

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, *Insert name of nominator*, representing *Insert name of nominator's property* hereby nominate *Insert name of nominee*, representing *Insert name of nominee's property* 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?

Click or tap here to enter text.

For the Nominee:

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

I am seeking a second term on the AHLA Board to continue giving back to an industry that has shaped my 40+ year international career. As Area General Manager for Concord Hospitality, I oversee 532 rooms across three downtown Calgary hotels and remains closely connected to today's operational challenges. Having opened five hotels and led multiple refurbishments and rebrandings across seven countries, I continue to bring global perspective and practical insight. After almost 4-years in this role, I am committed to strengthening industry advocacy, supporting workforce development, and helping Alberta's hospitality sector remain resilient, competitive, and positioned for long-term growth during a critical period of recovery and opportunity.

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

As Concord's Area General Manager for Concord Hospitality, I oversee The Dorian, Autograph Collection, Calgary's only Michelin Key hotel and a recent Concord Hospitality Hotel of the Year recipient, as well the Courtyard by Marriott & Element by Westin Calgary Downtown hotels. I bring a strength in leading multi-property operations, their respective financial performance, together with the multiple brand partnerships. I have proven abilities in operational excellence, quality and service culture, talent development, labour and workforce management, and guest experience innovation. My global background provides valuable insight into market trends, brand standards, and evolving customer expectations.

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I also contribute strong governance capabilities, strategic thinking, and a collaborative leadership style, offering practical, data-informed perspectives that support sound decision-making and long-term sustainability for Alberta's hospitality industry.

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

The Dorian, Autograph Collection, Courtyard by Marriott, and Element by Westin Calgary Downtown actively support and participate in several Alberta Hotel & Lodging Association programs and industry initiatives, including:

- **Safe Accommodation Promise** – Maintaining enhanced health, safety, and operational standards to ensure guest and employee confidence. Our HR Director is an active member of the HR Council for the AHLA and heads up our internal Health & Safety Committee.
- **Workforce Development & Industry Training** – Through Tracy's HR Council position, we support AHLA labour initiatives, industry resources, and recruitment efforts to address ongoing workforce challenges and attend regular meetings in support.
- **Government Advocacy & Industry Engagement** – I have participated in AHLA consultations, surveys, and industry feedback sessions to help inform policy and regulatory discussions impacting hotel operations.
- **Energy, Sustainability & Operational Resources** – We most recently engaged with AHLA's energy savings partner to benefit from their tools related to efficiency, sustainability, and responsible operations.
- **Industry Events & Networking** – I regularly participate in AHLA conferences, briefings, and member forums to stay connected to industry trends and best practices.

Through active engagement, all of our properties support AHLA's efforts to strengthen Alberta's hospitality sector while ensuring alignment with industry standards, operational excellence, and long-term sustainability.

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

Alberta's hospitality industry currently faces several key challenges that are shaping operations and long-term planning. Safety, Labour shortages/Retention, Short-term rentals, Rising costs, Economic uncertainties, Downtown markets recovery/vacancy and Capital Investment/cost of money remain the most significant issues. At the same time, hotels are Alberta's hospitality sector has shown strong resilience, but several structural and market pressures continue to shape the operating environment.

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Safety for our Associates & Guests alike - Safety and security concerns, particularly in urban areas have increased the need for enhanced security measures, staff training, and partnerships with local authorities to address issues related to guest safety, property protection, and social challenges in surrounding communities.

Labour Shortages/Retention - Recruitment and retention remain one of the industry's most pressing concern. Competition for talent, rising wage expectations, and the need for skilled supervisors and leaders continue to impact service levels, operating costs, and long-term workforce sustainability.

Short-term Rentals - The rapid growth of short-term rentals such as Airbnb has also created an uneven competitive landscape, often operating under different regulatory, tax, and safety requirements than licensed hotels, not to mention endangering our children and vulnerable population.

Rising Operating Costs - Hotels are managing significant increases in utilities, insurance, property taxes, food and beverage, and contracted services. These cost pressures are outpacing rate growth in some segments, especially in Alberta tightening margins and requiring constant efficiency improvements.

Economic Uncertainty and Demand Volatility - Alberta's performance remains closely tied to economic cycles. Fluctuations in corporate travel, energy-sector activity, and consumer confidence create uneven demand patterns and make forecasting more complex.

Downtown Market Recovery/Vacancy - Urban cores, including Calgary and most notably Edmonton, continue to rebuild corporate and weekday demand as hybrid work patterns reduce traditional business travel and office-related activity.

Capital Investment and Asset Renewal - With increased financing costs and tighter returns, owners face challenges funding new builds, which Calgary requires, and renovations in other Alberta markets to keep up with brand requirements, and the necessary sustainability upgrades needed to remain competitive.

Despite these challenges, Alberta's industry is positioned for growth through tourism expansion, major events, diversified demand segments, and stronger industry collaboration, making advocacy, workforce development, and operational innovation more important than ever.

