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2014 CANADIAN
HOTEL VALUATION INDEX

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The Canadian Hotel Market

The Canadian lodging market is on track for a record-breaking year in 2014. Many markets across Canada will achieve their highest RevPAR ever this year. Challenging winter conditions in many parts of the country hindered the performance of the Canadian lodging market in the first quarter, which led to temporary market concern, but the second and third quarters of 2014 have seen a remarkable strengthening of market fundamentals.

According to RBC, the growth in Canada's real gross domestic product (GDP) picked up to 3.1% in the second quarter of 2014 following weak growth of 0.9% in the first quarter, which parallelled the tepid growth in lodging demand in the same time period. The weaker loonie and the stronger US economy fuelled economic growth in Canada in the second and third quarters, and this increase in economic activity has translated into very solid demand gains in the Canadian lodging market. Consequently, the national occupancy is projected to reach 65% for 2014, which is fractionally higher than the previous record-breaking occupancy set in 2007.

At the same time that lodging demand has strengthened, the growth in the national lodging supply has remained subdued, especially since a number of hotels have been converted to alternative uses. Over 1,000 hotel rooms were taken off the market in Ottawa this year alone, and Montreal has seen a reduction of more than 1,500 rooms in the last two years, giving these markets unprecedented decreases in supply. As a result, the supply will increase at an even lower rate in 2014 than in 2013, when supply growth was already quite restricted at 0.5%.

The national average daily rate (ADR), which has proved to be quite stubborn in its lack of growth over the last few years, is finally beginning to exhibit above inflationary growth: an increase of 3.5% is projected for 2014. With higher occupancies helping to apply upward pressure, the national ADR is projected to reach just shy of $138 in 2014, which is the highest national ADR ever experienced in Canada.

With the strong performance in both occupancy and ADR, the RevPAR for the country is projected to reach over $90 in 2014, breaking the previous record set in 2008 at slightly below $85. Not only will the national RevPAR reach new heights in 2014, but RevPAR growth is also projected to continue to be above historical levels for the near term. The Canadian lodging market is thus poised to break new ground in performance and enter a new era of unprecedented growth, which could last for a number of years. With the US economy continuing to strengthen, Europe surfacing from recession, emerging economies in Asia showing signs of recovery, and the Canadian economy expected to expand 2.3% this year and a further 2.5% in 2015, the Canadian lodging market is definitely on a positive trajectory.

What does 2015 hold?

The outlook for the Canadian lodging industry is just as positive for 2015 as it is for 2014. According to RBC, the five westernmost provinces, which include Ontario, are set to record stronger GDP growth than the projected national average of 2.7% in 2015. These provinces house about 75% of the hotel inventory in Canada, so their economic success has a particularly strong bearing on national lodging demand and performance.

Following the suppressed year of supply growth in 2014, the national room supply is projected to increase 1.7% in 2015, higher than any level in the recent past. As the inventory of new supply is absorbed, occupancy rates will be subjected to downward pressure. The cities of Calgary and Regina in particular are facing this situation.

The national occupancy level is forecast at 66% for 2015, representing a one-percentage-point improvement over 2014—the second consecutive year that a new record will be set for the country. In conjunction with the projected increase in occupancy, the national ADR is projected to grow in 2015 along the same lines as in 2014 at 3.0%, reaching just shy of $142. With this further strengthening of both occupancy and ADR, the national RevPAR is projected to reach the unprecedented level of $94, up four dollars from 2014.

Strong operating performance is fuelling transaction activity

In transaction activity, Canada experienced one of its strongest annual performances in a decade in 2013. Active buyers have focussed their acquisition efforts on the full gamut of hotel assets: underperforming/distressed properties, stabilized portfolios, individual properties, and trophy assets. Buoyed markets, easily accessible capital, investor optimism, and a strong appetite for hotel properties propelled transaction activity past the $2.0 billion mark in volume. This represents a significant improvement over the deal volume of $1.2 billion and $1.1 billion recorded in 2012 and 2011, respectively.

In its mid-year transaction report, Colliers International Hotels forecasts robust transaction activity in 2014 with the deal volume ranging between $1.2 billion and $1.5 billion. Although below the volume of $2.0 billion for full-year 2013, which included the large transaction of the 5-hotel Westin portfolio at an acquisition cost of $765 million, the deal volume in 2014 is forecast to be well above the 5-year average of $1.0 billion.

The demand for discounted assets, the strengthening of RevPAR fundamentals, the continuation of low interest rates, and the absence of the threat of overbuilding (which is often the greatest and most underrated external threat to a hotel's success) paint a bright picture for the Canadian lodging industry. Unforeseen challenges may of course arise at any time, but all indicators show the overall outlook for hotel transaction activity in Canada to be extremely favourable.

2014 HVI Highlights

The Hotel Valuation Index (HVI) is a metric used for tracking hotel values for 19 markets across Canada (including Canada as a whole). It is based on market performance and overall hotel profitability margins, as well as the current lending environment. According to the HVI, the Canadian lodging market saw a strong 7.4% increase in hotel value in 2013, and a further notable increase of 9.1% is projected for 2014. Over the next three years, the national per-room value is projected to sustain consistent growth.

In 2013, Western Canadian markets generally outperformed Eastern Canadian markets in per-room value growth. In the West, the value of a hotel room saw an average increase of 7.8%, whereas the East saw a more modest average increase of 4.7%. Of all the markets examined, the city of Regina and the city of Montreal tied for first place in value growth in 2013 at 13.1% each; this gave Regina the fifth highest per-room value in the country, overtaking Newfoundland's per-room value, which nevertheless gained 6.6% over the previous year. Downtown Montreal ranked 16th in per-room value in the country and Edmonton sustained the third strongest rate for growth in value in 2013, at 12.7%, ranking it just above Regina in fourth position for per-room value in the country.

The HVI for 2014 indicates a shift in the markets that are leading the country in value growth. The new projected growth leader is Downtown Montreal, where the closure of numerous underperforming hotels will not only help increase the occupancy by four points to 71% but also boost the average daily rate up $12. In comparison to the projected national growth of 9.1%, the year-over-year increase in the HVI for Downtown Montreal is projected at 22.4% for 2014, which is projected to push the value to $96,800 per room. Despite this large year-over-year increase, Downtown Montreal has yet to return to previous levels of per-room value, which peaked at $107,600 in 2006.

HVS

TABLE 1 — CANADIAN VALUE TREND (2006–2017P)		
Year	**Value Per Room**	**Percent Change**
2006	$116,900	18.7 %
2007	121,400	3.8
2008	113,600	(6.4)
2009	76,600	(32.5)
2010	90,100	17.6
2011	85,200	(5.4)
2012	92,100	8.1
2013	99,100	7.6
2014F	*108,200*	*9.1*
2015P	*113,900*	*5.3*
2016P	*119,700*	*5.1*
2017P	*125,600*	*4.9*

Source: HVS

TABLE 2 — VALUE PER ROOM RANKINGS - 2013 TO 2017				
	2013	**Value**	**2017**	**Value**
Calgary	**1**	$203,000	**2**	$204,400
Vancouver Downtown	**2**	$173,900	**1**	$212,300
Saskatoon	**3**	$159,700	**6**	$154,300
Edmonton	**4**	$155,000	**3**	$183,700
Regina	**5**	$150,400	**7**	$143,800
NewFoundland	**6**	$147,600	**5**	$157,000
Toronto Downtown	**7**	$143,200	**4**	$179,600
Winnipeg	**8**	$113,200	**14**	$118,300
Ottawa	**9**	$111,400	**9**	$128,000
Vancouver Airport	**10**	$105,300	**8**	$141,600
Canada	**11**	$99,100	**11**	$125,600
Halifax	**12**	$97,900	**13**	$120,100
Victoria	**13**	$96,600	**12**	$123,700
Quebec City	**14**	$79,900	**16**	$106,200
Montreal Downtown	**15**	$79,100	**10**	$127,000
Niagara Falls	**16**	$77,700	**15**	$107,000
Toronto Airport	**17**	$74,400	**17**	$101,600
Montreal Airport	**18**	$68,200	**18**	$91,000
New Brunswick	**19**	$66,900	**19**	$74,800

