



ST. LAWRENCE YOUTH HOSTELS
HOSTELLING INTERNATIONAL-CANADA | QUÉBEC AND ONTARIO REGION
2013-2014 **ANNUAL REPORT**



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

Hostel Assistant Manager
HI-Montréal Hostel




VINCENT BÉRUBÉ, officer

Manager
HI-Rivière-du-Loup Hostel

** Marc Brunelle left the St-Lawrence Youth Hostel board during his mandate to join the HI-Canada board of directors.*

The Association recognizes two (2) categories of members :

THE FIRST CATEGORY, including the full members, is divided in to three (3) classes: "", "", "".

- Class " " members are holders of the individual membership card of the Hostelling International – Canada Youth Hostels who reside within the territory of Québec or Ontario.
- Class " " members are person who work as permanent employees of the Association.
- Class " " members are composed of one delegate per youth hostel affiliated by memorandum of understanding.

THE SECOND CATEGORY includes the non-voting service members, namely the group cardholders or non-voting affiliated organization cardholders in accordance with article 5.1 of the General By-laws of the Canadian Hostelling Association and other international cards recognized by Hostelling International whether for a region of Canada or of the world.



MISSION

The St. Lawrence Youth Hostels Association, also known as **HI-Canada – Québec and Ontario Region**, is a social enterprise whose goal is «*to help all, especially the young, gain a greater understanding of peoples, places and cultures through hosting.*»

VISION

HI-Canada – Québec and Ontario Region will be known as the most dynamic community of travellers on its territory, and as a social enterprise, it will be a leader of an accommodation network accessible to youth, first and foremost. It will be grounded in its community and will flourish through the commitment of its members, volunteers and staff.

VALUES

The greater social good, management autonomy, democracy, primacy of the people, respect, pride, solidarity, accessibility and sustainable development.

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PRESIDENT'S REPORT



I'm pleased to report that this year has been one of great progress for HI-Canada - Québec and Ontario Region. Our mission remains, as always, to help all, especially the young, gain a greater understanding of peoples, places and cultures through hostelling. Significant increases in youth accommodation services offered in Québec and Ontario, including new hostels and online accommodation providers, have made a great contribution to this mission, if we take a broad definition of hostelling. In this, we can take satisfaction.

Paradoxically, the expansion of alternatives to our hostels has meant that we continue to face challenges. While we have seen a strong rebound in revenues since last year, we must continue to re-structure to be sustainable in the years ahead. Sustainability means that we have sufficient funds to invest in our products and services to meet the changing expectations of travellers. As a non-profit organization, we have limited access to external financing, so we must either raise revenues or cut costs.

Re-structuring has not been easy for our staff. But our values as a social economy enterprise guide our decisions, and the well-being of our staff, guests, and business partners is always a key consideration in board and management deci-

sions. Nonetheless, re-structuring will continue as we adjust to the changing realities of the global travel market.

In many ways, we are at a critical juncture in the evolution of Hostelling International (HI) in Canada. The structures that have served us well in the past are evolving. This year has seen the reform of our national organization, HI-Canada, to become more focused on supporting regions, such as Québec and Ontario, to deliver on our common mission. This reform will continue, and we are confident that tangible benefits will be apparent in the year ahead.

I wish to take this opportunity to express my appreciation to all the board members for the volunteer hours they devote to our association and also to thank our Canadian and international partners as well as all of our employees, without whom our mission could not be pursued.

A handwritten signature in blue ink, which appears to read "Peter Harrison".

Peter Harrison
President

EXECUTIVE DIRECTOR'S REPORT

We have faced challenges this year, but we have had enough success to be optimistic about the future. This Annual Report presents the details of our progress over the past year. The highlights include: a re-launch of HI-Montréal, a highly successful year in Toronto, the sale of HI-Niagara Falls, a grant from CDEC Côte-des-Neiges – Notre-Dame-de-Grâce to create a new job, stability in our Ottawa and Mont-Tremblant hostels, two new affiliated hostels in Quebec and an exercise in pay equity.

RELAUNCH OF HI-MONTRÉAL. October to March were difficult months for HI-Montréal because of intense competition from other youth hostels, the growing strength of Airbnb and low occupancy rates at certain Montreal hotels. Major renovations and better management of beds availability online by the team helped to change the situation. HI-Montréal is now in better shape and able to offer excellent services to young travellers.

