelter" program which partners the company's hotels with women's shelters across the continent, encourages employee volunteerism and funds violence prevention education.

Coast Hotels & Resorts, Vancouver, BC has been recognized as the hotel industry leader in employee professional certification by the Canadian Tourism Human Resource Council (CTHRC), Ottawa, ON. At its annual meeting at the Coast Plaza Hotel & Suites in Vancouver, CTHRC reported that 624 employees have been certified, more than half its staff.

The 10th Annual Hotel Association of Canada Conference



On the 10th Anniversary of this event, and just five months after the events of September, the mood in Toronto on February 11th and 12th was a positive one. A sold-out trade show and record number of delegates was testament to the fact that the hotel industry is maintaining a positive outlook and focusing on the year to come, rather than the year that was.

At the AGM on February 11th, this sentiment was reflected in the address by the Hotel Association of Canada's Chairman, Michael Jackson: "The signs and signals are positive. The low Canadian dollar remains one of our biggest assets. Americans who are hesitating to travel long distances will find Canada even more of a bargain. And Canadians will seek to rediscover and experience their own country."

Highlights from the 10th Annual HAC Conference

KEVIN DOYLE, SENIOR EDITOR, CONDÉ NAST TRAVELER

"What Consumers Want: the Truth in Affluent Travel"

Our first speaker of the day, Kevin Doyle spoke about the latest travel trends, particularly the affluent traveller. A couple points of interest from his presentation: 75 per cent of affluent travellers have an annual household income of \$100,000/yr; and 85 per cent of them own a valid passport.



SCOTT GILLESPIE, PRESIDENT & CEO, TRAVEL ANALYTICS

"Supplier Survival: Selling Effectively in the Strategic Sourcing Environment" *A Synopsis of Scott's Presentation*

Strategic sourcing has proven to be an effective method for reducing travel costs for corporate buyers throughout North America. The question is, can travel suppliers adapt to the pressures being applied to their prices and profit margins? I believe the answer is clearly yes - and even better, many travel suppliers can - and should - use strategic sourcing to their benefit.

STRATEGIC SOURCING 101: Companies undertake strategic sourcing efforts in order to drive down the prices they pay for purchased goods and services. The techniques vary by cost category, but the basic principles are: 1) consolidate the company's spend across the enterprise; 2) offer the consolidated spend to a broad set of suppliers; 3) award large chunks of the spend to suppliers who offer the best prices; and 4) control the spend so the winning suppliers in fact receive the high volumes they bargained for.

Companies find it attractive to apply strategic sourcing to the hotel cost category. The result for hoteliers is often a merciless request for lower prices - low room rates are clearly the focus of the hotel strategic sourcing team. Compounding the problem for the hotelier is that the buyer is no longer the travel manager. The strategic sourcing team likely has three to five members, including the travel manager, all of whom will vote. The buying team will not be as influenced by previous relationships and good service, leaving the supplier feeling compelled to compete solely on cost, which is the last place most suppliers want to do battle. So what is the solution?

DIFFERENTIATED VALUE: The answer, as you'll see, works only for the larger corporate accounts, as it requires significant sales time and effort on the part of the hotel supplier. The prescription for success against these sourcing teams is to compete on differentiated value. What, from a buyer's perspective, differentiates one brand of hotels from the rest? As a hotel supplier, your sales teams must be relentless in finding out what buyers value in a hotel, how these elements of value are weighted in the buyer's view, and most importantly, how your property and brand are positioned in the buyer's mind on these dimensions. No easy task - but clearly worthwhile.

Strategic sourcing teams are adept at negotiating on price, but the secret is that they are clearly concerned with finding suppliers that meet their quality criteria. Once you know what the buyer's quality criteria are, and how your property is positioned against them, you are far better positioned to sell your property and brand accordingly. When a salesperson has done her homework she can confidently price the product several dollars higher, or lower as the case may be - but the point is that she will have significantly increased her chances of winning the account.

GETTING STARTED: There is no substitute for relationships in the hotel business. Sales people should be making frequent efforts to establish relationships with the travel managers and procurement managers at their largest accounts and best prospects. Discussions should have a strong consultative element - the salesperson must show an eagerness to learn the buyer's needs, concerns and opinions, and only then begin to frame potential solutions. A rule of thumb: spend 10% of the time asking questions, 80% listening, and 10% offering solutions. Once the salesperson has an understanding of the buyer's needs and opinions, the next step is to objectively rate her property against the competitors - as much as possible from the buyer's perspective. There's no harm in then reviewing this with the buyer - it's a great way to further the consultative dialogue and build a trust-based relationship with your key accounts and prospects.