Source: HVS

TABLE 3 — PER ROOM VALUE TREND FOR CANADIAN HOTELS (2006–2017P)

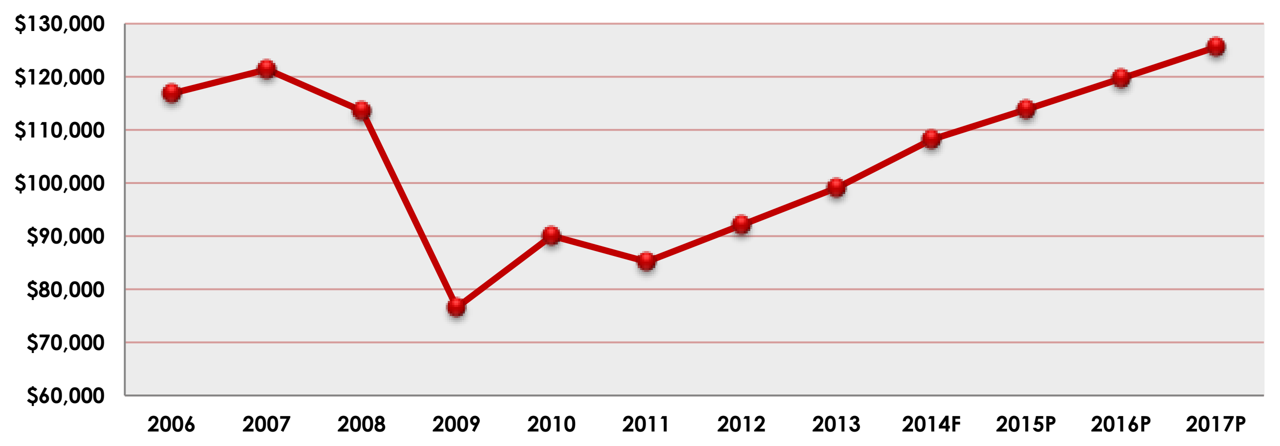

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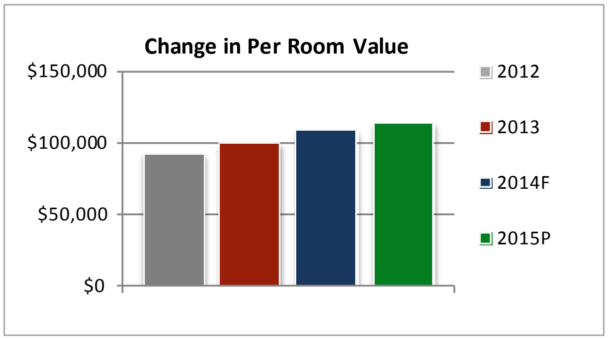
TABLE 4 – CANADA HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$116,903	$121,351	$113,558	$76,607	$90,100	$85,211	$92,127	$99,140
y/y % Change	18.7%	3.8%	-6.4%	-32.5%	17.6%	-5.4%	8.1%	7.6%
Index	1.19	1.23	1.15	0.78	0.91	0.87	0.94	1.01

TABLE 5 – CANADA FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$108,170	$113,898	$119,739	$125,560
y/y % Change	9.1%	5.3%	5.1%	4.9%
Index	1.10	1.16	1.22	1.27



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The **CALGARY** hotel market benefits from the region's renowned energy sector and the strong growth in the city's financial services sector. The market has experienced both strong increases in overnight visitation and aggressive average rate growth, resulting in healthy RevPAR growth of 7.2% for 2013. Major projects and operations in the gas and oil sectors, combined with the addition of new hotel supply and meeting space, have contributed to this strong growth. The market's investor appeal resulted in solid trading activity, which in 2013 earned Calgary a 10.3% increase in hotel value over 2012. At $203,000 per room, Calgary had the highest per-room value of any Canadian city.

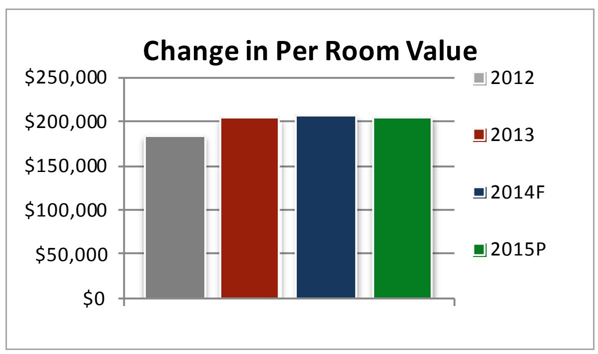
The growth in lodging demand in Calgary is expected to moderate in 2014 but nevertheless remain strong from 2015 through 2017. With the resource market expected to stay strong, the number of occupied room nights is projected to grow at an average annual rate of 3.4% from 2014 to 2017. At the same time, approximately 3,300 rooms are in the supply pipeline and set to enter the market over the next four years. This influx of guestrooms represents an overall increase in supply of 24.6% by 2017. Given the impact of the new supply on occupancy in the city, Calgary is projected to see little growth in hotel value over the next four years. The per-room value is forecast at $204,400 for 2017, which will allow Vancouver Downtown will surpass Calgary and secure the highest per-room value in the country.

TABLE 6 – CALGARY HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$210,396	$223,544	$217,849	$153,371	$143,436	$156,077	$184,080	$203,024
y/y % Change	28.4%	6.2%	-2.5%	-29.6%	-6.5%	8.8%	17.9%	10.3%
Index	2.14	2.27	2.21	1.56	1.46	1.58	1.87	2.06

TABLE 7 – CALGARY FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$206,052	$204,104	$207,789	$204,361
y/y % Change	1.5%	-0.9%	1.8%	-1.6%
Index	2.09	2.07	2.11	2.07



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EDMONTON serves not only as the provincial capital but also as the major supply and service centre for northwestern Canada. The city's hotel market benefits from both the oil and gas sectors and high levels of federal and provincial government demand. In 2013, increases in both occupied room nights and average daily rate, coupled with no new supply, led to strong RevPAR growth of 8.6%. The value per room in Edmonton increased 12.7% to $155,000 in 2013, which was the fourth highest value among the 19 major markets in Canada that year.

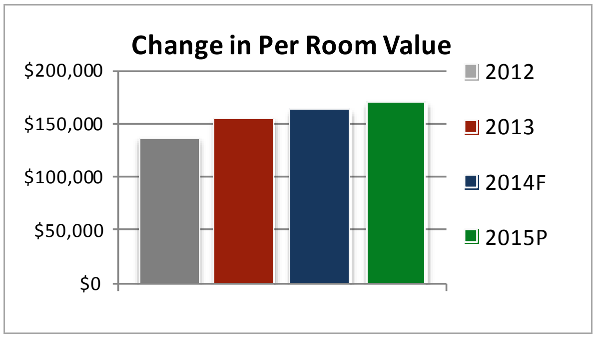
From 2014 to 2017, Edmonton is expected to see an increase of approximately 2,000 rooms, which will hold RevPAR growth down to modest levels. Edmonton is expected to absorb the new supply entering the market with a brief stall in 2016, when the largest glut of new supply will enter the market. The city's value per room is projected to see healthy increases from 2014 to 2017, reaching $183,700 by 2017.

