

HOTELLIER

THE MAGAZINE FOR HOTEL EXECUTIVES / JANUARY-FEBRUARY 2017 \$20



BETTER TOGETHER

How Marriott's acquisition of Starwood will change the Canadian hotel landscape

THE 2017
FRANCHISE REPORT

hoteliemagazine.com

CANADIAN PUBLICATION MAIL PRODUCT SALES AGREEMENT #48065470

Contents

Volume 29, Number 1 | January/February 2017



Features

10 DRIVING SUCCESS

Four Seasons Toronto welcomes new ownership
By Rosanna Cairn

12 MEMORIES FROM THE PINNACLE AWARDS

KML's 28th Annual Pinnacle Awards brought together more than 520 members of the hospitality industry to celebrate excellence

14 THE PERFECT STORM

Following a record-breaking year of transaction volume, Canada has become a safe-haven for M&A activity
By Jackie Sloat-Spencer

19 BETTER TOGETHER

How Marriott's acquisition of Starwood will change the Canadian hotel landscape
By Rosanna Cairn

●●● THE 2017 FRANCHISE REPORT

27 WHAT'S IN A NAME?

Brand affiliation offers tangible benefits for hotel operators
By Amy Bostock

31 FRANCHISE LISTINGS

44 A TRIP THROUGH TIME

The first in a series highlighting Canada's rich hotel history
By Amy Bostock

49 SOMETHING FOR EVERYONE

A look at the limited-service, mid-scale and extended-stay segments of Canada's hotel industry
By Carol Neshevich

53 MILLENNIAL BY DESIGN

Why millennial tastes are top-of-mind for hotel designers
By Eric Alister

56 FINDING BALANCE

Hoteliers are taking a strategic approach to building relationships with OTAs
By Sherene Chen-See

59 A PLACE FOR EVERYTHING

Kitchen design is about getting the biggest bang for your square footage
By Denise Deveau

Departments

2 EDITOR'S PAGE

3 CHECKING IN

64 HOTELIER: Randy Zupanski,
Westin St. Francis, San Francisco

ON THE COVER (L to R) Manlio Marescotti, AVP Development, East; Roz Winegrad, VP Franchise Operation; Don Cleary, president; Laura Pallotta, VP Marketing & Sales; Marisa Milton, VP Human Resources; Ryan McRae, AVP Development, West