CAN THEY WALK THE TALK?: During the discussion, the salesperson must make an important evaluation. To what extent can the account deliver on its promises of shifting room nights to its preferred hotel suppliers? This is the key to smart pricing, but another advantage of this approach is the salesperson learns about the account's underlying ability and commitment on this critical issue.

RESULTS: Clearly this approach can't be applied when the RFP is on your desk - by then it's too late and you're stuck at competing on price. If you've segmented your accounts strategically, invested the right resources, asked the right questions and built a fact-based understanding of your and your competitors' position, you'll win more of the business you want, at prices that make good sense to you.

SUSAN SWEENEY, FOUNDER & PRESIDENT, CONNEX NETWORK INC.
"Celebrate a Season of No Vacancy"

Susan Sweeney, an experienced Internet marketing professional, presented the HAC delegates with web site methodologies businesses should be using in order to meet their overall objectives. Some key points that Susan shared were: define your primary and secondary site objectives; define your target market; implement elements designed to generate repeat traffic; develop great content that reflects your image and goals. Explore the different styles of marketing that web sites offer and the various methods you can use to increase web site traffic. Also look into partnering opportunities that can increase your traffic and site success. And remember when measuring your on line success, Internet Marketing is a never-ending activity.



TED DARNALL, PRES. - N.A. HOTEL OPERATIONS, STARWOOD HOTELS & RESORTS WORLDWIDE
Keynote Luncheon Speaker

Amidst a day filled with talk of industry facts and trends, our keynote luncheon speaker offered up a company's perspective on the state of the industry. Mr. Darnall spoke of Starwood's objectives and projections for the coming year. He touched briefly on the impact of September 11th and emphasized the "importance of knowing that in terms of product and brand loyalty we did not experience any buy downs during the slow-down - there was little to no change in the buying patterns of our guests, there was just less traveling."



THE POWER PANEL: (L-R) Gary Decatur, Pres. & CEO, Choice Hotels Canada; Kenny Gibson, COO, Westmont Hospitality Group; Dorothy Dowling, Pres. & COO, Travelodge Canada; Cam Hawkins, MC; Stephen Foster, Sr. VP-Operations, Starwood Hotels & Resorts; Chris Cahill, Pres. & CEO, Fairmont Hotels & Resorts; & Stephen Phillips, Vice-Chair & CEO, AFM Hospitality.

The mood was a positive one as the panel fielded questions in this session. As the discussion turned to the state of the industry, the participants made clear that they were expecting to see improvements in their businesses by no later than the fourth quarter. "The first six months are expected to be tough, but the second six should be pretty good," said Stephen Phillips. Gary Decatur stated: "We have to be strategic in our growth", and this was echoed by Chris Cahill; "9-11 gave everyone a reason to retrench, rethink and restructure." Many panelists stressed a need for cooperation among industry travel stakeholders. "We need to work collectively as an industry to fill the planes and to figure out how to put more people on those planes," urged Stephen Foster. Panelists also noted that Canada should benefit by mid-year from an increase of American visitors reluctant to travel overseas.



CARLA COLLINS, HOST OF E-NOW & CHEZ CARLA
Closing Speaker

With her sharp wit and armed with humorous hotel stories, Carla sent the delegates home smiling.

The HAC Trade Show

Many thanks to all of our Exhibitors this year, who contributed to a fabulous sold-out trade show. The showcase of products and services represented nearly every aspect of the industry. Exhibitors had the opportunity to meet their existing clients face-to-face and to network with the rest of our delegates.

We wish them all a successful year.



Maureen Hall, President of Hotel & Leisure Living Services, and Leo Ledohowski, President & CEO of Canad Corporation Manitob Inc., signing a partnership agreement at the HAC trade show.