TABLE 8 – EDMONTON HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$173,910	$188,001	$183,327	$127,180	$117,752	$120,798	$137,532	$154,970
y/y % Change	26.9%	8.1%	-2.5%	-30.6%	-7.4%	2.6%	13.9%	12.7%
Index	1.77	1.91	1.86	1.29	1.20	1.23	1.40	1.57

TABLE 9 – EDMONTON FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$162,851	$170,226	$174,691	$183,655
y/y % Change	5.09%	4.53%	2.62%	5.13%
Index	1.65	1.73	1.77	1.86



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The **HALIFAX** hotel market enjoys a strategic location on the East Coast, allowing it to benefit from the offshore energy sector and the city's role as a transportation hub. The hotel market remained flat in occupied room nights in 2013 at the same time that the supply increased 1.5% with the opening of ALT Halifax Airport. Like other regions in Atlantic Canada, Halifax sustained minimal growth in domestic visitation and its tourism sector that year, and visitation from overseas declined. The Halifax market exhibited a small decline in RevPAR in 2013 because the growth in supply caused the occupancy to decline at the same time that the ADR shifted downwards. In 2013 Halifax ranked 14th in the country based on per room value and is projected to increase to 13th position by 2017, almost reaching the same level of value as in the peak in 2007 at $120,800 per room.

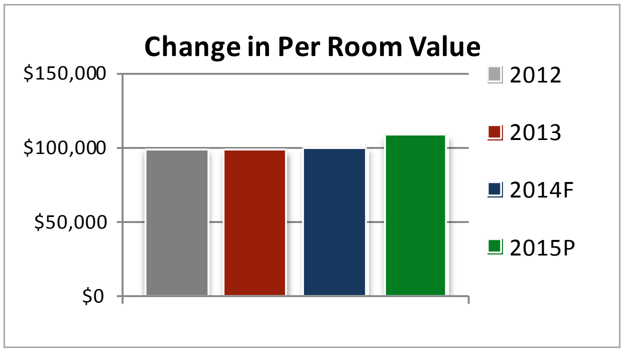
This market has a positive outlook because of the $25-billion federal shipbuilding contract that has been awarded to the city and the growth in exploration for offshore petroleum, which are expected to give an adrenaline shot to the local economy. As a result of these projects, the city is projected to see substantial GDP growth. Area hotels are thus expected to see a surge in demand. For 2014, demand is projected to increase by 4.0%, but stronger growth is expected from 2015 onwards as the major developments get underway. In this context, the per-room hotel value in Halifax is projected to increase at an average annual rate of 5.2% from 2014 through 2017.

TABLE 10 – HALIFAX HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$107,509	$120,773	$109,153	$88,036	$97,874	$95,758	$98,818	$97,858
y/y % Change	10.7%	12.3%	-9.6%	-19.3%	11.2%	-2.2%	3.2%	-1.0%
Index	1.09	1.23	1.11	0.89	0.99	0.97	1.00	0.99

TABLE 11 – HALIFAX FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$99,723	$107,699	$112,882	$120,080
y/y % Change	1.9%	8.0%	4.8%	6.4%
Index	1.01	1.09	1.15	1.22



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The **MONTREAL AIRPORT** market caters not only to the airport but also to significant local demand from pharmaceutical, aerospace, telecommunication, and information technology companies. In recent years, this market has struggled to recapture the RevPAR attained at the peak in 2007. In 2014, however, the marketwide RevPAR is projected to finally surpass the record set in 2007. The market has been seeing healthy demand growth, aided by the compression that is being felt in the stronger downtown market.

The Montreal Airport market is projected to sustain steady increases in RevPAR from 2014 to 2017, seeing average annual growth of 3.3% over this period.

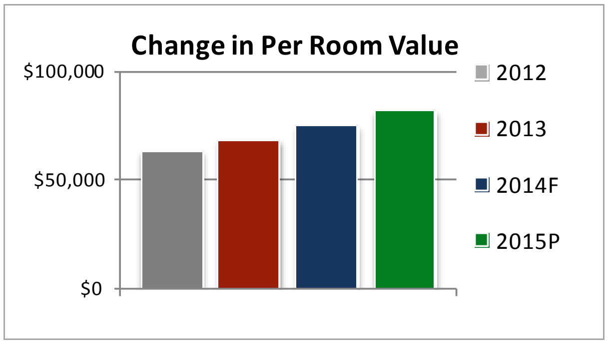
Montreal will be playing host to various events, including the FIFA Women's World Cup and the World Junior Hockey Championships in 2015 and the World Police & Fire Games and the city's 375th anniversary in 2017, which will help stimulate demand growth. Unlike other markets, no increases in supply are projected for the Montreal Airport market over the next four years. In this favourable environment, the per-room value is projected to reach $81,800 in 2015, for the first time surpassing the previous high of $80,300 set in 2007. Value growth is projected continue through 2017, with the value per room reaching $91,000 that year. This market ranks very low on a per room value basis with only the New Brunswick market lower.

TABLE 12 – MONTREAL AIRPORT HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$79,380	$80,266	$72,868	$50,917	$50,234	$57,850	$63,852	$68,244
y/y % Change	4.6%	1.1%	-9.2%	-30.1%	-1.3%	15.2%	10.4%	6.9%
Index	0.81	0.81	0.74	0.52	0.51	0.59	0.65	0.69

TABLE 13 – MONTREAL AIRPORT FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$74,803	$81,814	$86,697	$91,007
y/y % Change	9.6%	9.4%	6.0%	5.0%
Index	0.76	0.83	0.88	0.92



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In 2013, **MONTREAL DOWNTOWN** was able to recover from the decreases in occupancy and average daily rate caused by the ongoing student protests in 2012. With the closure of the Maritime Hotel in March and the Delta Centre Ville in November, the room supply decreased by 1.7%, and the average daily rate increased by over 5.0%. These factors led the Montreal Downtown market to realize a strong RevPAR increase of 7.8% for 2013, resulting in value growth of 13.1% in the same year.

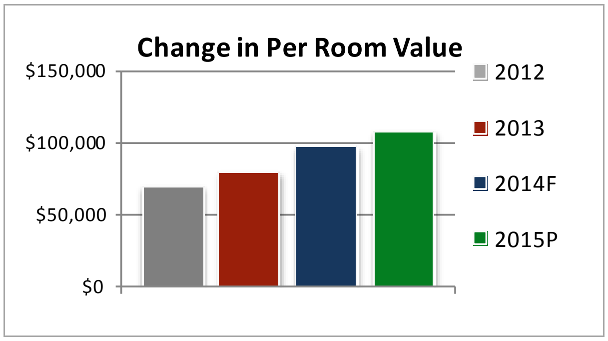
In 2014, the room supply in downtown Montreal is projected to decrease a further 5.1% with the closure of the 488-room Holiday Inn Montreal Downtown and the 139-room Quality Inn. With this reduction in supply, the marketwide occupancy for 2014 is projected to increase to 71%. The conversion of underperforming hotels to alternative uses not only raises the occupancy level but also helps bolster the average daily rate in the market. In 2014, the marketwide ADR is projected to grow 7.0%. With occupancy and ADR both elevated, the RevPAR is projected to see vigorous growth of 13.3% in 2014. In this context, the Montreal Downtown market is projected to realize the highest growth in per-room value in the country at 22.4% in 2014. Strong growth is projected to continue over the ensuing years, and the per-room value is projected to reach $127,000 in 2017. This market is projected to see the highest level of change between 2013 and 2017, going from 16th place to 10th place, in the per room value.

TABLE 14 – MONTREAL DOWNTOWN HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$107,550	$102,608	$95,012	$73,804	$68,632	$72,728	$69,935	$79,064
y/y % Change	9.1%	-4.6%	-7.4%	-22.3%	-7.0%	6.0%	-3.8%	13.1%
Index	1.09	1.04	0.96	0.75	0.70	0.74	0.71	0.80

TABLE 15 – MONTREAL DOWNTOWN FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$96,773	$107,553	$115,450	$126,966
y/y % Change	22.4%	11.1%	7.3%	10.0%
Index	0.98	1.09	1.17	1.29



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In 2013, the **NEW BRUNSWICK** lodging market realized positive RevPAR growth for the first time since 2010. Government cutbacks had a negative effect on GDP growth and lodging demand, but improvements in the potash sector, particularly with production increases resulting from operations starting at the Sussex Potash Mine, have given a boost to the provincial economy. In this more favourable operating environment, the per-room value for the province edged up 3.7% in 2013 to $66,900, which was nevertheless well below the values sustained prior to the recession.

