

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, Jennifer Doucet, representing Ramada, Clairmont hereby nominate Nicole Sullivan, representing Pomeroy Hotel & Conference Center 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?

Nicole Sullivan brings over 20 years of dedicated service in the hospitality industry, marked by consistent leadership, operational excellence, and a passion for advancing the profession. As the Area Operations Manager with Pomeroy Lodging, Nicole has demonstrated a strong ability to drive results across multiple properties while fostering team engagement and cultivating a culture of guest-centric service.

Throughout her career, Nicole has successfully navigated the evolving landscape of hospitality — from operational challenges and workforce fluctuations to emerging trends in guest expectations and technology adoption. Her extensive experience in hotel operations, revenue optimization, and cross-functional collaboration equips her with a deep understanding of the issues that matter most to independent and branded properties alike.

What truly sets Nicole apart is her exceptional people-focused leadership. She is widely respected for mentoring and developing talent at all levels, building cohesive teams, and championing staff wellbeing. Her ability to listen, communicate clearly, and lead with empathy has contributed to stronger employee retention, improved morale, and measurable improvements in guest satisfaction scores. These qualities reflect the core values AHLA seeks in its board members — integrity, inclusivity, and commitment to industry advancement.

Nicole's vision extends beyond individual property performance. She is passionate about advocating for industry workforce development, sustainable operational practices, and community engagement. Her experience in both day-to-day hotel management and strategic regional oversight gives her a balanced perspective that can help AHLA address both immediate member needs and long-term objectives. Given her proven track record, deep industry knowledge, leadership acumen, and commitment to people, Nicole Sullivan is exceptionally well-suited to serve on the AHLA Board of Directors and contribute meaningfully to the association's mission of strengthening Alberta's lodging industry.

For the Nominee:

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

I am seeking another term on the AHLA Board as I complete my first two-year commitment and continue to grow in my understanding of board governance and provincial advocacy. As this is the first board I have served on, I feel that I have only recently begun to fully understand the

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dynamics, responsibilities, and strategic direction required to effectively support Alberta's hotel industry.

Over the past two years, I have developed a deeper appreciation for the important issues we address collectively, including workforce development, advocacy, operational sustainability, and industry reputation. I am eager to continue contributing my operational experience, regional perspective, and collaborative approach to support the long-term success of hotels across the province.

I am committed to continuing to learn, engage, and actively participate in advancing the interests of our members and strengthening the hospitality sector in Alberta.

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

I bring over 20 years of hospitality experience across multiple roles, hotel brands, and property types, including branded and non-branded, full-service, limited-service, and economy hotels. My background includes extensive hands-on operational leadership in both urban and regional markets, as well as experience with resort and conference properties.

Throughout my career, I have developed strong expertise in hotel operations, financial management, revenue strategy, guest experience, workforce development, and multi-property leadership. I currently oversee multiple properties, which gives me a broad perspective on the challenges and opportunities facing Alberta hotels of different sizes and market segments.

I am highly data-driven, solutions-focused, and committed to continuous improvement. I bring a practical, frontline-informed approach to governance, ensuring that board decisions are grounded in operational realities while supporting long-term industry growth. I am also passionate about developing leaders, strengthening workplace culture, and advocating for policies that support sustainable hospitality businesses across the province.

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

Our organization currently participates in the Tourism Works program, and we are actively working toward onboarding additional properties across our portfolio. We are also in the process of setting up calls to discuss energy contracts and have utilized AHLA's insurance programs, as well as inquired about health benefits.

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As a large and diverse portfolio with a dynamic mix of branded, non-branded, full-service, and limited-service properties, it can sometimes be challenging to fully implement programs across all locations. However, we continue to have the necessary conversations internally and remain committed to promoting the value and benefits of AHLA programs to our upper management and leadership teams.

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

I believe the greatest challenges facing hotels today are the rising costs of goods and services, including taxes, utilities, insurance, supplies, and labour, all of which continue to place significant pressure on operating margins. Managing these escalating expenses while maintaining service standards and competitiveness remains an ongoing challenge for operators across the province.

In addition, the continued growth and presence of short-term rental platforms such as Airbnb create increasing competition that is not always subject to the same regulatory, taxation, and safety standards as traditional hotels. This creates an uneven playing field and impacts market stability.

Guest and employee safety and security also remain critical concerns, particularly for staff working alone, overnight, or in high-risk situations. Hotels must continually invest in training, systems, and procedures to manage threatening behaviour, emergency response, and workplace safety while ensuring guests feel secure when travelling.

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

AHLA is currently highly engaged in advocating for a more level playing field with short-term rental platforms such as Airbnb, particularly around taxation, ownership regulations, and compliance. Continued advocacy in this area remains critical to protecting the integrity and sustainability of Alberta's hotel industry.

There is also an important opportunity for continued development in safety and security training, including in-person programs and potential third-party partnerships focused on topics such as robbery prevention, managing situations involving addiction, de-escalation techniques, and handling threatening behaviour. These programs are especially valuable for frontline and line-level staff who are often the first point of contact in challenging situations.

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Ongoing partnerships through AHLA also remain essential in supporting members with competitive pricing on key services and supplies. It is important that AHLA continues to ensure its partners remain best-in-class, competitive, and relevant through regular review and expansion of offerings.

Finally, there is an opportunity to increase engagement with members by strengthening communication and visibility around who AHLA is, what it offers, and how members can fully utilize available programs and resources. More frequent and proactive outreach will help ensure members maximize the value of their membership and remain connected to the association's work and impact.

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

I would advocate for continued and enhanced engagement with government and regulatory bodies to strengthen advocacy efforts related to short-term rentals, taxation, and regulatory compliance. By sharing real-world operational data and frontline experiences from my portfolio, I can help ensure advocacy positions are informed, credible, and aligned with member challenges.

To advance safety and security initiatives, I would work with fellow board members and management to explore partnerships with qualified third-party training providers and law enforcement agencies to develop practical, accessible training programs for frontline staff. I would also support the development of standardized safety resources, toolkits, and best practices that can be easily implemented across properties of varying sizes.

With respect to AHLA partnerships and procurement programs, I would advocate for regular performance reviews, member feedback surveys, and benchmarking to ensure partners remain competitive and relevant. I would also support expanding the partner network where gaps or opportunities are identified.

To strengthen member engagement, I would prioritize increased regional outreach, site visits, webinars, and town halls to better communicate AHLA's value, programs, and advocacy work. I would also actively promote AHLA initiatives within my own organization and encourage peer participation, helping bridge the gap between board strategy and frontline operations.

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

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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.

My employer fully supports my role as a member of the AHLA Board and is committed to enabling my participation. They provide flexibility in managing my time and schedule, support required travel, and ensure I am able to fulfill my board responsibilities effectively.

My involvement with AHLA is strongly encouraged, and my organization views board participation as an important opportunity to contribute to industry leadership, advocacy, and the advancement of Alberta's hotel sector. This support allows me to engage meaningfully in board initiatives and actively participate in shaping programs and policies that benefit our members and the broader hospitality community.

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February 5th, 2026

To whom it may concern:

This letter is to confirm that I Heather Hamilton, Senior VP of Hotels of Pomeroy Lodging support the nomination of Nicole Sullivan to the Alberta Hotel & Lodging Association's Board of Directors for a two year term.

I acknowledge the time and energy that Nicole Sullivan 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.

{Nicole Sullivan 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,

Heather Hamilton