

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: Ryan Cochrane

Date: February 26, 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	Employment, past experience as AHLA Director, Chamber of Commerce president, regional tourism board director, small business community lending director.
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	Routine part of current role – intimate knowledge of hotel KPIs and standard financial statements.
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	Currently working with multiple entities in various locations with different needs and influences.
Legal/ Regulatory	Experience in law and compliance with other enterprises of similar size and scope.	2	Strong knowledge of insurance and labour law relating to hotels.
Risk Management	Knowledge and experience in enterprise risk management, including credit, liquidity, cyber security, & reputation risk	3	Regular function of my professional role when working brands and external partners.
Information Technology	Experience and knowledge of current and emerging technologies (IT hardware, software and outsourcing solutions) and their impact on business strategy.	3	Up to date on emerging technology through various conferences, hotel management teams and brand partners.
Human Resources	Experience with leadership/talent development, succession planning, & compensation alignment with business strategy	3	I see this as the way to a successful future for our businesses and has been a key-focus and driver in our success for the past five years.

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	As my role becomes more corporate this becomes harder, I maintain my understanding by making associates feel they can be open and listening to what they say. Whether getting up at 4AM to connect with the Night Auditor or having dinner with a hotel leader, I enjoy listening to their challenges and adapting company practices to make their positions better. This has returned a key focus area for me and continuing to work our teams.
Asset Management	Understanding of real estate, asset management, business model, management structures.	2	Moderate knowledge of real estate and strong knowledge relating to asset management, business models and management structures.
Tourism	Knowledge & understanding of Alberta's tourism sector	3	Experience operating hotels in leisure-focused markets to northern O&G focused markets.
Labour & Safety	Knowledge and understanding of legislation related to human resources and health & safety in hotels.	3	With continually evolving legislation, I am routinely implementing new programs relating to H&S and HR.
Liquor & Gaming	Knowledge and understanding of Alberta's liquor & gaming industry.	2	Strong knowledge of liquor policies and limited knowledge of the gaming industry.
Advocacy	Experience communicating with and influencing elected officials.	3	Previous board experience and operating hotels.

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	This aligns well with my current role.
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	A core function of my current role.
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	I am advocate of the 6P's. Have attended all AHLA meetings and invited events during my current term.

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	Strong knowledge market conditions and ability to work within various risk tolerances.
Commitment & Ownership Support	Candidate understands the time & commitment expected of AHLA directors and has support of their ownership to serve.	3	Current director and managing the time & commitment well.

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

I, Patricia Morrison, representing MasterBUILT Hotels hereby nominate Ryan Cochrane , representing MasterBUILT 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?

Ryan has been our in-house expert on hotel operations for the last ten years. Throughout those ten years, he has played a crucial part in our company's success, driving the growth of our company from 6 hotels in Alberta to 31 across the country.

He also stays abreast of industry trends and implements the right changes at the right time, aligning with the needs of hotel investors and associates.

Ryan has a passion for all things hospitality and a strong understanding of the needs of operators in limited and full-service properties.

After leading our hotels through COVID and a successful rebound, Ryan has focused on developing future hotel managers who have assisted in fuelling our growth.

Ryan has developed the ability to work with hotel investors to create a plan for their hotel(s) and ensure that all levels implement, understand, and believe in the strategy.

With Ryan's ability to work with community leaders, hotel investors, hotel managers, and new and seasoned front-line associates, I feel his skills and passion for hospitality are a natural fit to benefit AHLA and its members.

*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.*

For the Nominee:

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

I want to serve on the Board of Directors for AHLA to have the opportunity to give back to an industry that has provided me the opportunity to start and support a family, travel, and connect with so many great along the way. Through my recent term as an AHLA Director, I have taken pride in our activities while learning from fellow directors and members.

In addition to giving back, I want to ensure that people entering/developing within the lodging industry in Alberta have the resources to be successful and can bypass many of the hurdles many of us have experienced over the last 20 years.

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

The most challenging part of my role is being able to sit in a boardroom with hotel investors discussing high-level metrics and strategy, planning training programs with brand representatives, performing a deep-dive on hotel metrics with a hotel leader, and teaching a Laundry Associate how to fold towels all in the same day.

From my experience, the most significant skill I can bring to AHLA is the ability to bridge the relationship between investors, brands, management companies, and the people working at the hotel level.

I have served on business-focused boards throughout my career, including the president of a local Chamber of Commerce, a Community Business Development Corporation director, and a director with a busy tourism board in PE. I have also served on community boards relating to hockey, gymnastics, golf, and Sport Canada, focusing on financial viability and ethics.

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

Currently our properties are participating in:

1. Utilities program with Gas Alberta
2. Preferred Vendor program
3. ASAP
4. Virtual Education Series

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

Our industry's most significant challenge is balancing and meeting the expectations of investors, brands, guests, hotel leaders, and hotel associates. While facing increased costs, regulation and competition from short-term rentals.

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

AHLA can assist members in meeting these expectations by continuing and improving on:

1. Providing training to hotel associates and leaders.
2. A partnership for associate development from that first day as a front-line associate to becoming a hotel executive.
3. Distributing key facts that resonate with hotel investors.
4. Working with partner associations and various levels of government ensures that hotel operators focus on operating their business.

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

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I would continue to learn from stakeholders, participate in scheduled events, and continue to visit hotel operators during my travels through Alberta.

As a national company operating Wyndham/Marriott brands, I regularly participate in provincial and national events relevant to the AHLA mission.

- 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. **One of the fun things about working with MBH is external commitments like this are encouraged at the corporate office in Calgary and at various hotels by the executive team and ownership.**

Donna is my nominator for this and the COO of MBH.

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February 25, 2025

Re: AHLA Board Nomination, Ryan Cochrane

After reviewing the AHLA Board of Director position expectations and roles and responsibilities, we support and encourage Ryan's nomination for a board position with the AHLA.

Ryan's passion for all things hospitality and focus on bettering hotel performance while developing career-focused hospitality professionals align with the objectives of the AHLA and MasterBUILT Hotels. (MBH)

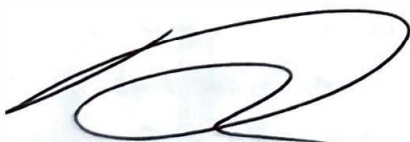
Having Ryan as a Director with the AHLA is an advocacy voice that understands the needs of hotel investor groups, brands, leaders, and hotel associates.

MBH represents 5 Alberta hotels, including the Residence Inn & Courtyard by Marriott in South Calgary, the Microtel Inn & Suites by Wyndham properties in Bonnyville and Fort McMurray, and the TownePlace Suites by Marriott in Fort McMurray.

Please do not hesitate to contact me with any questions regarding Ryan's nomination for an AHLA Board position.

Thank you,

Donna Fahey



Chief Operating Officer

MasterBUILT Hotels