**THE HOTEL ASSOCIATION OF CANADA GRATEFULLY ACKNOWLEDGES
 THE SUPPORT OF ALL OUR SPONSORS**

- AFM Hospitality Corporation Air Canada Atlific Hotels & Resorts**
Avaya CAA/AAA Canadian Tourism Commission Choice Hotels Canada
Coast to Coast Publications Diners Club International Grant Thornton/Destinations Hotelier
Imprint Plus Office of Energy Efficiency On Command Canada Six Continents Hotels
VIA Rail Canada Westin Harbour Castle Hotel

Newtrade Technologies Inc.

- Providing e-distribution tools to the hotel industry -

Newtrade Technologies Inc., the travel commerce machinery company, builds and markets advanced systems that streamline travel, tourism and hospitality commerce. What does this fancy phrase mean to hoteliers? Quite simply, Newtrade offers tools to integrate different systems (PMS, CRS, GDS, Web, etc.) both seamlessly and bidirectionally to help reduce operating costs and increase visibility. The company also provides e-distribution tools to improve hoteliers' occupancy rates, RevPAR and bottom line.

Newtrade's solutions address the growing concerns that hotels face in gaining control over their supply and distribution network and maximize their visibility. "To succeed in today's economic slowdown, hotels must develop a strong e-distribution strategy, by far the lowest cost channel of distribution, and utilize the most efficient technology available to them. Hotels that take advantage of our solutions will be in a better position to

newtrade
travel commerce machinery

meet these challenges face on and succeed," stated Benoit Jolin, President and CEO of Newtrade Technologies Inc. Newtrade's strength lies in integrating multiple channels, including Global Distribution Systems (GDS), leading PMSs, online travel agencies, portals, etc. with seamless connectivity to reservation and inventory management systems. By doing so, Newtrade automates the process from end-to-end and delivers the most complete e-channel management solutions to its customers.

To help hoteliers surpass their overall objectives, Newtrade has signed several distribution agreements with various GDS companies such as Sabre, Galileo and Worldspan. Hotels using Newtrade's technology will prosper

from extended coverage and will have their products offered to over 100,000 travel agency locations throughout the world, enhancing their point-of-presence strategy and market share. "Our agreement with the various GDS companies will provide long-term advantages for our customers, as well as the potential number of buyers for their products, who initially turned to us for our highly adaptable, flexible and advanced integration, e-channel management and distribution solutions, thus maximizing their sales performance," stated Benoit Jolin. Newtrade also has an agreement with WorldRes, the most powerful Internet platform connecting accommodation providers (hotels, resorts, B&B's, and more) with online travel distributors, including web sites, call centers and travel agents and several PMS companies, such as AREMIS and Northwind.

Allied Member **H***

Houston Construction Ltd.

- Celebrating 20 Years Renovating the Hotel & Resort Industry -

Established in 1981, Houston Construction Ltd., a small, family owned business, has become a leader in the industry over the past 20 years. Houston's "philosophy of dependability" has been the foundation for their achievements for 20 years now. And while the projects have become larger and more lavish, Houston's dedication to personal service and dependability remain intact. From the proficient coordination and supervision of the project, to the capability of meeting deadlines time after time, HCL has been able to earn, and more importantly, maintain its client's loyalty.

As with any successful business, HCL is aware that the philosophy behind the success involves a lot of dedication

HCL®
est 1981
Houston Construction Ltd

and hard work; and like most successful businesses, this hard work eventually pays off. From a small contract to build wooden cabinets, Houston began to land bigger and better renovation contracts. At last count, HCL has renovated over 12,000 rooms since their formation in 1981.

From the internal management staff to the tradesmen, a large part of Houston's success is due to the hand picked team that HCL prides itself on. Members of Houston's contingent are

masters in their respective fields. It is this firm reliability on each other that enable all facets of the company to gel together. The HCL staff lends itself to a key principle that Houston believes in: that of personalized service. Clients can expect to deal strictly with professionals that run a hassle free work environment. It is important that all clients receive the same level of professionalism and personal attention from everyone including the pre-qualified trades people that are contracted.

On this the 20th anniversary, Houston promises to maintain their straightforward, personal approach in their commitment to quality workmanship.

Allied Member **H***

The Allied Members appearing on the *Allied Member Profile* page are chosen randomly from our current member list. Look for profiles on more of our members in upcoming issues of *RoMers*.

Notable & Newsworthy

Canada has a new Minister of Industry, responsible for the Canadian Tourism Industry. As part of a major federal cabinet shuffle January 15, Prime Minister Jean Chrétien announced that The Honourable Allan Rock, previously Minister of Health, would assume the Industry Canada portfolio from The Hon. Brian Tobin, who has resigned from politics.

