

## **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](mailto:nominations@ahla.ca) by 4:00 p.m., Friday, February 28, 2025.

**Name:** [Click or tap here to enter text.](#)

**Date:** [Click or tap here to enter text.](#)

Competency	Competency Description	Rating	Candidate Comments
<b>Board Governance</b>	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	<a href="#">Click or tap here to enter text.</a>
<b>Finance &amp; Accounting</b>	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	<a href="#">Click or tap here to enter text.</a>
<b>Strategic Thinking</b>	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	<a href="#">Click or tap here to enter text.</a>
<b>Legal/ Regulatory</b>	Experience in law and compliance with other enterprises of similar size and scope.	1	<a href="#">Click or tap here to enter text.</a>
<b>Risk Management</b>	Knowledge and experience in enterprise risk management, including credit, liquidity, cyber security, & reputation risk	3	<a href="#">Click or tap here to enter text.</a>
<b>Information Technology</b>	Experience and knowledge of current and emerging technologies (IT hardware, software and outsourcing solutions) and their impact on business strategy.	2	<a href="#">Click or tap here to enter text.</a>
<b>Human Resources</b>	Experience with leadership/talent development, succession planning, & compensation alignment with business strategy	3	<a href="#">Click or tap here to enter text.</a>

**Rating Legend:**

<b>0</b>	<b>No experience</b>	No formal experience or education in competency/ skill/ experience/attribute area.
<b>1</b>	<b>Some experience</b>	Fair understanding, including some (<5 years) professional experience, and/or some formal education (e.g. conferences, non-credit course).
<b>2</b>	<b>Moderate experience</b>	Good understanding, including 5+ years professional experience, and/or some formal education, (e.g. undergraduate degree, credit course)
<b>3</b>	<b>Extensive experience</b>	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)

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

<b>Attributes</b>	<b>Description</b>	<b>Rating</b>	<b>Candidate Comments</b>
<b>Leadership</b>	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.
<b>Communication Skills</b>	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.
<b>Commitment &amp; Engagement</b>	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.
<b>Business Judgment</b>	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.
<b>Commitment &amp; Ownership Support</b>	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, Olivier Rochefort, representing *Insert name of nominator's property* hereby nominate Nuwan Eparatchy, representing Atlific Hotels & Lake Louise Inn 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?**

- (1) Please see attached nomination from Ian Jones – Complex General Manager – Dorian Autograph Collection & Courtyard by Marriott Calgary Downtown
- (2) Please see Employer Letter from Olivier Rochefort – Vice President Operations – Atlific Hotels.

***For the Nominee:***

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

As a current AHLA Board Member and member of the AHLA Finance Committee, I've seen firsthand the incredible impact we can have on the hospitality industry. I'm passionate about continuing to support and drive the mission of AHLA, especially as we navigate the evolving landscape of hospitality in the wake of today's challenges including short term rentals & online travel agencies.

Serving on the board has allowed me to work alongside an inspiring group of leaders, and I want to continue leveraging my experience and knowledge to help us address the industry's most pressing issues and advocate for policies that strengthen our industry.

I believe that my deep understanding of the hospitality sector, paired with my commitment to AHLA's goals, makes me well-equipped to continue contributing meaningfully. I'm excited by the opportunity to help shape the future of hospitality and ensure that AHLA remains a powerful voice for our industry.

*Please email the completed form and letter of support from your employer  
to [nominations@ahla.ca](mailto: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.*

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

With over 25 years of Hotel experience across Alberta and British Columbia I bring a deep understanding of the hospitality industry, with extensive experience in both operations and strategic leadership. A career that spans various branded, independent, city centre, airport and resort hotels has collectively allowed me to gain a well rounded & comprehensive view of the varied challenges and opportunities facing hotels throughout the province. AHLA is the only board I am currently serving on.

I understand the importance of sound decision-making and long-term planning, and I am committed to ensuring that AHLA continues to be a powerful and effective advocate for our industry's interests.

With these skills and experience, I'm ready to continue helping AHLA navigate the challenges of our rapidly changing landscape and support its mission to drive positive change and growth in the hospitality sector.

