

Alberta Hotel & Lodging Association Board of Directors Recruitment Package

The AHLA is governed by a [Board of Directors](#), which is elected from our membership. Governance is how the board exercises its authority and direction on behalf of the membership. The AHLA's governance is about leadership, stewardship, and strategic decision-making towards our core purpose of helping our members prosper by bringing together Alberta hotels.

Because the AHLA's Board of Directors is responsible for the association's governance and strategic direction, it needs to be our highest performing team. The board has moral and legal responsibility for the AHLA on behalf of the membership. It is accountable for all that happens within the AHLA. The Board hires and oversees the AHLA's President & CEO, who is responsible for managing the day to day business of the association, and translating the board's direction into action.

To build this high performing team, the AHLA's Board of Directors is always looking for members who:

- Think strategically & analytically, and are able to communicate effectively.
- Are ready to be part of a collaborative group that has group decision making authority, and understand the fiduciary role of the board, as well as their duty of loyalty, care and obedience.
- Understand the difference between governance and management.
- Understand Alberta's tourism and accommodation industry.
- Have earned the respect of their fellow AHLA members.

Candidates must be:

- AHLA members in good standing
- Nominated by another AHLA member in good standing
- Owner, General Manager or officer of an AHLA member hotel
- Able to prioritize attendance at AHLA meetings and events
- Able to put the greater good of the entire membership ahead of their property's interests

The AHLA's Board of Directors meets in person approximately four times each year to review the association's progress towards its core purpose, strategic plan, and business plans. This is supplemented by virtual meetings or conference calls as required, as well as regular committee meetings. The AHLA's Board relies on these tools to accomplish its work:

1. Our Core Focus: Helping our members prosper by bringing together Alberta hotels
2. Our Core Values: Integrity, Service, Stewardship, Embracing Challenge, and Having Fun
3. Knowledge Based Decision Making, a set of questions that help to frame issues of importance to our members
4. Consent Agenda, which enables the board to focus its time and energy on issues of strategic importance to the membership
5. Board Book, which contains the meeting agenda and background materials needed for board members to be able to make informed decisions

Directors are elected by the membership for a two year term. Directors are compensated for their time and travel based on the AHLA's board compensation guidelines and receive complimentary registration to *Ascend*.

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.

1. Deliver value to members through our power, natural gas, insurance, and employee benefits programs.
2. Effective and efficient delivery of administrative & accounting services to clients.

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.

AHLA Board Member Position Description

Authority and Responsibility:

The Board of Directors is the legal authority for the Alberta Hotel & Lodging Association (AHLA). As members of the Board, Directors act in a position of trust for the membership and are responsible for the effective governance of the association. Directors are elected by the membership for a two year term, and represent all AHLA members.

Key Attributes:

- Ability to think strategically and analytically, and to communicate effectively.
- Have earned the respect of other AHLA members, with a reputation for emotional maturity, personal integrity, and honesty.
- Ability to work well with others as a member of a collaborative group that has group decision making authority, and an understanding of the fiduciary duties of loyalty, care and obedience.
- Appreciation of the difference between governance and management.
- Understanding of Alberta's tourism and accommodation industry.

Expectations:

1. Commitment to the core purpose, values, and work of the AHLA.
2. Knowledge and skills in one or more areas of board governance, such as policy, finance, programs, personnel and advocacy.
3. Prepare for and attend Board, committee and member meetings, as well as the Annual General Meeting.
4. Participation in member events. All AHLA directors are expected to attend *Ascend* in person. Registration for *Ascend* is complimentary for directors of the AHLA.

***Candidates should ensure they have
the support of their ownership to prioritize attendance at AHLA meetings and events.***

Roles & Responsibilities:

As members of the AHLA's Board, directors are responsible to:

1. Support the AHLA's core purpose, niche, & values.
2. Champion the AHLA's advocacy efforts & programs.
3. Ensure they are fully informed so that they can participate in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.
4. Participate in the approval and oversight of the AHLA's 10 Year Target, 3 Year Picture, and annual budget and business plans. The AHLA's Board of Directors appoints the Board of Directors of the AHLA Services Corporation.
5. Make decisions using the AHLA's Knowledge Based Decision Making model.
6. Participate in the hiring and evaluation of the President & CEO.
7. Maintain effective relations among the Board, committees, staff, and industry.