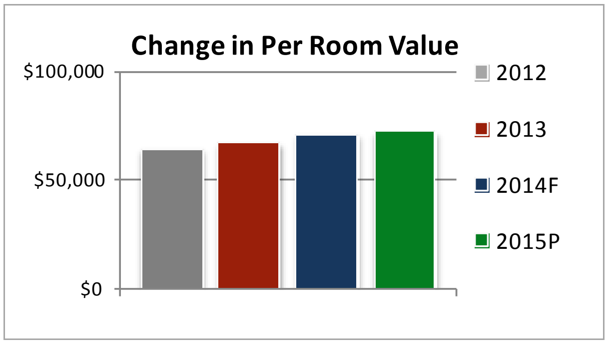
In 2014, the province is projected to see stronger RevPAR growth than any year since 2006. The province's guestroom inventory is expected increase by 763 rooms, or by 6.7%, from 2014 through 2017, but the market is expected to absorb this level of room inventory. With these strengthened market fundamentals, the per-room hotel value is projected to increase nearly 6.0% in 2014, which would be the strongest rate of growth since 2010. More moderate growth is anticipated for 2015 through 2017; however, this market is projected to maintain the lowest per-room value in the country.

TABLE 16 – NEW BRUNSWICK HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$79,882	$88,694	$78,944	$67,038	$74,246	$67,624	$64,455	$66,863
y/y % Change	16.5%	11.0%	-11.0%	-15.1%	10.8%	-8.9%	-4.7%	3.7%
Index	0.81	0.90	0.80	0.68	0.75	0.69	0.65	0.68

TABLE 17 – NEW BRUNSWICK FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$70,820	$71,913	$73,057	$74,767
y/y % Change	5.9%	1.5%	1.6%	2.3%
Index	0.72	0.74	0.74	0.76



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In 2013, the **NEWFOUNDLAND & LABRADOR** hotel market continued to strengthen as a result of the demand generated by the province's thriving oil and gas sector. A significant amount of rig maintenance work took place that year, which helped push the marketwide occupancy up to 75%. Hotel development also picked up with the opening of 189 hotel rooms, representing a 3.0% percent increase in supply. Strong demand complemented by aggressive ADR growth resulted in a 6.6% increase in the value per room in 2013, leading to the sixth highest per-room value market in the country.

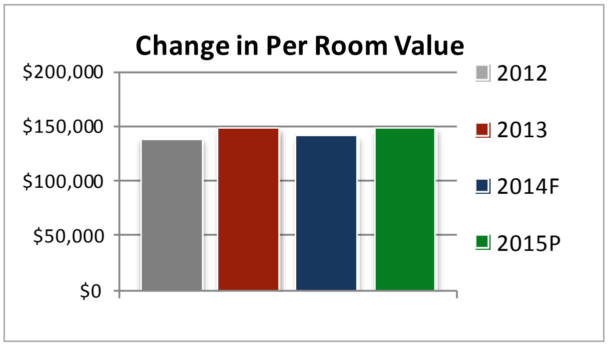
The effects of severe weather and a decrease in maintenance activity on the oil rigs, coupled with a 3.5% increase in new hotel supply, will contribute to a decline in occupancy for 2014. As a result, the RevPAR is expected to decrease by 3.9%. In this weakened operating environment, the market's per-room hotel value is projected to drop by $7,300 in 2014. Nevertheless, the longer term outlook is much more positive. Newfoundland & Labrador's oil-rich ocean floor is creating strong commercial demand in the market, which is projected to increase the province's per-room hotel value to $157,000 by 2017, the fifth highest in the country. Value growth is projected to stall in 2016 as the market absorbs the 814 hotel rooms that will enter the market from 2014 to 2017.

TABLE 18 – NEWFOUNDLAND HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$93,739	$107,316	$112,595	$105,617	$118,937	$127,652	$138,540	$147,623
y/y % Change	11.0%	14.5%	4.9%	-6.2%	12.6%	7.3%	8.5%	6.6%
Index	0.95	1.09	1.14	1.07	1.21	1.30	1.41	1.50

TABLE 19 – NEWFOUNDLAND FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$140,313	$147,971	$147,984	$156,975
y/y % Change	-5.0%	5.5%	0.0%	6.1%
Index	1.42	1.50	1.50	1.59



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The **NIAGARA FALLS** hotel market is tourism driven: approximately 12 million tourists visit the city each year to experience the waterfalls and area attractions. The hotel market saw relatively modest RevPAR growth of 1.6% in 2013; minimal increases in the average daily rate offset a decrease in demand leading to a small increase in per-room value.

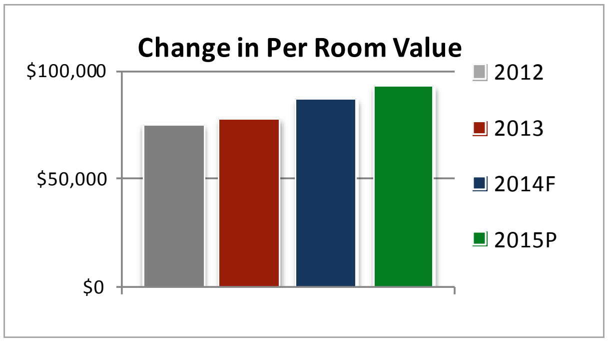
The outlook for the Niagara Falls lodging market is generally positive. The lower loonie and the strengthening of the US economy are helping to boost demand, and much stronger RevPAR growth of 7.3% is projected for 2014. The per-room hotel value is projected to sustain healthy growth from 2014 to 2017, supported by the minimal amount of new supply that is poised to enter the market. By 2017, the per-room value for the market is projected to reach an all-time high of $107,000.

TABLE 20 – NIAGARA FALLS HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$99,572	$103,460	$91,953	$63,973	$77,859	$72,790	$75,851	$77,716
y/y % Change	10.2%	3.9%	-11.1%	-30.4%	21.7%	-6.5%	4.2%	2.5%
Index	1.01	1.05	0.93	0.65	0.79	0.74	0.77	0.79

TABLE 21 – NIAGARA FALLS FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$86,986	$92,881	$101,188	$107,009
y/y % Change	11.9%	6.8%	8.9%	5.8%
Index	0.88	0.94	1.03	1.09



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The **OTTAWA-GATINEAU** lodging market is highly dependent on government demand, so the Federal Government's austerity measures adversely affected the performance of this market in 2012. The negative impact continued to be felt in 2013, when there was a 2.2% decline in RevPAR. The per-room value likewise fell by 1.1% in 2013 to $111,400.

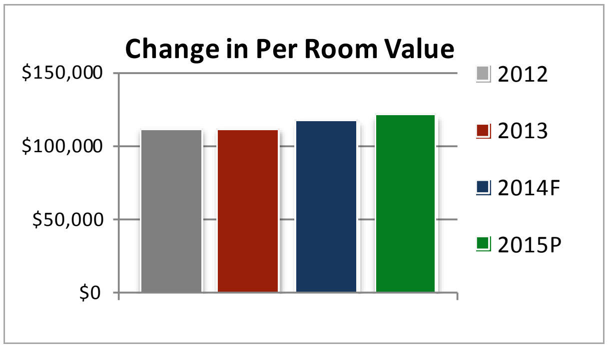
In 2014, the market is projected to see a decline of approximately 1,000 rooms, as the National Hotel, the Minto Suites Hotel, the Holiday Inn on Cooper, and the Quality Suites will have closed. New supply will also enter the market; approximately 600 new rooms are expected in 2015 alone. Increased government spending and the new RedBlacks CFL team, in addition to the 2015 FIFA Women's World Cup soccer championships and Canada's 150th anniversary in 2017, will contribute to the growth in the per-room hotel value, which is projected to increase from $111,400 in 2013 to $128,000 in 2017. This will be the first time that the per-room value is projected to surpass the peak reached in 2007.