The Hotel Association of Nova Scotia has a new website. Visit them at www.novascotiahotels.ca.

The Fairmont Le Chateau Frontenac, Quebec City is home to the newest branch of the Société des alcools du Québec, la SAQ Signature de Québec. The only boutique of its kind in Quebec City, this exquisite purveyor of rare wines and fine spirits opened in October of 2001. The recently inaugurated boutique blends well with the Chateau Frontenac as the SAQ Signature boutique looks more like a wine cellar than a retail outlet. It is stocked with more than 700 labels of fine wine and 175 refined spirits.

The Hotels Association of Saskatchewan, Regina, SK has strongly challenged a suggestion from 13 city mayors in the province to impose a hotel tax on room rentals. Association executive vice-president Tom Mullin said such a tax would increase room rates resulting in a drop in occupancy and that 70 per cent of the tax would be paid by residents of the province who stay in hotels. Any decline in occupancy would have a negative impact on restaurants, taxi companies and other businesses that benefit from tourism. Mullin pointed out that hotels would also be negatively affected by upcoming non-smoking legislation requiring a 30 per cent non-smoking area in the bars.

The Hotel Association of Canada is pleased to present the 2002 Board of Directors. *Chairman:* Michael Jackson, Westmont Hospitality Group. *Corporate Representatives:* Minaz Abji, CHIP Hospitality; Stuart Broster, Hilton Canada Inc.; Gary Decatur, Choice Hotels Canada Inc.; Patrick Field, Six Continents PLC; Stephen Phillips, AFM Hospitality Corporation; and Irwin Prince, Days Inns - Canada. *Provincial Representatives:* British Columbia & Yukon Hotels' Association - James C. Chase, Al McCreary, Rick Boyd; Alberta Hotel & Lodging Association - Jim Hansen, Michael Mazepa, Dave Kaiser; Hotels Association of Saskatchewan - Tom Mullin, Norm Kish; Manitoba Hotel Association - Jim Baker, Bob Young, Leo Ledohowski; Ontario Restaurant, Hotel & Motel Association - Terry Mundell, Mary D'Alton, Alan Richards; L'Association des Hoteliers du Quebec - Micheline de Gongre-Royal, Bernard Chênevert, Pierre Bossé; Hotel Association of Nova Scotia - Paul Stackhouse, Bill Harrison, Nick Carson; Hotel/Motel Association of Newfoundland & Labrador - Nancy Healey, Derrick Aylward, Ted Howell; New Brunswick Hotel Association - Gerald Normandeau; Hotel/Motel Association of Prince Edward Island - Kevin Murphy.

Hospitality Newfoundland & Labrador presents its new officers. *President* - Sheila Kelly-Blackmore; *Vice President* - Stan Cook, Jr.; *Secretary* - Nick McGrath; and *Treasurer* - Cathy Lomond. *Directors at large:* Jeff Sears and Cindy Roma.

Maureen Hall, president of **Hotel & Leisure Living Services Ltd.**, and Leo Ledohowski, president & CEO of **Canad Corporation of Manitoba Inc.**, announced a 10-year partnership agreement on February 12th that will promote

www.hotelfun4kids.com and Canad Inns in Winnipeg as Hotel Fun 4 Kids Rated Destinations. Under the agreement, Canad Inns receives strategic priority links on pages relating to travel in Winnipeg, as well as exclusive listing as the only Winnipeg Hotels on the web site for two years in exchange for promoting www.hotelfun4kids.com as part of Canad Inns advertising. The five Canad Inns participating in the Hotel Fun 4 Kidssm program are Fort Garry, Garden City, Polo Park, Transcona and Windsor Park.

Metropolitan Hotels has construction under way on its newest property - The Soho Metropolitan Hotel set to open this December. In the heart of the theatre and entertainment district of Toronto, the 86-room Boutique Hotel complex will include SENSES Restaurant, a café, bar, athletic club and spa.

Days Inns - Canada is pleased to welcome Days Inn - Oakville to the family as the first official addition in 2002. The newly constructed four-storey 70-room property will offer a 36-seat breakfast room, indoor pool/whirlpool, exercise room and meeting room. The property is expected to open in Fall 2002.