GREAT LEAP FORWARD FOR HI-TORONTO. The closure of large competing hostels in Toronto, together with excellent management and the opening of a dynamic bar featuring original performances, enabled HI-Toronto to register 10,000 more overnights than the previous year. There is every indication of continuing success in the coming years. Congratulations HI-Toronto!

SUCCESSFUL TRANSACTION IN NIAGARA FALLS.

We had so much to do to fulfill our mission and get through difficult times that a decision was made to sell HI-Niagara Falls to someone who could operate it as an affiliated HI hostel. This sale ensures that the culture of Hostelling International is maintained in Niagara Falls, and HI members passing through the region can continue to get quality accommodation. The proceeds of the sale were invested in improving facilities in other hostels and continuing to serve our mission.

THANK YOU TO CDEC CÔTE-DES-NEIGES – NOTRE-DAME-DE-GRÂCE.

HI-Canada – Québec and Ontario Region received a grant to hire a membership development agent to recruit new members. Memberships have increased by 10 % since the job was created. Thank you CDEC Côte-des-Neiges – Notre-Dame-de-Grâce.

STABILITY AT MONT-TREMBLANT. Changes at HI-Mont-Tremblant and HI-Ottawa were on a smaller scale than those of previously mentioned hostels. HI-Mont-Tremblant hired an assistant manager, which brought stability to the team and a new energy to the hostel. It had an excellent summer season

HI-OTTAWA DEVELOPMENTS. Young artists have been able to showcase their talents at the HI-Ottawa bar. Due to the physical structure of the building, however, visitors were unable to sleep because of noise. As a result, we have revisited the hours and the type of programming offered in order to reconcile our cultural services with the needs of our guests.

The hostel is in the old Carleton County Gaol, which needs a lot of work. The building is 152 years old, a historic monument that will be very costly to repair. There have been meetings with representatives of the city about getting help with improvements and some signs of a happy ending for the historic building. The story is to be continued.



A JUST SOCIETY. HI-Canada – Québec and Ontario Region has more than 100 employees. The organization is the result of integrating three associations, two in Ontario and one in Quebec. The integration began in 2005 and continued throughout the following decade. We have overcome several challenges, but the tendency has been to focus on urgent problems rather than our priorities in terms of values. Pay equity between men and women is certainly one of our values, along with all of our relationships with employees, clients, members and partners. The work to harmonize our human resources began in 2013-14 and will continue in the year ahead.

A TEAM OF PROFESSIONALS SUPPORTING OPERATIONS. In closing, I would like to thank all staff members and the board of directors for their work. However, I particularly want to thank the head office team, the people behind the scenes putting enormous time and energy into supporting those who serve our mission on the ground.

Thank you,

Jacques Perreault
Executive Director

OUR HOSTELS

FACILITY IMPROVEMENTS

Our teams are creative and work hard to improve the services and products provided by our hostels and offer a price/quality ratio that exceeds the growing expectations of travellers. Once again, the hostels were able to make significant improvements this year with relatively few resources. They also reviewed their operational structures while maintaining the unique character of each establishment.

HI-MONTRÉAL



The hostel lobby underwent a major transformation in 2013-2014 in order to remain competitive with, if not surpass, industry leaders in the saturated market of Montreal youth hostels. It now has a more contemporary, urban, streamlined look for guests seeking the Montreal experience. This revitalization was also extended to traffic areas and the dining room, which requires further investment but already fits very well with the hostel's new image. Nearly \$275,000 has been invested in improvements. Phase two of the transformation will focus on the rooms. Travellers have been pleased to discover that work has already been done on some of them.

In addition, HI-Montréal has begun to provide free breakfast, an added service that helps guests start the day on the right note.

 222 |  48,837  3,200
hihostels.ca/montreal

HI-MONT-TREMBLANT



The hostel bar, a great spot to relax après ski or after a day of trekking in the sunshine, received a makeover this year. The room was repainted, warm wood flooring was installed, the furniture was repositioned and decorative elements were added. The hostel also got a new beer counter. These improvements were partially funded by Brasseurs du Nord and Boreal Brewers.