TABLE 22 – OTTAWA-GATINEAU HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$117,006	$127,730	$117,764	$82,673	$102,069	$110,195	$112,547	$111,361
y/y % Change	11.5%	9.2%	-7.8%	-29.8%	23.5%	8.0%	2.1%	-1.1%
Index	1.19	1.30	1.20	0.84	1.04	1.12	1.14	1.13

TABLE 23 – OTTAWA-GATINEAU FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$116,604	$120,518	$125,172	$128,045
y/y % Change	4.7%	3.4%	3.9%	2.3%
Index	1.18	1.22	1.27	1.30



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The **QUEBEC CITY** hotel market is a provincial government market. In 2013, government cutbacks, a slow convention year, and the displacement of meeting and group demand resulting from renovation work taking place at the Chateau Frontenac contributed to a 3.7% decrease in marketwide demand. In this more difficult operating environment, the per-room hotel value for the market fell to $80,000 in 2013, a 3.7% drop from the previous year.

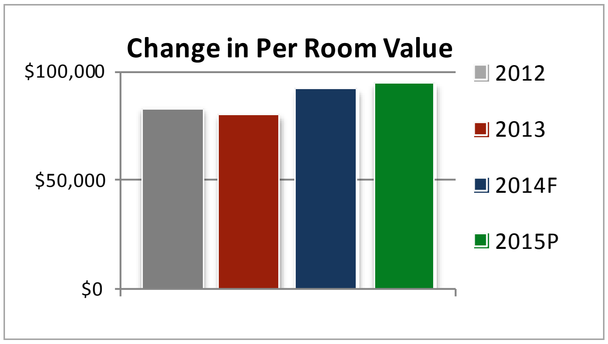
In 2014, there has been a temporary slight decrease in supply as a result of the brief closure of the Le Concorde Hotel, and the market is projected to rebound with strong RevPAR growth of 9.6%. The completion of the $36-million renovation and expansion of the Quebec Convention Centre, which saw the addition of approximately 73,000 square feet of new meeting space, will contribute to this resurgence, as will the completion of the renovations at the Chateau Frontenac and an increase in the marketwide ADR. With no new supply in the pipeline, Quebec City's per-room hotel value is projected to increase from $91,500 in 2014 to $106,200 in 2017, which, despite the healthy rates of growth, remains below the record-breaking value of $110,300 set in 2008 during Quebec City's 400th year anniversary.

TABLE 24 – QUEBEC CITY HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$92,877	$91,528	$110,304	$73,847	$76,082	$80,755	$83,047	$79,944
y/y % Change	6.1%	-1.5%	20.5%	-33.1%	3.0%	6.1%	2.8%	-3.7%
Index	0.94	0.93	1.12	0.75	0.77	0.82	0.84	0.81

TABLE 25 – QUEBEC CITY FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$91,497	$94,394	$101,729	$106,222
y/y % Change	14.5%	3.2%	7.8%	4.4%
Index	0.93	0.96	1.03	1.08



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The **REGINA** hotel market is benefitting from the boom in the oil and gas sectors, but it also draws upon strong government demand. In 2013, the hotel market continued to see robust growth with an increase in RevPAR of 9.2%. The strong RevPAR growth in 2013 can be partially attributed to a 3.4% decrease in the room supply (resulting from renovation of the Regina Inn), which pushed up the overall occupancy by one point, combined with a strong increase in the average daily rate. At $150,400 per room, Regina had the fifth highest hotel value in the country in 2013, behind Edmonton, Saskatoon, Downtown Vancouver, and Calgary, all of which are notably in Western Canada.

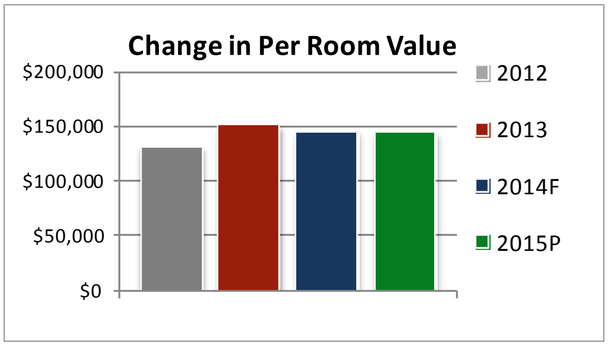
Developers will bring a significant amount of new supply into the market over the next four years. The marketwide room supply is projected to increase 9.4% in 2014 and a further 6.8% in 2015, which will undermine RevPAR growth. As supply growth is projected to outpace the growth in demand, the hotel market will struggle to absorb the addition of roughly 880 rooms over the next four years. Much of the new supply in 2014 will emanate from the 215-room converted Doubletree Regina Hotel & Conference Centre (previously the Regina Inn) and the 115-room Four Points Regina. The marketwide per-room value is projected to erode as a result of the new supply, falling from $150,400 in 2013 to $139,700 in 2016; however, growth is projected to resume in 2017.

TABLE 26 – REGINA HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$90,833	$101,449	$109,674	$105,003	$112,074	$125,674	$132,930	$150,376
y/y % Change	21.3%	11.7%	8.1%	-4.3%	6.7%	12.1%	5.8%	13.1%
Index	0.92	1.03	1.11	1.07	1.14	1.28	1.35	1.53

TABLE 27 – REGINA FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$145,067	$143,910	$139,656	$143,765
y/y % Change	-3.5%	-0.8%	-3.0%	2.9%
Index	1.47	1.46	1.42	1.46



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The cornerstones of the **SASKATOON** lodging market are resource-driven industries, government, and healthcare. Saskatoon saw increases in both occupied rooms and average daily rate in 2013, which led to a 2.4% increase in RevPAR. Saskatoon's steady growth in hotel room demand and investor appeal has allowed hotel values in the market to grow markedly. The per-room value has increased at an average annual rate of nearly 6.0% over the last four years, resulting in a record-high per-room value of $159,700 for 2013. Saskatoon had the third highest per-room value in the country that year.

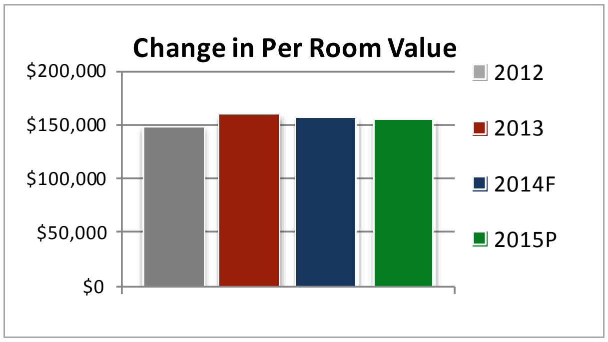
An influx of new supply will change the growth dynamics in this market in the coming years. Approximately 770 rooms are projected to enter the market from 2014 to 2017, which represents a supply increase of 16.8%. Demand will continue to increase in the market, but the rate of growth will not be enough to fully offset the increase in supply, resulting in a diminished marketwide occupancy level. In this environment, the per-room value is projected to erode slightly from 2014 to 2017.