Travelodge Canada officially opened its 100th hotel property on February 13th, highlighting a year in which the chain grew 25 per cent. The company signed a total of 28 new franchise locations in 2001 and plans to add another 30 by the end of 2002. The newest location is Travelodge Hotel Yorkdale Toronto. Also new are: the 60-room Travelodge Brandon (Manitoba), 26-room Travelodge Cochrane West (Ontario), 41-room Thriftlodge Cochrane South (Ontario) and 39-room Thriftlodge St. Andrews (New Brunswick).

Executive Inn Group Corp. (Vancouver) has signed a long-term agreement to manage the RCMP Pacific Regional Training Academy in Chiliwack, BC. The 150-room, four-star conference destination will be branded as part of Executive's Preferred Conference Destination Portfolio.

Two major redevelopment projects have been announced in Vancouver, BC and will include hotel and restaurant components. Developers have come forward with plans for a 50-storey, \$100 million tower next to the Hotel Georgia in the downtown area, and a \$400 million, multi-use redevelopment, including a hotel and restaurants, on the former Versatile Shipyards property on the North Vancouver waterfront. The Hotel Georgia area project by Allied Holdings Ltd envisions a hotel/residential complex that would become one of the city's tallest buildings at 465 feet (142 metres). The Versatile Shipyards project will include condominiums, office space, a seven-storey, 150 room "boutique-style" hotel, retail stores and restaurants, as well as public piers and waterfront walkway.

Delta Hotels and Resorts, Toronto, ON has signed an agreement with the Ktunaxa Kinbasket Tribal Council to manage a 125-room hotel at the St. Eugene Mission Resort, Cranbrook, BC which will open in mid-summer next to the Casino of the Rockies. Lake City Casinos, Kelowna, BC will manage the casino on behalf of the B.C. Lottery Corporation. Hotel amenities include 4,000 sq. ft. of meeting space, health club facilities, a swim-in, swim-out (side) pool, whirlpool, sauna, steam room and exercise facilities and the 7,007 yard championship golf course.

The Green Scene

2002: The International Year of Ecotourism

On January 28th in New York, the United Nations Deputy Secretary - General Louise Fréchette, officially launched the International Year of Ecotourism. The launching, hosted by the Year's two international contributors - the World Tourism Organization (WTO/OMT) and the United Nations Environment Program (UNEP) - is the beginning of a worldwide effort to recognize the global importance of ecotourism, its benefits as well as its impacts.

Ecotourism has been defined as a form of nature-based tourism in the marketplace, but it has also been formulated and studied as a sustainable development tool. "As a general goal it should provide an opportunity to develop tourism in ways that minimize the industry's negative impacts and a way to actively promote the conservation of Earth's unique biodiversity", said Klaus Toepfer, UNEP Executive Director. The term "ecotourism", therefore, refers, on one hand, to a concept under a set of principles, and on the other hand, to a specific market segment. Its general characteristics can be summarized as follows:

- All nature-based forms of tourism in which the main motivation of the tourists is the observation and appreciation of nature as well as the traditional cultures prevailing in natural areas

LET HAC GREEN LEAF PUT YOU ON THE ROAD TO SAVINGS

By Carolyn Miyazaki, TerraChoice Environmental Services Inc.

"We pursued the HAC Green Leaf Eco-Rating Program because there is a definite financial reward. In one year, we were able to save \$50,000 due to the recommendations." Patty Anne Lepage, Fairmont Winnipeg, Winnipeg Manitoba.

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The next steps are as easy as one-two-three as Leslie Hoysradt Chief Steward for Delta Edmonton South found, "We were very impressed with the ease of the process. The auditor clearly reviewed the concepts and even pinpointed another opportunity for us to promote awareness to our guests (tent cards on the TVs). The process was very helpful."

First, you'll receive the comprehensive HAC Green Leaf Checklist, which will give a thorough review of your property. It takes a few hours to complete and not to worry if you need help, you just have to ask. We will be more than happy to help you and can arrange a visit for this.