Evaluation:

Directors are asked to evaluate their own performance and that of the AHLA board as a whole annually.

Alberta Hotel & Lodging Association Board of Directors Competency Matrix

Please complete this matrix by indicating your level of experience (0-3) beside each competency. Send your completed form to the AHLA’s Governance Committee Chair at nominations@ahla.ca by 4:00 p.m., Friday, February 28, 2025.

Name: **Josh Solomon**

Date: **Feb 11 2025**

Competency	Competency Description	Rating	Candidate Comments
Board Governance	An understanding of the role & responsibilities of the Board of Directors within the larger governance framework (legal/ regulatory/ industry/business context) gained through senior executive leadership experience and/or experience as a Director in other organizations.	3	Having previously served on the AHLA board, and currently serving on the ASC board, I am well aware of the roles and responsibilities it entails
Finance & Accounting	Financial literacy, able to read & understand financial statements that present a breadth and level of complexity. An understanding of internal controls & procedures for financial reporting; an understanding of audit committee functions and responsibilities.	3	Strong financial acumen, currently serving on AHLA finance committee.
Strategic Thinking	Able to understand how organizations must evolve and adapt based on internal & external trends & influences. Able to support, promote, & ensure alignment with AHLA’s core purpose & values.	3	Strategic thinking is integral to my role as a regional director over many hotels and brands. Experience in promoting and supporting AHLA’s core values while on AHLA board
Legal/ Regulatory	Experience in law and compliance with other enterprises of similar size and scope.	1	Click or tap here to enter text.
Risk Management	Knowledge and experience in enterprise risk management, including credit, liquidity, cyber security, & reputation risk	1	Click or tap here to enter text.
Information Technology	Experience and knowledge of current and emerging technologies (IT hardware, software and outsourcing solutions) and their impact on business strategy.	2	A constantly evolving space that I am always paying attention to as it relates to hospitality.
Human Resources	Experience with leadership/talent development, succession planning, & compensation alignment with business strategy	2	Extensive experience with many years of leadership in hotels.

Rating Legend:

0	No experience	No formal experience or education in competency/ skill/ experience/attribute area.
1	Some experience	Fair understanding, including some (<5 years) professional experience, and/or some formal education (e.g. conferences, non-credit course).
2	Moderate experience	Good understanding, including 5+ years professional experience, and/or some formal education, (e.g. undergraduate degree, credit course)
3	Extensive experience	Very good understanding, including 5+ years professional experience and in leadership capacity, and/or high level of formal education (e.g. professional certification, advanced degree, ICD designation)

	Industry Skills & Experience	Rating	Candidate Comments
Hotel Operations	Understanding of day to day operations, staffing, and industry challenges.	3	Click or tap here to enter text.
Asset Management	Understanding of real estate, asset management, business model, management structures.	1	Click or tap here to enter text.
Tourism	Knowledge & understanding of Alberta's tourism sector	2	Click or tap here to enter text.
Labour & Safety	Knowledge and understanding of legislation related to human resources and health & safety in hotels.	2	Click or tap here to enter text.
Liquor & Gaming	Knowledge and understanding of Alberta's liquor & gaming industry.	1	Click or tap here to enter text.
Advocacy	Experience communicating with and influencing elected officials.	2	Click or tap here to enter text.

Attributes	Description	Rating	Candidate Comments
Leadership	Ability to positively influence others, possesses credibility & integrity, and able to represent AHLA and champion its core purpose & values to staff & external stakeholders.	3	Click or tap here to enter text.
Communication Skills	Able to listen effectively and articulate ideas, opinions, rationales, and comments in a clear, concise manner. Ability to engage in frank, open & honest discussions, value diverse opinions & perspectives to make well-informed decisions.	3	Click or tap here to enter text.
Commitment & Engagement	Commitment to AHLA's core purpose & values. Ensures Board's effectiveness by attending meetings prepared and ready to engage in board or committee discussions.	3	Click or tap here to enter text.
Business Judgment	Able to make prudent business decisions based on risk assessment and market conditions that reflect the risk appetite and the AHLA's core purpose and values.	3	Click or tap here to enter text.
Commitment & Ownership Support	Candidate understands the time & commitment expected of AHLA directors and has support of their ownership to serve.	3	Click or tap here to enter text.