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

Training resources & Utilities,

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

Alongside short term rentals and online travel agencies I believe that one of the greatest challenges our industry faces is the evolving workforce dynamic. As we adapt to new guest expectations, finding and retaining talent remains a critical issue. Hospitality is a people-centric industry, and the labor shortage, combined with shifts in worker preferences, is affecting everything from guest satisfaction to operational efficiency.

*Please email the completed form and letter of support from your employer to [nominations@ahla.ca](mailto: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.*

Lastly, advocacy and navigating regulatory changes will continue to be a challenge. We must ensure that the industry is not burdened by regulations that stifle growth and innovation.

These challenges are interconnected, and addressing them requires collaboration, innovation, and strong advocacy. I believe AHLA is in a great position to help guide the industry through these obstacles, and I am committed to contributing to these efforts if re-elected.

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

The AHLA has a critical role to play in addressing these challenges, and I believe it is and should continue to be a leader voice in shaping the future of our industry. For workforce challenges, AHLA should continue to advocate for policies that support workforce development, including providing training and certification opportunities that help workers advance in their careers and meet evolving guest expectations.

In the realm of policy and advocacy, AHLA should remain a strong voice for the industry at the provincial level. By continuing to actively engaging with lawmakers and regulators, AHLA can help create an environment where the hospitality industry can thrive. Whether it's pushing for fair labor laws, addressing tax policies, or tackling short-term rental regulations, AHLA must continue to be the industry's advocate to ensure we are not burdened by unnecessary or harmful regulations.

In sum, AHLA's role should be to provide the tools, resources, and advocacy needed for our industry to navigate these challenges successfully, ensuring that we collectively thrive in the years to come.

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

As a current board member of the AHLA and member of the AHLA Finance Committee, I've seen firsthand the incredible impact we can have on the hospitality industry. I'm passionate

*Please email the completed form and letter of support from your employer to [nominations@ahla.ca](mailto: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.*



about continuing to support and drive the mission of AHLA, especially as we navigate the evolving landscape of hospitality.

Serving on the board and finance committee has allowed me to work alongside an inspiring group of leaders, and I want to continue leveraging my experience and knowledge to help us address the industry's most pressing issues—whether it's advancing workforce development, fostering innovation, or advocating for policies that strengthen our industry.

I believe that my deep understanding of the hospitality sector, paired with my commitment to AHLA's goals, makes me well-equipped to continue contributing meaningfully. I'm excited by the opportunity to help continue shaping the future of hospitality in the province and ensure that AHLA remains a powerful voice for the industry.

**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.

If re-elected, my employer/owner is fully supportive of my continued involvement with the AHLA Board of Directors. They recognize the value that AHLA brings to the industry, and they understand that my participation on the board not only benefits me professionally but also supports our organization's broader goals and interests within the hospitality sector.

*Please email the completed form and letter of support from your employer to [nominations@ahla.ca](mailto: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.*



February 4, 2025

Alberta Hotel & Lodging Association  
Attention: Nominations Committee  
2707 Ellwood Drive  
Edmonton, Alberta, T6X 0P7

Dear Members of the Nominations Committee,

I am writing to recommend the re-election of Mr. Nuwan Eparatchy, Area Director of Atlific Hotels and General Manager of Lake Louise Inn, to the Alberta Hotel & Lodging Association (AHLA) Board of Directors. As the Vice President of Operations at Atlific Hotels, I have had the distinct privilege of working closely with Nuwan for the past few years. His dedication, leadership, and commitment to the hospitality industry make him an invaluable asset to the AHLA Board.

Nuwan has consistently demonstrated exceptional leadership in his role at Atlific Hotels, overseeing multiple properties, including the Lake Louise Inn, where his strategic approach has resulted in impressive operational improvements, enhanced guest experiences, and a stronger market position. His deep understanding of the challenges and opportunities facing the Alberta hospitality industry, combined with his ability to drive operational excellence, aligns perfectly with the AHLA's mission to support and elevate the industry.