GOALS OF THE HAC GREEN LEAF CHECKLIST

1. Define the principles of eco-efficiency and environmental performance metrics
2. Describe the benefits of the organization and the program
3. Clarify the steps for program participation
4. Provide guidance for Checklist completion
5. Define objectives for reaching each Green Leaf level
6. Outline scoring and evaluation process

NEWS FROM THE OFFICE OF ENERGY EFFICIENCY

On Monday, February 11th, the Office of Energy Efficiency (OEE) presented some Awards of Energy Efficiency at the Hotel Association of Canada's Annual General Meeting. The awards were presented based on the efforts of the recipients in contributing to reducing energy waste through programs or building design. This year's recipients were: Lyle Thompson, Manager of Environmental Affairs, Fairmont Hotels; Ali Bassit, General Manager, Sheraton Four Points Hotel Toronto Airport; Gamal Basta, Chief Engineer, Sheraton Four Points Hotel Toronto Airport; Chris Lund, Regional Director & General Manager, Delta Toronto East; Andreas Argyrides, Building Engineer, Delta Toronto East; Francisco Gomez, VP & General Manager, The Fairmont Royal York; The Chateau Frontenac, The Chateau Laurier and The Hotel Vancouver; Michael Jackson, Chairmain of the Hotel Association of Canada; Craig Stanford, VP, Business Development, Enbridge IBT Inc.; Ian Kenny, Director, Design & Construction, Fairmont Hotels & Resorts.

The awards were presented by Marlene Weiheimer and Anne Cullinan, from the Office of Energy Efficiency.



- It contains educational and interpretation features
- Generally organized for small groups by specialized and small, locally owned businesses.
- Minimizes negative impacts on the natural and socio-cultural environment
- Supports the protection of natural areas

The International Year of Ecotourism will offer an opportunity to review ecotourism experiences worldwide, in order to consolidate tools and institutional frameworks that ensure its sustainable development in the future. This means maximizing the economic, environmental and social benefits from ecotourism while avoiding its past shortcomings and negative impacts. The Year also presents our industry with a formidable opportunity to develop common activities which can underline our force and determination to make changes for long-lasting tourism.

The key global event for the Year will be the World Ecotourism Summit, hosted by Canada, in Quebec City from May 19 - 22, to which over 500 high-level delegates and experts are already registered. For more information visit www.ecotourism2002.org.

Second, TerraChoice will call to schedule a 'Verification.' It is always scheduled - there are no 'surprise' visits. The length varies between 30 minutes to a full hour, depending on the size of the facility and the interest of the facility's representative. The Verifier does not give a rating at the time of the visit; they only report on what they see. A visit could be longer if your property requires assistance with completing the Checklist.

Third, The Technical Team at TerraChoice completes the process of evaluating and analyzing your Checklist, which they use to establish your Green Leaf rating.

Congratulations! You are now part of the HAC Green Leaf membership and you will soon receive your HAC Green Leaf resource tools. One is the Welcome Kit/Marketing Manual, which will contain your Green Leaf Rating Certificate, your plaque fax-back-request form, your technical report with recommendations and a kit full of marketing tips and how-to's. The other is the quarterly TESI newsletter that offers regular features that explain eco-efficient terms, offer environmental tips and keep you informed about the program's marketing initiatives.

For more information regarding the HAC Green Leaf Program, contact Mike Thibedeau, Sales Associate Tel:1-800-478-0399 Email: mthibedeau@terrachoice.com


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Human Resources Report...Continued from pg. 1

- Proportion of job vacancies most difficult to fill over the past year: 63% of respondents said 25% or less; 22% said 26-50%; 13% said 51-75% and 2% said 75% or more.
- Most difficult positions to fill: housekeeping (23% of respondents); management positions (16%); cooks (15%); and reception (12%)
- Most frequently used sources for recruiting new employees: newspaper ads (76%); the Internet (64%), referrals by employees (56%); and word of mouth (55%).
- Most frequently mentioned solutions for solving worker shortages: improve job image (81%); pay better wages (71%); improve training opportunities for these jobs (63%); and improve career advancement opportunities (50%).
- Stakeholder interviews indicate these strategies for overcoming worker shortages: increase training opportunities for these jobs (83%); pay higher wages (79%); and improve job image (75%).
- A total of 17% of responding properties reported cutting back on services due to worker shortages. This resulted in reductions in the number of services offered and number of hours services were available. Most properties which reduced services are located in Quebec & BC, at resorts and large population centers, and properties with 300+ employees.

