

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, Maxim Semionov, representing Double Tree Edmonton West hereby nominate Jennifer Vantuil, representing Renaissance Edmonton Airport Hotel 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 have had the opportunity to work alongside Jennifer through Edmonton Hotel Management (EDMH), where she has been actively engaged in industry discussions and collaborative initiatives. In these settings, she consistently brings a strategic perspective informed by her operational experience, people leadership background, and strong understanding of the broader hospitality landscape.

Jennifer's foundation in human resources and hotel operations positions her well to contribute meaningfully to Board-level conversations, particularly in areas such as workforce development, leadership, and operational sustainability. She engages constructively with peers, communicates clearly, and approaches complex issues with a thoughtful, solutions-oriented mindset.

Beyond individual property performance, Jennifer demonstrates a strong appreciation for the long-term role hospitality plays in Alberta's economy and tourism ecosystem. Her experience operating a full-service, airport-adjacent hotel provides valuable insight into how accommodation, transportation, events, and business travel intersect to support provincial economic activity. She understands the importance of aligning hotel operations with broader tourism strategies, labour market realities, and community development goals.

Jennifer brings a perspective that balances short-term operational realities with long-term industry resilience, including talent attraction and retention, leadership development, and sustainable growth of Alberta's visitor economy. This ability to think beyond individual properties and contribute at an industry and provincial level would be a strong asset to the AHLA Board of Directors.

I believe Jennifer's professional experience, industry involvement, and commitment to collaboration would make her a valuable addition to the AHLA Board of Directors.

For the Nominee:

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

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I want to serve on the AHLA Board because I am committed to helping Alberta hotels prosper and believe I can make a meaningful, strategic contribution to the association's governance and advocacy. With a strong understanding of Alberta's tourism and accommodation industry, experience in collaborative decision-making, and skills in finance/governance and member engagement, I can help translate member needs into effective policy and programs.

I value the AHLA's core principles—integrity, service, stewardship and embracing challenge—and I am prepared to invest the time required to stay fully informed, participate in budget and strategic planning, and support the hiring and evaluation of leadership. I want to champion advocacy efforts that protect and advance our members' interests, strengthen relationships across regions and committees, and ensure the AHLA remains responsive to evolving industry realities through knowledge-based decisions.

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

I am currently the Treasurer on EDMH, and Chair of Alberta Business Council a Marriott Service council.

Skills, abilities & experience I would bring to the AHLA Board

- HR leadership: hands-on experience developing and implementing HR policies, recruitment and retention strategies, performance management systems, and staff training programs that improve service quality and reduce turnover. Knowledgeable about employment standards, labour relations basics, and fostering inclusive workplace culture.
- Safety & compliance: practical experience with occupational health & safety programs, incident investigation, emergency preparedness and regulatory compliance. Skilled at translating safety requirements into operational procedures and staff training that reduce risk and liability.
- Hotel operations expertise: deep understanding of day-to-day hotel operations including front office, housekeeping, F&B coordination, maintenance, and guest experience optimization. Familiar with budgeting, cost control, and aligning operational practices with revenue and guest satisfaction goals.
- Financial and operational oversight: ability to read and interpret P&L statements, budgets and operational metrics; experience contributing to cost-saving initiatives and driving operational efficiencies without sacrificing service standards.
- Strategic and analytical thinking: experience using data and frontline insights to identify trends, set priorities, and develop practical improvement plans that align with long-term business goals.
- Collaborative leadership and governance awareness: proven ability to work effectively in cross-functional teams, facilitate consensus, and support group decision-making.

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Respectful of the distinction between governance and management and committed to fiduciary duties of loyalty, care and obedience.

- Member and stakeholder engagement: strong communicator with experience engaging staff, owners, vendors and guests—able to represent member perspectives, build relationships across regions, and advocate for practical industry solutions.
- Talent development and succession planning: track record of mentoring and developing staff, creating career pathways, and supporting leadership transitions to sustain organizational capacity.

Combined, these skills allow me to contribute meaningfully to AHLA's governance, advocacy, safety culture, and operationally grounded strategic planning.

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

TourismWorks, Employer of Choice, Elevate Training, participate in advocacy efforts, ChairDinners, Ascend Conference, Aspire, Quartlery Insight

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

Greatest challenges Alberta's hotel & lodging industry faces

- Labour shortages & retention: difficulty recruiting and keeping skilled staff (front desk, housekeeping, culinary, management); competition with other sectors and need for affordable housing and reliable transit.

- Rising operating costs: higher wages, energy (heating/cooling), insurance premiums, and supply-chain inflation squeezing margins.

- Seasonality & regional demand imbalance: strong peaks (oil patch, events, tourism corridors) and long off-seasons in rural/remote communities create cash-flow and staffing challenges.

- Short-term rentals & market fragmentation: Airbnb and similar platforms erode ADRs and occupancy, often with uneven regulation across municipalities.

- Regulatory complexity & policy uncertainty: provincial/municipal regulations, taxation, and evolving labour/health & safety rules increase compliance burden and planning risk.

