

Alberta Hotel & Lodging Association

Board of Directors Nomination Form & Competency Matrix

Matrix and nomination form below, by 4:00 p.m., Friday, March 6, 2026.

I, Andrew Shepard of nominator, representing Spring Creek (Malcolm Hotel)

nominate Cory Haggar, representing Blackstone Mountain Lodge

to return to the Board of Directors of the Alberta Hotel & Lodging Association.

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

Cory Haggar should be elected to the AHLA Board of Directors because he brings over two decades of senior leadership experience in Alberta and Western Canada's hospitality industry, combined with a practical understanding of the challenges facing hotel owners and operators today.

Throughout his career as a General Manager, Cory has consistently demonstrated an ability to drive operational excellence, improve financial performance, and build strong teams while maintaining a clear focus on guest experience and industry collaboration. His leadership style is grounded in accountability, transparency, and a willingness to tackle complex issues directly.

Cory also understands the importance of a unified industry voice. With the hospitality sector continuing to navigate labour shortages, rising operating costs, regulatory pressures, and evolving distribution channels, he believes strongly in working collaboratively with fellow hoteliers and industry partners to develop practical solutions that strengthen Alberta's accommodation sector.

His experience managing both large and mid-scale resort properties, combined with his passion for supporting fellow hoteliers, would allow him to contribute meaningful operational insight and strategic perspective to the Board. Cory is committed to helping ensure Alberta's hotel industry remains competitive, sustainable, and well represented.

For these reasons, Cory Haggar would be a valuable and engaged member of the AHLA Board of Directors.

For the Nominee:

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

I want to serve on the Board of Directors of the AHLA because I believe strongly in the importance of a unified and forward-thinking voice for Alberta's hotel industry. The hospitality sector continues to face significant challenges—from rising operating costs and labour shortages to evolving guest expectations and changing distribution channels—and I believe experienced operators must step forward to help guide the industry through these changes.

Having spent more than 20 years as a General Manager, I bring a practical, operational perspective from the front lines of hotel leadership. I understand the realities that owners, operators, and teams face every day, and I believe that insight can help inform balanced and effective decisions at the Board level.

As a returning Board member, I believe my previous involvement with industry leadership allows me to contribute immediately and effectively. Building on that experience, I would look forward to continuing to support the AHLA and collaborating with fellow hoteliers to strengthen our industry.

The AHLA plays a critical role in advocacy, industry standards, and supporting the long-term success of Alberta's accommodation sector. I want to contribute my experience, work collaboratively with industry leaders, and help ensure Alberta's hotel sector remains competitive, innovative, and well represented.

Serving on the Board is an opportunity to give back to an industry that has given me a great deal, while helping shape a strong and sustainable future for Alberta's hotels.

2. What skills, abilities & experience would you bring to the AHLA's Board?

As a returning Board member, I would bring a strong combination of operational leadership, strategic thinking, and practical industry experience to the AHLA Board of Directors. With more than 20 years as a General Manager in the hospitality industry, I have extensive experience overseeing complex resort and hotel operations, managing large teams, and driving strong financial performance through RevPAR growth, ADR increases, and disciplined cost management.

My background allows me to contribute a front-line operator's perspective to Board discussions. I understand the day-to-day realities facing hotel owners and operators, including labour shortages, rising operating costs, distribution challenges, and the evolving expectations of today's travellers. I believe these insights are important when shaping policies, advocacy priorities, and strategic initiatives that support the long-term success of Alberta's accommodation sector.

In addition to operational expertise, I bring strong collaboration and leadership skills, with a focus on building consensus, supporting fellow hoteliers, and ensuring the industry speaks with a clear and unified voice. Having previously served within the AHLA environment, I understand the organization's governance responsibilities and strategic role in supporting members across the province.

I have previous experience participating on industry boards and committees. That background has given me a solid understanding of governance, collaboration, and the responsibility that comes with representing the broader interests of an industry. I would bring that experience and perspective to the AHLA Board while remaining fully committed to contributing in a meaningful and productive way.

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

Our property actively participates in several AHLA programs and services that support both operational excellence and employee development within Alberta's hospitality industry. These include AHLA advocacy initiatives, industry research and market insights, training and workforce development programs, and health and safety resources that help ensure our property maintains strong standards for both guests and employees.

We also stay engaged with AHLA through industry updates, best-practice sharing, and networking opportunities, which are extremely valuable for keeping operators informed about regulatory changes, labour market trends, and emerging opportunities within Alberta's tourism and accommodation sector.

Participation in AHLA programs allows our property to remain connected to the broader hotel community while ensuring we are aligned with industry standards and supported through the resources AHLA provides to its members.

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

The hospitality industry in Alberta is currently facing several significant challenges that require both collaboration and strong industry advocacy.

One of the most pressing challenges continues to be labour availability and workforce development. Recruiting, training, and retaining skilled employees has become increasingly difficult, particularly in resort and tourism markets. Ensuring our industry remains an attractive career path is critical for long-term stability.