TABLE 28 – SASKATOON HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$96,230	$116,285	$133,096	$126,995	$138,467	$139,365	$149,422	$159,725
y/y % Change	17.5%	20.8%	14.5%	-4.6%	9.0%	0.6%	7.2%	6.9%
Index	0.98	1.18	1.35	1.29	1.41	1.41	1.52	1.62

TABLE 29 – SASKATOON FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$156,658	$154,568	$157,386	$154,292
y/y % Change	-1.9%	-1.3%	1.8%	-2.0%
Index	1.59	1.57	1.60	1.57



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The **TORONTO AIRPORT** market is slowly absorbing the large amount of new supply that opened in the greater airport area over the past five years. In 2013, the return major US corporate head office demand and an increase in passenger traffic at the airport translated into 5.0% increase in demand year over year. A slight decrease in average rate and the small amount of new supply that still had to be absorbed undermined the increase in demand, but the airport market realized moderate RevPAR growth of 2.7% and attained a RevPAR of $71.61. At the same time, the marketwide per-room value saw its first increase in three years, reaching $74,400.

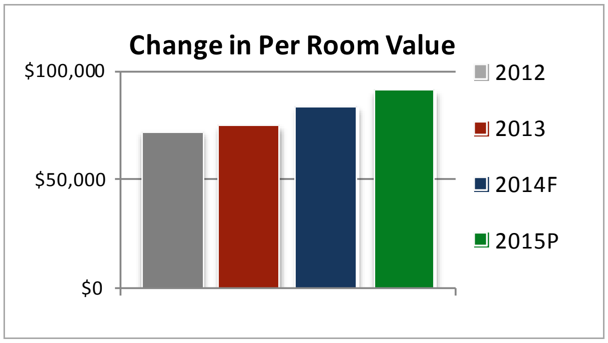
Over the next four years, the airport market is projected to see little growth in new supply, should allow healthy increases in RevPAR as demand continues to increase. The new Rail Link to Downtown Toronto, which is set to open next year, may change some of the dynamics in this market, as it could make hotels in both the downtown market and airport market more competitive. With the lack of new supply and the increased demand, the marketwide per-room value is projected to grow at an average annual rate of 8.1% from 2014 to 2017, when it is forecast to reach $101,600. The strongest growth is expected to occur in 2014 and 2015, when the most significant increase in occupied room nights is projected to take place.

TABLE 30 – TORONTO AIRPORT HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$98,729	$104,923	$94,019	$57,516	$76,073	$72,358	$71,770	$74,414
y/y % Change	6.6%	6.3%	-10.4%	-38.8%	32.3%	-4.9%	-0.8%	3.7%
Index	1.00	1.07	0.95	0.58	0.77	0.73	0.73	0.76

TABLE 31 – TORONTO AIRPORT FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$83,287	$90,805	$95,152	$101,638
y/y % Change	11.9%	9.0%	4.8%	6.8%
Index	0.85	0.92	0.97	1.03



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In 2013, **DOWNTOWN TORONTO** saw gains in all visitation categories. The various cultural and sporting events that took place contributed to this growth, as did the steady increase in the supply of world-class hotels and the opening of the Toronto Aquarium in October 2013. Toronto's downtown market not only realized robust RevPAR growth of 5.6% that year, but it also led the country with the highest RevPAR at $126.00. In this healthy operating environment, the per-room market value in downtown Toronto increased by 10.2% in 2013 to $143,200. The Toronto downtown market ranked seventh overall in the country for per-room value that year.

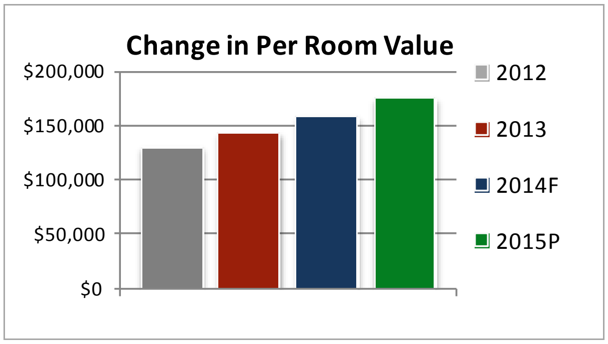
Toronto's sports and entertainment sector is expected to thrive over the next few years, particularly with WorldPride in 2014 and even more importantly the Pan Am Games in 2015 and Women's World Cup Soccer. With the demand that the Games will induce in 2015, the downtown market is projected to see RevPAR growth of 6.2% that year. Approximately 1,315 new rooms will enter the downtown market within the next four years, which is largely made up of the 567-room Delta Toronto Southcore Financial Centre and the 400-room Hotel X that will be located on the grounds of Exhibition Place. Given the high level of demand in the market, this increase in supply is expected to be easily absorbed. The marketwide per-room value is projected to reach $179,600 in 2017, the fourth highest in the country. The strongest increases in value are projected to take place in 2014 and 2015, when the major events will take place.

TABLE 32 – TORONTO DOWNTOWN HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$154,778	$164,021	$148,442	$91,435	$129,516	$120,879	$130,010	$143,219
y/y % Change	11.1%	6.0%	-9.5%	-38.4%	41.6%	-6.7%	7.6%	10.2%
Index	1.57	1.67	1.51	0.93	1.31	1.23	1.32	1.45

TABLE 33 – TORONTO DOWNTOWN FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$158,294	$175,151	$174,658	$179,621
y/y % Change	10.5%	10.6%	-0.3%	2.8%
Index	1.61	1.78	1.77	1.82



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The occupancy for the **VANCOUVER AIRPORT** market increased to 71.4% in 2013. Stronger demand coupled with a decrease in supply from the closure of the 81-room Executive Inn Express and the 122-room Comfort Inn Richmond contributed to the elevated occupancy level. The average daily rate increased along with the occupancy, resulting in strong RevPAR growth of 8.2% for 2013. In this context, the value per room for the Vancouver Airport market increased by 4.3% over the previous year and reached $105,300 in 2013. The market also retained the highest value per room among the three airport markets in Canada by a wide margin.

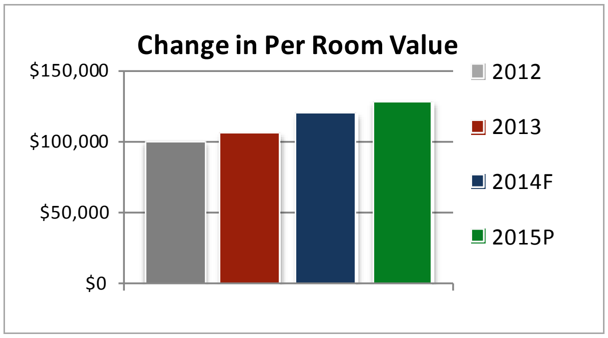
The outlook for this market is quite positive. The year-to-date through July statistics for Vancouver International Airport show an 8.1% increase in the number of passengers travelling through the airport. As a result of the increasing activity at the airport and the room supply changing only minimally, the marketwide RevPAR is projected to increase 13.9% in 2014. In the same year, the Vancouver Airport market is projected to sustain the third highest increase in per-room value in the country at 13.6%. Strong growth in the per-room value is projected to persist from 2015 through 2017 at an average annual rate of 5.8%.

TABLE 34 – VANCOUVER AIRPORT HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$124,985	$138,246	$130,896	$93,365	$122,112	$102,015	$100,975	$105,276
y/y % Change	28.3%	10.6%	-5.3%	-28.7%	30.8%	-16.5%	-1.0%	4.3%
Index	1.27	1.40	1.33	0.95	1.24	1.04	1.03	1.07

TABLE 35 – VANCOUVER AIRPORT FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$119,635	$127,873	$134,621	$141,649
y/y % Change	13.6%	6.9%	5.3%	5.2%
Index	1.21	1.30	1.37	1.44



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The **VANCOUVER DOWNTOWN** hotel market experienced modest growth in 2013. With demand remaining relatively unchanged and only a slight increase in the average daily rate, the marketwide RevPAR increased 2.1%; however, this was the first year of RevPAR growth since 2010, when the city hosted the Olympics. High construction costs and the lack of available land have kept hotel development in check in the downtown core. The value per-room increased to $173,900 in 2013, which was the second highest value in the country at that time.