- Changes to recruiting strategies: 73% report changing the way they recruit for difficult-to-fill positions. In descending order of frequency they are - increased use of Internet (54%); recruiting at or through hospitality industry training institutions (36%); and generally being more proactive or aggressive in recruiting (34%).

The Hotel Association of Canada offers an online recruitment tool that is available for all of its members to take advantage of. Last September HAC announced a joint venture with hospitalitycareernet.com in which the latter powers and manages the online career services of the HAC. Hospitalitycareernet.com is the leading global industry-specific career website for hospitality professionals. Supported by HVS Executive Search, it provides a forum for online recruitment, as well as news, career advice and personal assessments.

To access the site, simply log on to the Hotel Association of Canada's website, www.hotels.ca, and click on the *Career Services* icon. Employers will find an extensive database of qualified talent as well as many other services and benefits.

Transitions

The Four Points Sheraton Hotel & Suites-London has completed the final phase of its \$15 million expansion. The property now boasts a total of 181 guestrooms including 121 two-room suites with a wide variety of amenities, as well as the new 14,000 sq. ft. conference centre with full catering features a 6,600 sq ft. ballroom and breakout rooms with floor-to-ceiling windows.

Construction is underway for a brand new **Days Inn & Suites-Thunder Bay**. The 96-room facility will have three floors with a combination of regular rooms and suites. The hotel will also feature a swimming pool, whirlpool, steam room, exercise room, business centre and two full-service meeting rooms. **Days Inn - London, ON** has just completed \$1.6 million in renovations, including upgrades to several guestrooms, the lobby and registration area, the addition of 20 king guestrooms, a fitness facility and games rooms, as well as improvements to the exterior areas.

The **CHIP Hospitality** hotel management division of Canadian Hotel Income Properties Real Estate Investment Trust, Vancouver, BC is rebranding two hotels in Northern Alberta as Quality Hotels and has been awarded the management contract for the 91 room King's Hall Hotel in Compton, QC. The 157-room Mackenzie Park Inn in Fort McMurray, AB is currently undergoing a \$900,000 renovation. The 102-room Golden Inn in Grande Prairie, AB has recently been renovated. King's Hall Hotel is a turn-of-the-century boutique, all-season resort in Quebec's Eastern Townships. CHIP REIT has also purchased the 453-room Delta Montreal, Montreal QC and will renovate and refurbish the property.

The 151-room **Holiday Inn Toronto-Mississauga** has undergone a \$1.5 million renovation recently. Bedrooms, bathrooms, hallways and public areas have been upgraded and the property now sports a new fully enclosed swimming pool, sauna and fitness centre.

A \$1.5 million renovation to the 204-room **Radisson Hotel Toronto-Markham** was recently completed. Upgrades to the property included changes to the bedrooms, bathrooms, hallways and public areas. The property also features special amenities for the business traveller.

Travelodge Canada welcomes the following properties to its family: Thriftlodge Cochrane South, Cochrane ON; Thriftlodge St. Andrews, St. Andrews NB; Travelodge Brandon, Brandon MB; Travelodge Cochrane West, Cochrane ON; and Travelodge Hotel Toronto - Yorkdale, Toronto ON.

Delta Hotels has assumed management of the 225-room Capri Hotel, Trade & Exhibition Centre in Red Deer, AB. The hotel will be renamed the Delta Red Deer Hotel and Conference Centre. The property is the largest full-service hotel in Red Deer and is one of the largest meeting facilities in Alberta.

Atlific Hotels & Resorts is proud to announce, in conjunction with Cornerstone Real Estate Advisers Inc., that it will take over management of the 459-room Renaissance Montreal Hotel.

Choice Hotels Canada welcomes the newest member to the family, the Econo Lodge - Near the Falls, Niagara Falls, ON.

Ontarians with Disabilities Act 2001

On December 13, 2001 the Ontarians with Disabilities Act passed Third Reading in the Ontario Legislature and became law. This new Act is aimed at increasing accessibility, opportunity and independence for Ontarians with disabilities. Highlights of the Act include: a central focus on the public sector including annual accessibility plans to identify the removal of barriers and stricter enforcement of the unlawful use of disability parking permits.

The most relevant section for the hospitality industry is an effort to improve accessibility in the private sector. One of the initiatives seeks to encourage the active participation of various sectors in the creation of accessibility standards; additionally, there is a regulation-making authority that provides the ability for standards to be enshrined in law if the majority of the sector has already adopted their principles.

