

About the AHLA

The Alberta Hotel & Lodging Association is a not for profit industry association that was [founded in 1919](#) to:

1. Influence the government on questions of Prohibition;
2. Counter the criticisms of the Women's Christian Temperance Union;
3. Improve the public image of the hotel in the community by organizing sponsorship of sports teams, local fetes, and athletic and cultural events;
4. Reduce rivalry in the hotel industry;
5. Lobby municipal governments on local taxation matters;
6. Establish common policies regarding staffing, training, work hours, pilferage, security, and cheque cashing (then illegal);
7. Organize a common front to address the Bartenders' Union.

Today, [we continue to bring together Alberta hotels to help our members prosper](#). Currently, our objectives are:

1. Advocacy that helps our members prosper.
2. A skilled workforce for Alberta hotels.
3. Alberta hotels are equipped to manage emerging realities.
4. Bring together Alberta hotels & amplify our value for members.
5. AHLA is a high-performance association.

In 2018, the AHLA announced the creation of a new for profit subsidiary, the AHLA Services Corporation (ASC), which is wholly owned by the AHLA. ASC houses all of the AHLA's revenue generating programs, and is governed by a separate Board of Directors that has the business acumen required to make these programs profitable. ASC reports to the AHLA Board of Directors. Revenue generated through ASC funds the AHLA's advocacy, membership, and human resources initiatives. In 2026, ASC entered a new 3-year strategic plan, which is guided by:

1. ASC's Legacy Programs are the Suppliers of Choice for Alberta Hotels
2. Innovative & Integrated Solutions that Support Operations for Prospering Hotels
3. ASC is a High Performance Organization

Since January 1, 2020, the AHLA has been the official health & safety association for hotels and convention centres in Alberta. Safety associations represent the interests of employers and promote workplace safety through education and other initiatives. A portion of WCB premiums collected from employers is allocated to the AHLA to support health & safety initiatives. All employers in [WCB industry code 87503](#) are AHLA Safety Subscribers, regardless of whether they are AHLA members.

Led by a President & CEO that reports to the Board of Directors, the AHLA employs a committed team to deliver its programs, services, and advocacy efforts. The association is highly respected by government, stakeholders, and its sister hotel associations across Canada.

**Alberta Hotel & Lodging Association
Board of Directors Nomination Form & Competency Matrix**

AHLA members interested in running for election must complete the [Candidate Competency Matrix](#) and nomination form below, by 4:00 p.m., Friday, February 20, 2026.

I, Bill Collins, representing Sandman Hotel Group hereby nominate Chris Oldring, representing Sandman Hotel Group for election to the Board of Directors of the Alberta Hotel & Lodging Association.

For the Nominator:

Why do you believe the nominee should be elected to the AHLA's Board of Directors?

I am pleased to provide this reference for Chris Oldring, Vice President for the Sandman Hotel Group.

Chris continues to be an up and coming leader in our industry. This is clearly indicated by his career path for the past 16 years.

Chris has moved progressively through the ranks of leadership with our ownership group and has held a variety of management roles. And with each promotion, he has excelled in his ability to learn, to mentor and to prove he is worthy of each of these new challenges.

He has held the position of General Manager at a number of our properties, Regional Director, Director of Change Management and currently as VP, overseeing 24 properties in four provinces, 13 of which are in the Alberta market. He understands the strengths, weaknesses and challenges in each of these markets.

Chris brings to the table, a clear understanding of all aspects of our industry and the importance of advocacy, collaboration and what it takes for Team success, whether at the property level or at a committee level.

Having worked with Chris for many of his 16 years with our group, he has certainly proven to be a huge asset and part of the reason for our continual growth in the Hospitality space.

Bill Collins
Regional Director
Sandman Hotel Group

For the Nominee:

1. Why do you want to serve on the Board of Directors of the AHLA?

As an individual deeply committed to the hospitality industry and the prosperity of Alberta, I recognize the pivotal role of the Alberta Hotel & Lodging Association in advancing our

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Information provided on this form will be made available to the Governance Committee
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collective success. I am enthusiastic about continuing to contribute to the ongoing growth and support of hotels in Alberta by engaging with industry peers, sharing insights, and advocating for initiatives that promote both immediate success and long-term sustainability.

2. What skills, abilities & experience would you bring to the AHLA's Board? What other boards do you presently serve on?

As Vice President with Sandman Hotel Group, I oversee 24 hotels, 13 across six markets in Alberta and 11 more across three other provinces, and currently serve as a Member of the AHLA Board of Directors. With more than 16 years of hospitality experience, I bring the knowledge and expertise to think strategically and analytically, communicate effectively, and contribute to sound, values-driven decisions that align with AHLA's core purpose.

3. What AHLA programs & services does your property participate in?

Utilities, Health & Safety, HR, Training and Development, Elevate Hotel HR & Safety Program, Not In Our Hotel (NIOH)

4. What do you believe are the greatest challenges our industry faces?

Rising capital costs, elevated interest rates, and increasing expenses for labour, benefits, insurance, and utilities are among the biggest challenges our industry faces. We're also experiencing significant workforce pressures, including a shortage of young, skilled professionals entering the field. In Alberta, short term rentals continues to pose a competitive threat. Finally, ongoing geopolitical uncertainty is adding further complexity and risk across the industry.

5. What role do you think the AHLA should play in addressing these?

To help offset rising interest rates and operating costs, AHLA should continue partnering with vendors to secure preferred, discounted pricing for members. To address the labour shortage, we must keep advocating for government support to expand, simplify, and streamline the hiring process for foreign workers. In parallel, AHLA should work to attract more young, skilled professionals by actively engaging schools and educating students about the opportunities and long-term benefits of a career in hospitality. Finally, AHLA must stay up to date on government policies and decisions, and continue to advocate on behalf of its members with local governments.

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6. How would you work to bring this about as a member of the AHLA's Board?
I would continue working with AHLA and the Board to keep members' issues at the forefront of every discussion, ensure they are addressed in alignment with AHLA's strategic direction, and advocate on members' behalf with local governments.

7. How will your employer/ownership support this commitment if you are elected? The AHLA's Board of Directors has three full day in person meetings each year, as well as a two day offsite retreat, in addition to committee work and occasional virtual meetings. All candidates are asked to provide a letter of support from their ownership/employer.
Letter of support provided

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February 10, 2026

To whom it may concern:

This letter is to confirm that I, Kevin Gilhooly, President & COO of Sandman Hotel Group support the nomination of Chris Oldring to the Alberta Hotel & Lodging Association's Board of Directors for a two year term.

I acknowledge the time and energy that Chris Oldring will need to commit in order to fulfill their duties as a duly elected member of the Board of Directors, including:

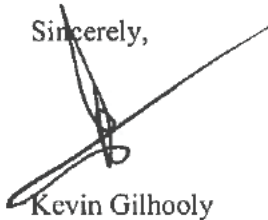
- Participation in Board of Director meetings and any subsequent committee work;
- participation in the Board of Director's annual retreat; and,
- participation in the AHLA's annual *Ascend* Conference.

I further acknowledge that the AHLA Board of Directors represent the interests of the membership as a whole and not any one group or constituency.

Chris Oldring will be a valuable asset to the AHLA Board of Directors in achieving their established goals and continuing the important work the association undertakes to help its members prosper and bring together Alberta hotels.

If you have any further questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Gilhooly', with a long horizontal stroke extending to the right.

Kevin Gilhooly