A strong believer in good business practices and quality control, HI-Mont-Tremblant took steps this year to meet the requirements to become one of Hostelling International's HI-Quality hostels. This program helps hostels continuously improve their quality of service to ensure that travellers have the best possible hostel experience. It is a lengthy certification process, but HI-Tremblant will get there. It already has an excellent foundation; the hostel was awarded Quality Customer Service Certification by the Bureau de normalisation du Québec (BNQ), before this component of the program was ended.

 80 |  8,069  700
hihostels.ca/tremblant

HI-OTTAWA



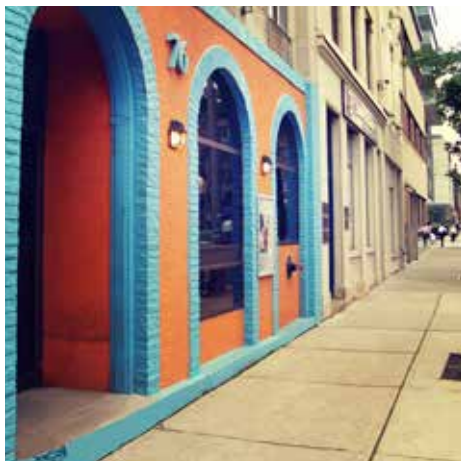
Over the past fiscal year, HI-Ottawa has reached out to the City of Ottawa for help with capital investments and maintenance costs for the beautiful heritage building in which the hostel is located. Although no agreement has been reached so far, this effort to raise awareness has been an important first step, and we hope to acquire the capital investments needed to preserve the hostel.

Among the accommodations offered by HI-Ottawa, the "authentic jail cell experience" is now one of the most popular. Although very small (0.91 m x 2.75 m), the cells are like private mini-rooms. They give you a taste of the prisoner's life, which greatly contributes to their popularity. The occupancy rate of these 16 rooms was 76 percent during the year. No other rooms were in such demand.

Numerous complaints about noise and unsatisfactory returns have resulted in changes this year in the way the bar operates. Musical performances must now end at 11 p.m., which is better suited to providing accommodation for travellers, the main purpose of the hostel.

 155 |  27,239  2,600
hihostels.ca/ottawa

HI-TORONTO



HI-Toronto had a record number of overnights this year. Unable to increase its number of rooms, the hostel chose to add services that clients value. It followed the example of HI-Montréal and HI-Ottawa and began offering free breakfast to all guests. The hot breakfast, served at the table, represents a clear competitive advantage.

The hostel has had a liquor permit since last year and decided to modify its Cavern Bar to provide better traffic flow in the room. The bar was moved and expanded but remained on the lower level of the hostel. These improvements were financed with help from Steam Whistle Brewing. The Cavern has become a favourite haunt for local musicians who love independent music. It is open every night and offers entertainment for travellers and the general public, including concerts, karaoke, comedy nights and more. The surplus generated by the Cavern will be used to improve other hostel facilities and offer even more value to travellers.

 175 |  55,790  10,000
hihostels.ca/toronto



ENTERTAINMENT AND ACTIVITIES

Our hostels have greatly emphasized social activities this year, partly through the redevelopment of their common areas and bars.

HI-OTTAWA

HI-Ottawa hostel has become a very popular place for the performing arts in Ottawa. The hostel has done an incredible job of enabling the general public as well as guests discover local talent and cultural events. The Mugshots bar hosted over 20 bands for live concerts and has allowed more than 300 musicians and performers to share their talents on open mic nights each week.

HI-Ottawa also pays homage to its history through its popular guided tours of the hostel. More than 5,000 people took part in the free tours this year, 1,000 more than last year.

HI-TORONTO

HI-Toronto offered many social activities to its guests this year, urban historical walks, yoga in the park, bike rides and graffiti tours, to name a few. The Cavern Bar also provided activities and entertainment. Between February 2014 and September 2014, 225 groups performed on the Cavern Bar stage to the delight of travellers from all over the world and Torontonians. HI-Toronto believes laughter is universal, and has launched the Toronto Comedy Cavern, a comedy night with stand-up comics from Toronto and elsewhere. The event has been mentioned on Rogers TV – helping to spread the word about youth hostels among Torontonians.