Another major challenge is the rapidly increasing cost of operations. Hotels are facing substantial increases in insurance, utilities, property taxes, technology platforms, and distribution costs. These pressures are forcing operators to rethink operating models while still maintaining competitive pricing and service levels.

The growth of alternative accommodation platforms, particularly short-term rentals, has also created an uneven competitive landscape in many markets. While innovation in the travel sector is positive, it is important that there is a fair and balanced regulatory environment so that all accommodation providers operate under comparable standards and requirements.

Finally, our industry must continue to adapt to changing guest expectations and evolving technology. Investments in digital marketing, distribution platforms, and guest-facing technology are now essential, but they also add to the overall cost structure of operating hotels.

Addressing these challenges will require strong collaboration between industry leaders, government, and organizations like AHLA to ensure Alberta's accommodation sector remains competitive, sustainable, and positioned for long-term success.

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

The AHLA plays a critical role as the voice of Alberta's hotel industry, and its leadership is essential in helping address many of the challenges our sector currently faces.

First and foremost, AHLA must continue to serve as a strong advocate with government and regulatory bodies. Issues such as labour shortages, short-term rental regulation, taxation, and insurance costs require consistent and informed representation to ensure that hotels operate within a fair and balanced environment.

AHLA should also continue to support the industry through workforce development initiatives, helping promote hospitality as a long-term career path while providing training and resources that assist hotels in attracting and retaining talent.

Another important role is providing data, research, and industry insights that help operators make informed decisions. Access to reliable information about market trends, regulatory changes, and emerging challenges allows properties to plan strategically and remain competitive.

Finally, AHLA should continue to foster collaboration across the industry, creating opportunities for hoteliers to share best practices, learn from one another, and work collectively toward solutions that benefit the entire accommodation sector.

By strengthening advocacy, supporting workforce development, and providing valuable industry resources, AHLA can continue to play a vital role in ensuring Alberta's hotel industry remains resilient and successful.

6. How would you work to bring this about as a member of the AHLA's Board?

As a member of the AHLA Board, I would work to support these priorities by bringing a practical operator's perspective to the table and ensuring that the decisions made by the Board reflect the realities facing hotels across the province.

First, I would actively engage with fellow hoteliers to listen and gather feedback from operators, ensuring that the concerns and opportunities facing properties of different sizes and markets are clearly represented at the Board level.

Second, I would support AHLA's advocacy efforts by helping identify the most pressing issues affecting our industry, particularly around labour, operating costs, and fair regulation with short-term rentals. Strong, consistent communication with government and stakeholders will be critical to moving these priorities forward.

I would also work collaboratively with other Board members and AHLA leadership to ensure we continue to strengthen industry programs, workforce development initiatives, and access to meaningful data and resources that help hotels operate more effectively.

Most importantly, I believe the Board should focus on practical solutions and measurable outcomes. My goal would be to contribute experience, support collaboration within the industry, and help ensure AHLA continues to be a strong and effective voice for Alberta's hotel community.

7. How will your employer/ownership support this commitment if you are elected?

“Clique” My employer and ownership group strongly support industry involvement and understand the importance of contributing to organizations like the AHLA that advocate for and strengthen Alberta's hotel sector. They recognize that participation on the Board not only benefits the broader industry but also helps ensure our property remains engaged with emerging trends, policy discussions, and best practices.

If elected, they are supportive of the time commitment required to participate in Board meetings, committee work, and industry initiatives. They understand the value of having experienced operators involved in industry leadership and are committed to ensuring I have the flexibility needed to actively contribute and represent the interests of Alberta's hotel community.

Please email the completed form and letter of support from your employer

to nominations@ahla.ca by 4:00 p.m., Friday, February 20, 2026.

Information provided on this form will be made available to the Governance Committee and AHLA members as part of the election of the Board of Directors.



March 4, 2026

Dear Members of the AHLA Board Selection Committee,

I am pleased to offer my strong support for Cory Haggart's nomination to serve on the Board of Directors of the Alberta Hotel & Lodging Association.

Cory currently serves as General Manager of Blackstone Mountain Lodge in Canmore, where he demonstrates strong leadership, operational discipline, and a deep commitment to the hospitality industry.

I have had the opportunity to work with Cory during different stages of his career, including during his time as General Manager of Falcon Crest Lodge. Over the course of his career, he has held several leadership roles within the industry, giving him a broad understanding of the challenges and opportunities facing hotel operators across Alberta.

Cory has also previously served as a member of the AHLA Board of Directors, where he brought a thoughtful and practical operator's perspective to board discussions. He is highly respected by his peers and approaches industry issues with a collaborative, solutions-oriented mindset.

I am confident Cory would once again be a valuable contributor to the AHLA Board and would represent Alberta's lodging community with professionalism and integrity.

Sincerely,

A handwritten signature in blue ink, appearing to read "E. Keenan", is written over a light blue horizontal line.

Edward Keenan
Vice President, Resorts

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