Throughout his tenure, Nuwan has shown great initiative in fostering positive relationships with key stakeholders and advocating for the advancement of the hospitality sector. His insight into industry trends, commitment to sustainability, and focus on workforce development are just a few examples of the forward-thinking perspective he would continue to bring to the AHLA Board. Moreover, Nuwan has demonstrated that he is a highly approachable leader, with a collaborative and inclusive leadership style that garners the respect of his peers. His ability to work effectively with diverse groups ensure that he can contribute meaningfully to Board discussions and decision-making processes.

I am confident that Nuwan will continue to make a significant impact on the Alberta Hotel & Lodging Association if re-elected to the Board. His reappointment would be a tremendous benefit to the AHLA, its members, and the broader hospitality industry in Alberta.

Thank you for considering this nomination. Please feel free to contact me should you require any further information.

Sincerely,

A handwritten signature in black ink, appearing to read "Olivier Rochefort".

February 21<sup>st</sup>, 2025

Dear AHLA Members,

I am writing to nominate Nuwan Eparatchy – Area Director Atlific Hotels & General Manager Lake Louise Inn for re-election to the AHLA Board of Directors.

I have worked alongside Nuwan during our time at Atlific Hotels, where we collaborated on several regional and national initiatives, as well during his time on the AHLA Board. I am confident that Nuwan's extensive experience, leadership abilities, and continued passion for the hospitality industry makes him an invaluable asset to the AHLA Board.

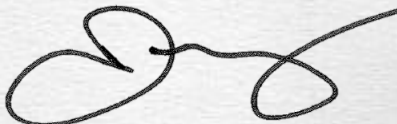
Nuwan is a proactive and forward-thinker, driven by a deep desire to elevate the hospitality industry, ensuring it evolves and adapts to meet changing demands. His skills, mindset, and collaborative nature would undoubtedly continue to make him a positive influence on the AHLA Board.

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

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

Thank you for considering this nomination.

Sincerely,



Ian Jones  
Complex General Manager  
Dorian Autograph Collection & Courtyard by Marriott Hotels Downtown Calgary  
Current AHLA Board Member

THE DORIAN

525 5<sup>TH</sup> AVENUE S.W., CALGARY ALBERTA, CANADA, T2P 1P7  
403-300-6630 THE DORIAN HOTEL.COM @THE DORIAN HOTEL



February 4, 2025

Alberta Hotel & Lodging Association  
Attention: Nominations Committee  
2707 Ellwood Drive  
Edmonton, Alberta, T6X 0P7

Dear Members of the Nominations Committee,

I am writing to recommend the re-election of Mr. Nuwan Eparatchy, Area Director of Atlific Hotels and General Manager of Lake Louise Inn, to the Alberta Hotel & Lodging Association (AHLA) Board of Directors. As the Vice President of Operations at Atlific Hotels, I have had the distinct privilege of working closely with Nuwan for the past few years. His dedication, leadership, and commitment to the hospitality industry make him an invaluable asset to the AHLA Board.

Nuwan has consistently demonstrated exceptional leadership in his role at Atlific Hotels, overseeing multiple properties, including the Lake Louise Inn, where his strategic approach has resulted in impressive operational improvements, enhanced guest experiences, and a stronger market position. His deep understanding of the challenges and opportunities facing the Alberta hospitality industry, combined with his ability to drive operational excellence, aligns perfectly with the AHLA's mission to support and elevate the industry.

Throughout his tenure, Nuwan has shown great initiative in fostering positive relationships with key stakeholders and advocating for the advancement of the hospitality sector. His insight into industry trends, commitment to sustainability, and focus on workforce development are just a few examples of the forward-thinking perspective he would continue to bring to the AHLA Board. Moreover, Nuwan has demonstrated that he is a highly approachable leader, with a collaborative and inclusive leadership style that garners the respect of his peers. His ability to work effectively with diverse groups ensure that he can contribute meaningfully to Board discussions and decision-making processes.

I am confident that Nuwan will continue to make a significant impact on the Alberta Hotel & Lodging Association if re-elected to the Board. His reappointment would be a tremendous benefit to the AHLA, its members, and the broader hospitality industry in Alberta.

Thank you for considering this nomination. Please feel free to contact me should you require any further information.

Sincerely,

A handwritten signature in black ink, appearing to read "Olivier Rochefort".