- Workforce housing & affordability: lack of affordable housing for employees in many markets (especially resort, oil-service and rural areas) hampers recruitment and retention.

- Safety, security & public perception: crime in some urban areas, opioid/mental-health incidents, and guest/employee safety expectations require stronger protocols and training.

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- Sustainability & environmental pressure: pressure to reduce emissions, manage water use and prepare for wildfire smoke and other climate impacts — requires capital investment and operational change.
- Infrastructure & connectivity gaps: limitations in road/air access, broadband in rural areas, and transportation options affect visitation and group business.
- Indigenous relations & reconciliation: need for meaningful partnerships, culturally appropriate tourism development and procurement practices.
- Talent pipeline & skills training: insufficient local training pathways for hospitality careers and slow uptake of modern tech/management practices.

Addressing these requires coordinated advocacy, workforce strategies (training, housing partnerships, immigration), targeted incentives, consistent regulation across jurisdictions, investments in sustainability and safety, and stronger collaboration between industry, municipalities, and the provincial government.

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

Recommended roles for AHLA in addressing Alberta's industry challenges

- Advocate for labour & housing solutions
 - Lobby provincial/municipal governments for workforce housing incentives, transit supports, and immigration pathways tied to hospitality.
 - Promote funding for wage-subsidy pilots and retention programs.
- Lead coordinated workforce development
 - Create provincial training standards, apprenticeships, and micro-credential programs in partnership with colleges and industry.
 - Run recruitment campaigns and share best-practice retention packages (compensation, benefits, career pathways).
- Provide practical safety & risk-management resources
 - Develop standardized OHS toolkits, incident-response protocols, and training modules (including opioid/crisis response and emergency preparedness).
 - Offer certification or audit programs to raise member safety standards and reduce liability.
- Harmonize regulation & reduce red tape
 - Work with municipalities to align short-term rental rules and licensing, permitting, and zoning to create a level playing field.
 - Advocate for predictable, industry-friendly regulatory timelines and clear guidance for compliance.

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- Deliver operational support & benchmarking
 - Provide P&L/budgeting templates, cost-control playbooks (energy, procurement), and operational best practices for staffing flexibility and service consistency.
 - Publish regional benchmarking data and occupancy/ADR trend reporting to inform member decisions.
- Champion sustainability & resilience
 - Run programs that help members access grants/financing for energy efficiency, waste reduction, and smoke/air-quality mitigation.
 - Share low-cost operational measures with ROI modeling to accelerate adoption.
- Strengthen market development & connectivity
 - Partner with tourism bodies and transportation stakeholders to promote off-season demand and diversify markets (corporate, government, events).
 - Support digital connectivity initiatives for rural properties.
- Facilitate Indigenous and community partnerships
 - Promote frameworks for meaningful Indigenous engagement, procurement, and culturally respectful tourism development.
- Foster member collaboration & shared services
 - Enable pooled procurement, regional staffing cooperatives, and shared HR/benefits solutions for smaller properties.
 - Create peer networks for operations, HR, and safety leads to share successful initiatives.
- Provide authoritative research & knowledge-based decision support
 - Produce timely industry research, scenario planning, and policy impact analyses to inform Board and member actions using the AHLA Knowledge Based Decision Making model.
- Support leadership & governance capacity
 - Offer board/management governance workshops, CEO evaluation resources, and succession planning tools for members.

These roles align with AHLA's core purpose of helping members prosper by combining advocacy, practical operational support, workforce solutions, safety leadership, and data-driven guidance.

**6. How would you work to bring this about as a member of the AHLA's Board?
What I would bring to deliver these priorities as an AHLA Board member**

- **Workforce solutions: lead training standards, apprenticeship pilots and recruitment/retention initiatives using my HR experience in hiring, compensation and succession planning.**

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- **Housing & labour advocacy:** develop pragmatic policy asks and stakeholder briefings to secure housing, transit and immigration supports tied to hospitality needs.
- **Safety leadership:** create standardized OHS toolkits, emergency/overdose response protocols and certification pathways from hands-on safety and compliance work.
- **Operational support & benchmarking:** provide P&L/budget templates, cost-control playbooks and regional benchmarking informed by hotel operations and financial oversight experience.
- **Member collaboration & shared services:** build peer networks, pooled HR/benefits and staffing cooperative models for smaller properties.
- **Sustainability & resilience:** promote practical, high-ROI energy and air-quality upgrades and access to funding.
- **Governance & advocacy:** apply strategic, analytical governance to ensure knowledge-based decisions, sound oversight, effective CEO evaluation, and persuasive member advocacy.

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. **They will give me time and resources to complete the service. They are very supportive of engaging in the communities, and having influence on key issues all hoteliers are facing.**

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March 3rd, 20226

To whom it may concern:

This letter is to confirm that I Rahim Meghji, Owner of Renaissance Edmonton Airport Hotel support the nomination of insert nominee name to the Alberta Hotel & Lodging Association's Board of Directors for a two year term.

I acknowledge the time and energy that Jennifer Vantuil 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.

Jennifer Vantuil 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,

Rahim Meghji