In conjunction with this new legislation, the government has developed a new website to help business operators make their premises more accessible to persons with disabilities. The website, www.equalopportunity.on.ca provides resources for businesses that will help them remove barriers which prevent peoples with disabilities from visiting their operation.

The Hotel Association of Canada offers Access Canada, a standards and training program for preparing your employees to deal effectively and efficiently with people with disabilities. For more information on the Access Canada program, contact the HAC at 613.237.7149 or email us at hac@hotels.ca.

Who's Where Now

Champagne, GM, Fairmont Le Manoir Richelieu, QC ✎ **Ross Dyck**, GM, Aston Pacific Inn, Resort & Conference Centre, White Rock, BC ✎ **Laura Fairweather**, Director-Communications & Public Affairs, Fairmont Hotels & Resorts ✎ **Allan Fedderer**, GM, Ritz-Carlton, Montreal ✎ **Mike Fegley**, VP Field Sales, Six Continents Hotels ✎ **Patrick Hauta**, Regional Director of Sales & Marketing - Saskatchewan, Regina Inn, Saskatoon Inn and Radisson Hotel Saskatoon, SK ✎ **Denine Jackson**, Director of Sales, Aston Pacific Inn, Resort & Conference Centre, White Rock, BC ✎ **Kitt L'Heureux**, Sales Executive, Ramada Hotel & Suites, Ottawa ✎ **David I. McMillan**, CHA, VP-Hotel, Spa, Food & Beverage, Cirque du Soleil, Montreal ✎ **Felice Anne O'Neill**, VP Operations, General Counsel & Secretary, Choice Hotels Canada - Toronto ✎ **Susan Ohlson**, Director of Sales & Marketing, Fairmont Chateau Laurier, Ottawa ✎ **Bruce Pinkerton**, Director - Sales & Marketing, Radisson Hotel Toronto-Markham and Holiday Inn Toronto-Mississauga, ON ✎ **Diana Reichert**, Sr. Marketing Manager - Canadian Region, Radisson Hotels & Resorts Worldwide ✎ **Paule Riverin**, Director of Sales & Marketing, Fairmont The Queen Elizabeth, Montreal ✎ **Stewart Rubin**, Director of Sales & Marketing, Hotel Inter-Continental, Montreal ✎ **Noreen Schembri**, Chief Financial Officer, Choice Hotels Canada, Toronto ✎ **Scott Stuckey**, GM, Calgary Marriott Hotel, Calgary ✎ **Susan Truppe**, Director of Marketing & Business Development, Four Points Sheraton Hotel & Suites, London ✎ **John Valletta**, President, Travelodge Hotels International ✎ **Frank Vismeg**, Managing Director, Holiday Inn Express Hotel & Suites and Oakville Conference Centre, Oakville, ON ✎ **Gord Vizzutti**, Resort Marketing Manager, Kicking Horse Mountain Resort, BC ✎ **Lori Wagner**, Director of Sales, Les Suites Hotel, Ottawa ✎ **Randy Williams**, President & CEO, Tourism Industry Association of Canada, Ottawa.

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The Hotel Association of Canada is the federation of provincial and territorial hotel associations, hotel chains and suppliers with a mandate to represent members nationally and internationally and to provide cost effective services which stimulate and encourage a free market accommodation industry.

Minaz Abji, President, CHIP REIT, Vancouver ✎ **Judy Ahola**, Manager-Corporate Public Relations, Liverton Hotels International Inc., Vancouver ✎ **Stuart P. Broster**, President, Hilton Canada Inc., Vice President - North America, Toronto ✎ **Louise**

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UPCOMING EVENTS

The 6th Annual Canadian Hotel Investment Conference

April 8 - 9, 2002
Fairmont Royal York Hotel
Toronto, ON
www.kpmsg.ca/CHIC2002

Alberta Hotel & Lodging Association

Annual Conference & Trade Show
May 5 - 8, 2002
Jasper Park Lodge, Jasper AB
www.ahla.ca

International Year of Ecotourism

World Ecotourism Summit
May 19 - 22, 2002
Quebec City, QC
www.ecotourism2002.org

Ontario Restaurant, Hotel & Motel Association

Annual General Meeting
May 29th, 2002
Toronto, ON
www.orhma.com