

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

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

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.	2	President of Grande Prairie Regional Tourism for 4 years
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.	2	Click or tap here to enter text.
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	Click or tap here to enter text.
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	2	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	Click or tap here to enter text.
Human Resources	Experience with leadership/talent development, succession planning, & compensation alignment with business strategy	3	Click or tap here to enter text.

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.	2	Click or tap here to enter text.
Tourism	Knowledge & understanding of Alberta's tourism sector	3	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.	2	All properties I have been with have dealt with AGLC and experience with gaming as well VLTs
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, Paulette Butler, representing Sandman Hotel Grande Prairie hereby nominate Sandi Neville, representing Delta and Grande Inn Residence 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?
Sandi Neville deserves election to the AHLA's board of directors due to her unwavering dedication to the hospitality sector. Sandi Neville has demonstrated her leadership capabilities by serving as President of the Grande Prairie Regional Tourism Board where she lead the association through very challenging times.

For the Nominee:

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

Tourism is so important!!! Smaller areas/towns I think feel sometimes on an island of their own and I want to show how important community and team work can be. Having worked 20+ years in the Oil/Gas sector I know all the small areas and towns and I want to be able to share and expand their knowledge of the AHLA and what we can do for them.

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

Past President of Grande Prairie Regional Tourism been involved for 9 years as a member in various positions.

Grande Prairie Pride Director 2022-2025

Organization and passion are 2 of my biggest strengths and skills I feel I can bring to the board.

*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.

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

Both of the properties I am the GM have memberships. In January we also signed up for the Ideal Team Training, I attended our local GP meeting in January here in GP and it was fantastic I was so disappointed in the turn out come on GP!!!!

I am also attending Aspire in Calgary on March 11 and very excited about it!!

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

Work force!!! Utilities!! Food Costs!! I think this answer could go on and on

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

Representation of AHLA to smaller towns and being a strong team member of the board

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

Knowledge is power and I think some properties even local do not know enough about AHLA and how you (we) could help them.

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.

*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.

The are very excited they know I am passionate about this opportunity and are very supportive. My owners are local to Grande Prairie and also see the need for more representation from smaller areas.

*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.*



2/28/2025

To whom it may concern:

This letter is to confirm that I Chelsey McMahon, Human Resources Manager of A&M Hotel Management Inc, support the nomination of Sandi Neville to the Alberta Hotel & Lodging Association's Board of Directors for a two-year term.

I acknowledge the time and energy that Sandi Neville 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.

Sandi Neville 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,

Chelsey McMahon

HR MANAGER

587-298-4113

cmcmahon@deltagrandeprairie.com