HI-MONT-TREMBLANT

Mont-Tremblant is a big playground offering a wealth of activities and events, among them swimming and boating on Lac Moore. The activity which is most popular and brings people together is the legendary BBQ night at the hostel. It was also a great year for winter sports. Mother Nature spoiled us with a very cold winter and lots of snow for skiers and snowboarders staying at the hostel.

HI-MONTRÉAL

As always, the hostel is committed to offering a dynamic program of social activities, so travellers can connect with one another and experience what Montreal is all about. In addition to its now famous bar tours, the hostel offers walks and cycling activities in popular tourist areas of Montreal, including the Lachine Canal, Old Montreal, and the Plateau-Mont-Royal. Between October 2013 and September 2014, the hostel organized 251 activities, involving a total of 2,957 travellers.

In addition, hostel staff livened up the bistro by organizing themed evenings – BBQs and bingo nights – activities that have been very popular with guests.



HAPPY 10th BIRTHDAY HI-SEA SHACK!

Happy birthday to **HI-Sea Shack Hostel**, which celebrated its 10th anniversary this year with great fanfare – concerts, parties and wonderful get-togethers! Congratulations on 10 festive years!

A GROWING NETWORK

Over the past year, the number of HI-Canada – Québec and Ontario Region affiliated hostels increased from nine to 11 in the space of a few months.

The number of affiliated hostels in the Québec and Ontario Region fluctuated in the spring of 2014.

- **March:** HI-Iles-de-la-Madeleine hostel disaffiliated from the network.
- **April:** HI-Sherbrooke Ecobeat hostel signed a licensing agreement and became the ninth affiliated hostel.
- **May:** HI-Niagara Falls, a property of the region for seven years, was sold and became an affiliated hostel. Although it did not change the total number of hostels in the area, the transaction increased the number of affiliated hostels to 10.
- **June:** HI-Ste-Émélie-de-l'Énergie, Auberge La P'tite Verte, in Lanaudière, joined the HI network.

The HI banner is not static in the region as demonstrated by these fluctuations.

REQUESTS FOR AFFILIATION

Every year, HI-Canada – Québec and Ontario Region receives about a dozen requests for information regarding the HI affiliation process, and 2013-2014 was no exception. It should be noted that one-third of applications this year came from hostels or hostel projects in the Eastern Townships.

OVERNIGHTS AFFILIATED HOSTELS*



*HI-Niagara Falls is included in these statistics starting May 2014, when it was sold and became an affiliated hostel.

TWO NEW HOSTELS FOR HI-CANADA IN QUEBEC



HI-STE-ÉMÉLIE-DE-L'ÉNERGIE

Located in the heart of the Lanaudière region, this three-star hostel (CITQ) is an ideal stopover for outdoor enthusiasts. Whatever the season, travellers staying there have a wide choice of activities, such as downhill skiing, snow tubing, skating, cycling, swimming and hiking. There are also plenty of cultural activities. Travellers can enjoy a microbrewery beer while discovering new stage artists at its cultural bistro and 50-seat performance venue. The programming is as varied as the bistro menu.

Located on Main Street in Sainte-Émélie-de-l'Énergie, in a rural heritage building, the hostel offers 6 spacious private rooms with private bathrooms and a shared room.

hihostels.ca/steemelie



HI-SHERBROOKE

The HI-Sherbrooke Ecobeat Hostel is the only youth hostel in the city. It is a great option for travellers visiting the Eastern Townships, a very popular tourist destination in Quebec.

Located near the Magog and Saint-François Rivers, HI-Sherbrooke is an ideal spot for water sports fans. History buffs and travellers who enjoy festivals and nightlife will also find plenty to do. Classified as a four-star hostel by the CITQ, HI-Sherbrooke has almost 100 beds in a variety of private and shared rooms to suit every budget. In addition, the hostel offers guests a fully equipped kitchen, common areas to facilitate meetings between travellers, free WIFI and a friendly and funky café bistro. The hostel is easily accessible. It is just metres away from the bus terminal at 146 Wellington South Street.

hihostels.ca/sherbrooke

NETWORK IN NUMBERS

Overnights at the 16 hostels in the Québec and Ontario Region increased by nine percent over last year. This increase is partly due to a rise in the number of hostels in the region and, in some cases, good performance. HI-Toronto greatly contributed to the increase, setting a record with 10,000 more overnights than last year! It's good news for the whole network because the more travellers use our services, the more they hear about the HI brand and are likely to stay at another one of our hostels.