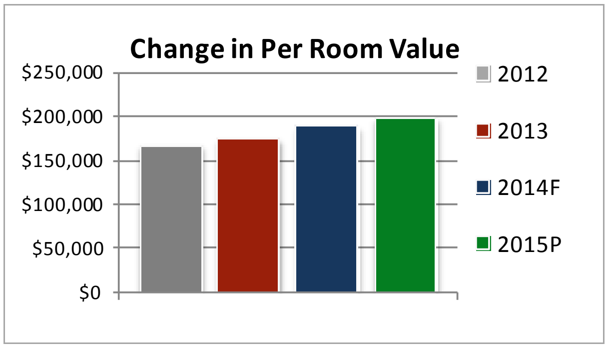
The downtown market is projected to have a very strong year in 2014. Both average rate and demand are on a positive trajectory, and the RevPAR is projected to reach a new high of $131. The only new developments in the market are the recently opened 75-room Hotel Blu and the long-awaited Trump Vancouver hotel-condo tower, which is to arrive in 2017. With only a 1.0% projected increase in the room supply from 2014 through 2017, new supply will be easily absorbed in the market. Major construction projects, including the $680-million redevelopment of the BC Children's Hospital and the BC Women's Hospital and the SkyTrain's $1.4-billion Evergreen Line Project, should contribute to strong market growth over the next four years. In this supportive setting, the per-room value for the market is projected to reach $212,300 in 2017, the highest in the country.

TABLE 36 – VANCOUVER DOWNTOWN HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$190,989	$197,703	$205,773	$130,475	$176,599	$172,779	$166,828	$173,926
y/y % Change	21.5%	3.5%	4.1%	-36.6%	35.4%	-2.2%	-3.4%	4.3%
Index	1.94	2.01	2.09	1.32	1.79	1.75	1.69	1.77

TABLE 37 – VANCOUVER DOWNTOWN FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$188,087	$198,053	$206,680	$212,267
y/y % Change	8.1%	5.3%	4.4%	2.7%
Index	1.91	2.01	2.10	2.16



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The economic generators in **VICTORIA** are tourism, government, and advanced technology. Since 2008, the tourism industry has been severely impacted by the mandatory passports for US citizens and the overall negative impacts of the global recession; however, the seeds of recovery appear to have sprouted in 2013. In that year, Victoria sustained its first increase in RevPAR at a rate of 9.1%, the first positive growth since 2007. The per-room hotel value also gained 10.1% and reached $96,500, but it remained well below the values supported prior to the recession.

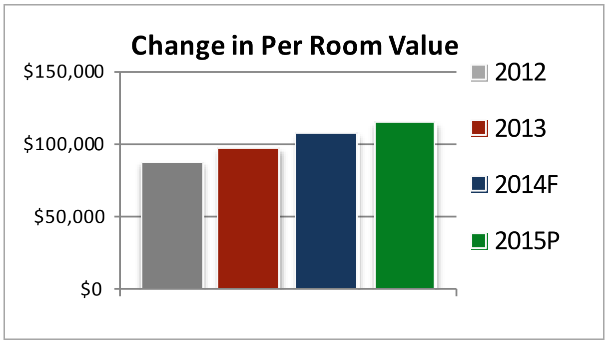
The forecasts for the market inspire cautious optimism. For 2014, the RevPAR is projected to increase 8.6%, fuelled by a slight decrease in supply and a healthy 4.5% increase in the average daily rate. As the market continues to recover, the per-room hotel should follow suit. The per-room value is projected to increase at an average annual rate of 6.4% from 2014 to 2017. In 2017, the per-room value is projected to reach $123,700, slowly inching back toward the high reached in 2007.

TABLE 38 – VICTORIA HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$122,107	$131,293	$120,450	$80,446	$99,171	$89,820	$87,662	$96,555
y/y % Change	11.0%	7.5%	-8.3%	-33.2%	23.3%	-9.4%	-2.4%	10.1%
Index	1.24	1.33	1.22	0.82	1.01	0.91	0.89	0.98

TABLE 39 – VICTORIA FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$107,143	$114,166	$120,188	$123,654
y/y % Change	11.0%	6.6%	5.3%	2.9%
Index	1.09	1.16	1.22	1.26



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WINNIPEG acts as the administrative, financial, and distribution centre for Manitoba. In 2013, the hotel market faced a decline in RevPAR because of a 5.2% increase in the room supply combined with weak growth in the average daily rate. The 191-room Canad Inns Destination Centre, the 135-room Hampton Inn Winnipeg Airport, and the 89-room Days Inn & Suites Winnipeg Airport were among the new hotels that opened that year. With the new rooms undermining market performance, the per-room value decreased by 3.5% in 2013 to $113,200.

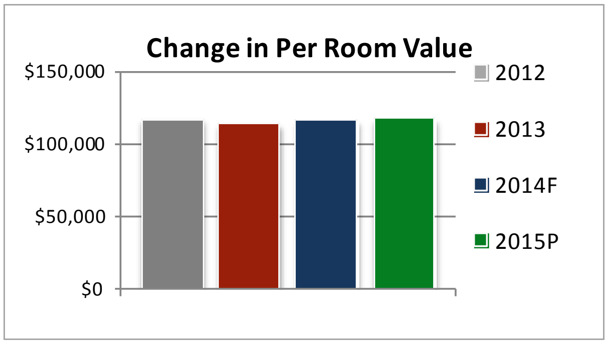
The market is expected to see further increases in supply going forward. The hotel projects include the 120-room Courtyard by Marriot and the 154-room ALT Hotel, which are expected to open in 2015, and the 225-room Hilton Garden Inn that is poised to open in 2016. In all, approximately 1,300 rooms will be added to the market over the next four years. From 2014 through 2017, the room supply is projected to increase at an average annual rate of 4.1%. At the same time, additional demand will be generated from the expansion of the RBC Convention Centre, the recent opening of the Human Rights Museum, and the various sporting events the city will be hosting, such as the FIFA Women's World Cup in 2015 and the Canada Summer Games in 2017. Despite the additional demand generators, RevPAR growth will be minimal in the coming years as the market is engaged in absorbing the new room supply. Consequently, Winnipeg is expected to see only modest growth in its per-room value, which is projected to reach the high of $118,300 in 2017.

TABLE 40 – WINNIPEG HISTORICAL VALUES (2006–2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Per Room Value	$95,435	$102,557	$112,477	$98,260	$111,029	$118,162	$117,314	$113,174
y/y % Change	21.6%	7.5%	9.7%	-12.6%	13.0%	6.4%	-0.7%	-3.5%
Index	0.97	1.04	1.14	1.00	1.13	1.20	1.19	1.15

TABLE 41 – WINNIPEG FORECASTED VALUES (2014–2017)

	2014F	2015P	2016P	2017P
Per Room Value	$115,649	$116,760	$115,192	$118,328
y/y % Change	2.2%	1.0%	-1.3%	2.7%
Index	1.17	1.19	1.17	1.20



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Hotel Value Forecast

By the end of the forecast period in 2017, most markets in Canada are expected to achieve higher values than at their peak in 2006/07. The biggest winners in value increases across the country are most notably the resource-rich markets, with Toronto, Montreal, Regina, and Vancouver also benefitting from strong economic fundamentals going forward. By 2017, Vancouver Downtown is projected to overtake Calgary with the highest per-room value in the country, while New Brunswick will retain its lowest per-room value position.