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

The AHLA plays a critical role in helping the industry address current challenges and strengthen long-term sustainability. Strong advocacy remains essential, particularly for fair regulation of short-term rentals, balanced municipal costs, and improved immigration pathways to support workforce needs. AHLA can lead industry-wide workforce initiatives through partnerships, training resources, and career promotion to address ongoing labour

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shortages. In response to increasing urban safety concerns, the Association can collaborate with municipalities, law enforcement, and social agencies while providing members with security best practices and risk management tools. Supporting operational resilience through data, benchmarking, and efficiency resources will also help manage rising costs. Most importantly, AHLA ensures a unified “Provincial” industry voice, reinforcing the economic importance of hospitality and supporting informed policy decisions across Alberta’s evolving tourism and accommodation landscape.

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

As a re-elected Board member, I would continue to contribute a practical, operator-focused perspective to help shape solutions that reflect current industry realities. Managing multiple downtown properties, I bring direct insight into workforce challenges, cost pressures, urban safety concerns, and shifting demand patterns. I would actively support AHLA’s advocacy efforts by sharing operational data, participating in government engagement, and helping articulate the industry’s economic impact.

I would also champion workforce initiatives by strengthening partnerships with education providers, like we already do with SAIT, as well support pathways for more international talent. Given my extensive experience, I can share best practices in service excellence, brand alignment and performance. Most importantly, I would collaborate with fellow members to ensure informed, balanced decisions that support a resilient and competitive hospitality sector.

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.

A letter of support has already been sent by Patricia Phillips, CEO PBA Group of Companies supporting my re-election and stands behind me 100% to represent her company and our hotels on the AHLA Board, with a full understanding of the time commitment expected.

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February 22, 2026

AHLA Board Nomination for Ian Jones

To Whom It May Concern:

As CEO of PBA Group of Companies, a company that has operated in Alberta for over 60 years, owns and operates six hotels with over 750 rooms with flags including Marriott, Wyndham, and IHG in the Province.

I cannot begin to think of a more highly quailed leader in hospitality and a more passionate individual about Alberta than Ian Jones, our Area General Manager (Calgary) of The Dorian, Autograph Collection, Courtyard by Marriott and the Element by Westin Calgary Downtown. In 2023, because of his tremendous leadership, we have achieved phenomenal accolades for The Dorian, Autograph Collection including a one-star Michelin Key Award for two consecutive years, as well, a number one ranking for Elite Appreciation and a number two ranking for Intent to Recommend (ITR), Staff Service, Cleanliness and Maintenance & Upkeep from Marriott Canada. For the Courtyard by Marriott Calgary Downtown, the hotel earned a number one ranking for Cleanliness and a number 2 ranking for ITR and Maintenance & Upkeep.

Also, for the last two years, the Dorian has earned a No. 2 RGI ranking in Calgary, whilst Courtyard earned a No. 1 RGI ranking across our STR comp set. We are also proud to attain the top North American hotel opening for Marriott in 2023 (both The Dorian, Autograph Collection and the Courtyard by Marriott), along with the "Mark of Craft" of the year award for The Dorian, Autograph Collection).

In 2024 and 2025, the Dorian, Autograph Collection earned a Top 20 hotels ranking in North America by Fodors Travel and received an Award of Excellence from DiRōNA for The Wilde on 27, one of only three restaurants in Canada.

With four decades of international hotel management experience, Ian brings invaluable insight, a proactive approach to problem-solving, and a wealth of experience from around the world that will elevate the hospitality industry in Alberta.

Throughout his tenure with the PBA Group at the Dorian Hotel, Ian has demonstrated remarkable innovation, commitment, and a passion for mentoring future generations of hoteliers. It is without any reservations that I endorse Ian Jone's application for re-election to the Alberta Hotel & Lodging Association Board.

Should you need any more information, please do not hesitate to contact me directly.

Sincerely,



Patricia Phillips | Chief Executive Officer
PBA Group of Companies

February 20th, 2026

Dear AHLA Board,

I am writing to nominate Ian Jones, Area General Manager for Concord Hotels, Calgary for re-election to the AHLA Board of Directors.

I have worked alongside Ian during his years with Atlific Hotels, as well recently during our time together at Concord Hotels, where together, we collaborated to open the Element by Westin Calgary Downtown.

Ian is indeed a proactive and forward-thinking leader, driven by a deep desire to elevate and promote hospitality in Alberta. His international experience, combined with his past 6 years in Calgary, and his collaboration with City Officials, together with his involvement with Tourism Calgary continue to make him a positive influence on the AHLA Board of Directors.

Having known Ian for 4 ½ years, I can confidently say that he possesses integrity, dedication, and passion for the hospitality sector that align perfectly with the values of AHLA.

I truly believe that Ian's experience, leadership and vision will continue to bring significant value to the AHLA Board, and I fully support his re-election.

Sincerely,

A handwritten signature in black ink that reads "Tim Ostrem". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Tim Ostrem

General Manager

Element by Westin Calgary Downtown