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

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 passionate about Alberta's hospitality industry and committed to its ongoing success and evolution. Having previously served on the AHLA Board, I understand the importance of strong advocacy, strategic initiatives, and member support. The AHLA plays a vital role in strengthening the industry, and I want to contribute my experience in operations, brand management, and corporate strategy to help drive meaningful impact. With the ever-changing landscape of hospitality, I believe my perspective as a Regional Director overseeing multiple hotel brands and property types will add value to the board's discussions and initiatives

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

With extensive experience as a General Manager and now as a Regional Director of Operations at Crescent Hotels & Resorts, I bring a deep understanding of hotel operations, revenue management, and strategic planning. My leadership background spans full-service, extended-stay, and boutique hotels, and I currently oversee Marriott hotels, IHG hotels, Hyatt hotels, and independent. This provides me with a broad perspective on the challenges and opportunities within the industry.

*Please email the completed form and letter of support from your employer to nominations@ahla.ca by 4:00 p.m., **Friday, February 28, 2025**. 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.*

I currently serve on the Alberta Services Corporation Board, where I contribute to initiatives and programs that support Alberta's hotel community and help our members prosper. My previous experience on the AHLA Board further reinforces my ability to collaborate with industry leaders and drive positive change.

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

Our hotels in Alberta participate in both the power and natural gas programs. We also participate in the wage surveys that are conducted annually.

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

I believe the greatest challenges our industry is facing are:

- **Labour:** Recruiting and retaining skilled talent remains a top priority for operators.
- **Increasing Costs:** Inflation, increased labor costs, and supply chain disruptions impact hotel profitability. Looming tariffs will further eat away at the bottom line.
- **Government regulations and advocacy:** Ensuring that policies support rather than hinder the industry is essential.
- **Sustainability:** Hotels must adapt to growing environmental expectations while managing costs.

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

The AHLA should continue to be a strong voice for Alberta's hospitality industry by advocating for policies that support fair labor practices, financial sustainability, and energy efficiency. Workforce development programs, training initiatives, and partnerships with educational institutions will be critical to addressing labor shortages. Expanding participation in cost-saving programs, such as AHLA's energy and gas initiatives, will help hotels manage rising expenses. The AHLA should also work closely with the government to ensure industry needs are considered in policy-making.

*Please email the completed form and letter of support from your employer to nominations@ahla.ca by 4:00 p.m., **Friday, February 28, 2025**. 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.*

- 6. How would you work to bring this about as a member of the AHLA's Board?**
As a board member, I would leverage my operational expertise and industry connections to support AHLA initiatives and strengthen its advocacy efforts. My experience overseeing hotels across multiple brands and markets allows me to bring a well-rounded perspective to discussions. I would actively engage with members to understand their challenges and ensure their voices are represented. Additionally, I would support strategic initiatives that promote workforce development, financial sustainability, and government collaboration.
- 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, including 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. **Crescent Hotels & Resorts is highly supportive of the AHLA and my involvement in the industry. The company recognizes the importance of strong industry leadership and advocacy, and its Canadian President currently serves as the Chair of the Board for the Hotel Association of Canada. Crescent's commitment to industry engagement aligns with my participation, and they fully endorse my role in contributing to the AHLA's mission.**

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

I, Beth Mossop , representing Campus Tower Suite Hotel hereby nominate Josh Solomon, representing Crescent Hotels 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?

Josh's extensive knowledge of the hotel industry in Alberta and other regions of Canada, combined with his strong leadership and communication skills, positions him as an asset in the hospitality sector. Effective leadership in this industry requires a blend of industry expertise and the ability to inspire and guide teams, and that, Josh does very well.

February 23, 2025

To whom it may concern:

This letter is to confirm that I, Jeff Waters, VP Operations of Crescent Hotels, support the nomination of Josh Solomon to the Alberta Hotel & Lodging Association's Board of Directors for a two-year term.

I acknowledge the time and energy that Josh Solomon will need to commit 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.

Josh Solomon 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,

Jeff Waters

Jeff Waters
Vice President Operations
Crescent Hotels & Resorts
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