In contrast to what one might expect, both Calgary and Saskatoon are projected to see lower hotel values through 2017, as a surge of new supply will suppress their value growth despite the robust economic activity in these markets. The Quebec City and Victoria markets are projected to remain below their peak value levels in 2017; these two markets have not experienced notable increases in supply, but soft room night demand is holding down growth in values. Another market that is not projected to outperform its peak levels includes the province of New Brunswick. This market is dealing with softer demand from both the commercial and leisure sectors, which is holding down value growth even though no significant new supply is in the pipeline for this market.

Outlook

The resource-rich regions of Canada have caught the attention of many investors and developers. As the Canadian economy and the Canadian lodging market continue to pick up steam, the demand for hotel assets is expected to increase, particularly international investment interest. Based on our discussions with hotel investors, lenders, and brokers, the recent trends in occupancy and average rate, and the low level of supply in the development pipeline, we anticipate a marked improvement in NOI in the next four years, especially since RevPAR growth is projected to well outpace inflation. With the greater market stability and the consistent macroeconomic growth that are anticipated both in Canada and globally, the Canadian lodging industry is expected to reach new heights in value.

As highlighted in this report, the value of a hotel room in Canada peaked in 2007 at $121,400. The low point during the recent downturn occurred in 2009, when the value dropped to $76,600 per room, but since then the value has slowly risen, reaching $99,100 per room in 2013. The per-room value for the Canadian lodging market is projected to increase to $108,200 in 2014 and reach $125,600 in 2017, for the first time exceeding the peak set in 2007. The Canadian Lodging industry is clearly poised to continue in a very positive stage in its lifecycle.

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Understanding the HVI

The Hotel Valuation Index (HVI) tracks hotel values in 19 major markets, including Canada as a whole. Derived from an income capitalization approach, the HVI utilizes market area data provided by Smith Travel Research Inc(STR Inc.) combined with historical operational information from HVS's extensive global experience in hotel feasibility studies and valuations. The data are then aggregated to produce a pro-forma performance for a typical hotel in each respective Canadian market. Based upon our experience of real-life hotel financing structures gained from valuing hundreds of hotels each year, we then apply appropriate valuation parameters for each market, including loan-to-value ratios, real interest rates, and equity return expectations. These market-specific valuation parameters are applied to the net operating income for a typical full-service hotel in each city.

The HVI is an indexed value that uses the 2005 value of a typical Canadian hotel (2005 = 1.0000) as a base. Each market area is then indexed off this base with a number showing the value relationship of that market area to the base. For example, the index for the downtown Toronto market in 2005 was 1.41, which means that the value of a hotel located in downtown Toronto was approximately 40% higher than that of a similar hotel in Canada as a whole in 2005.

The HVI allows one to not only compare the value of hotels in local markets against the national market, but also value differences between hotels in two different Canadian cities. For example, say that a hotel in Ottawa, Ontario, sold in 2008 for $100,000 per room. If a similar hotel were situated in Calgary, Alberta, it would probably have sold for $184,990 per room in 2008. This figure is calculated by taking the 2008 HVI for Calgary and dividing it by the 2008 HVI for Ottawa to determine the value adjustment.

$$\frac{\textbf{2008 HVI Calgary (2.2118)}}{\textbf{2008 HVI Ottawa (1.1956)}} = \textbf{1.8499}$$

The 2008 sale price of $100,000 per room is then multiplied by the amount of the previously calculated factor of 1.8499, yielding the estimated 2008 sale price per room for Calgary.

$100,000 x 1.8499 = $184,990

The HVI can also be used to determine the percentage change in value in the same market over time. To calculate, divide the HVI for the last year by the HVI for the first year and then subtract 1 from this calculation. For example, the HVI for Edmonton was 1.7657 in 2006 and 1.8613 in 2008. To calculate the estimated percentage change in value for a typical Edmonton hotel from 2006 to 2008, divide the 2008 HVI for Edmonton by the 2006 HVI and then subtract 1 to get an approximate 5% increase in value from 2006 to 2008.

(1.8613/1.7657) - 1 = 0.0541, or roundly 5%

Interpreting the HVI

HVS routinely receives numerous inquiries as to how the Hotel Valuation Index data can be interpreted by hotel owners, investors, and lenders considering their own assets and investment strategies. The Canadian HVI tracks hotel values in Canada as a whole, as well as for 18 lodging markets. It is calculated using occupancy and average rate data provided by Smith Travel Research Inc (STR Inc) for each of the markets reviewed. These market data represent the aggregate performance of the vast majority of hotels within the defined geographic market.

The HVI is an index, a statistical concept reflecting a measure of the difference in the magnitude of a group of related variables compared with a base period. As such, it is a measure of broad market trends rather than a conclusion as to the specific value of any asset, and it cannot be applied to an individual asset. A good comparison is the Consumer Price Index. While this index provides a reliable measure of the overall rate of inflation in a region, it does not indicate how the price of milk has changed at one grocery store.

In any market, the aggregate nature of the STR Inc occupancy and average rate data limits its comparability to an individual asset. In the case of the STR Inc data used in developing the HVI, the breadth of the sample included in the report is a material factor. The sample for each market area includes virtually all the hotels in the defined market, ranging from economy to luxury properties; limited-service to full-service operations; assets in poor to excellent condition; and a wide array of locations, from Tier 1 urban settings to peripheral locations in tertiary submarkets. The resulting data, while an excellent measure of the overall trends in the market as a whole, cannot be applied to any individual submarket or asset group, much less any one hotel. For example, the addition of new supply, or a change in the performance of an individual submarket within the broader market, can cause that submarket to have significantly different results than the market as a whole.

Numerous factors influence the value of an individual asset, including the property's age, condition, location, amenities and services, brand, management expertise, and reputation. These factors must all be considered in the context of the hotel's specific competitive market, including the nature, strength, and trends in demand generators, the character and competitive posture of the existing hotels, and the potential addition of any new properties. The value of any individual asset can only be concluded after a thorough investigation of all these factors. That conclusion will invariably differ, often materially, from the index indicated by the HVI.

How, then, can the HVI be of use to an individual investor? Although the HVI cannot tell you what a particular hotel is worth, it does provide excellent "big picture" data, indicating which market areas are experiencing positive trends and may thus present good investment opportunities. The HVI for Canada is a measure of the strength of the lodging industry as a whole and, specifically, the hospitality investment market. The HVI for the various identified markets can provide a basis to evaluate and compare different geographic regions.

About HVS

HVS is the leading consulting and services organization focused on the hotel, mixed-use, shared ownership, gaming, and leisure industries. Established in 1980, the company performs 4500+ assignments each year for hotel and real estate owners, operators, and developers worldwide. HVS principals are regarded as the leading experts in their respective regions of the globe. Through a network of more than 30 offices and 450 professionals, HVS provides an unparalleled range of complementary services for the hospitality industry. **www.hvs.com**.

Superior Results through Unrivalled Hospitality Intelligence. *Everywhere*.

HVS Canada performs major portfolio appraisals and single-asset consulting assignments and valuations from coast to coast. Our professional team is expert in appraisal work, feasibility studies, market studies, portfolio valuation, strategic business planning, and litigation support. The managing partners in both the Toronto and Vancouver practices have their AACI, MAI, and MRICS/FRICS appraisal designations, and all associates are candidate members of the Appraisal Institute of Canada. HVS partners and associates are also members of the Appraisal Institutes of Alberta, New Brunswick, and Nova Scotia. Our bilingual associates enable us to work in French, which is of utmost importance in the provinces of Quebec and New Brunswick.

About Authors

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Monique Rosszell is the Managing Director of HVS Toronto. Upon attaining a bachelor's degree in economics from Queen's University, she subsequently enrolled in the Master's program in Hotel and Restaurant Management at the Ecole Hôtelière de Lausanne and then attained both her AACI and her MRICS appraisal designations in Canada. Monique has completed hundreds of valuations and feasibility studies, including transaction and portfolio valuations throughout Canada. She also offers litigation and expert witness support, speaks at numerous conferences, and is a trusted advisor within the lodging industry.

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