CANADIAN MARKETS

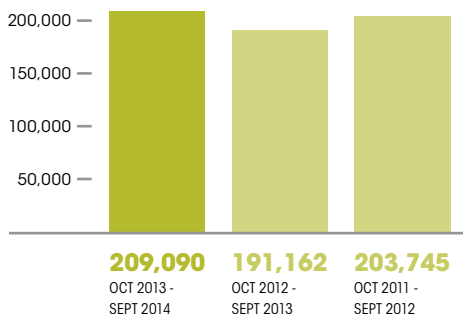
The three provinces forming the top three Canadian markets have all seen an increase in overnights this year. Canadian travellers represent about a third of overnight stays in Québec and Ontario hostels, a trend that has not changed for several years. However, if we exclude the hostels located in major centres, Canadian travellers represent approximately 66 percent of overnights.

INTERNATIONAL MARKETS

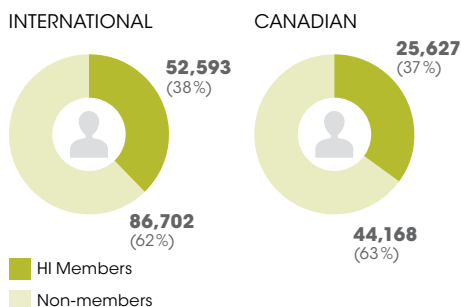
Our top five international markets this year are the same ones as last year. The United States is the only market among them to have had an overall decrease in overnights. South Korea has moved up two places and dislodged Japan, which was in sixth place in last year's rankings. China currently holds 11th place among our international markets, with only 329 nights fewer than Switzerland. The numbers for China have increased every year since Canada was approved as a travel destination (SDA) by the Chinese government in 2010.

STATISTICS | OUR REGION'S 16 HOSTELS

TOTAL NUMBER OF OVERNIGHTS



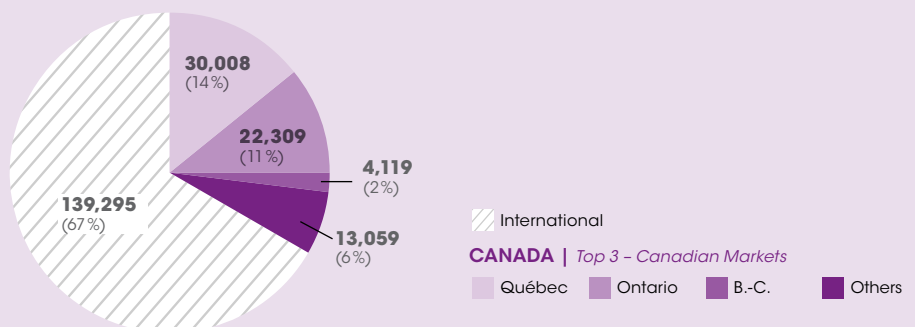
OUR GUESTS 2013-2014 MEMBERS & NON-MEMBERS



OUR MARKETS

WHERE OUR GUESTS COME FROM

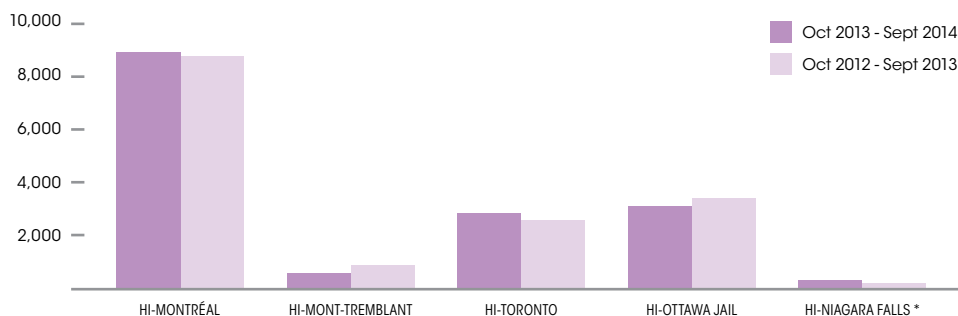
OCT 2013 - SEPT 2014



TOP 10 - INTERNATIONAL MARKETS 2013-2014



OUR HOSTELS – GROUP RESERVATIONS



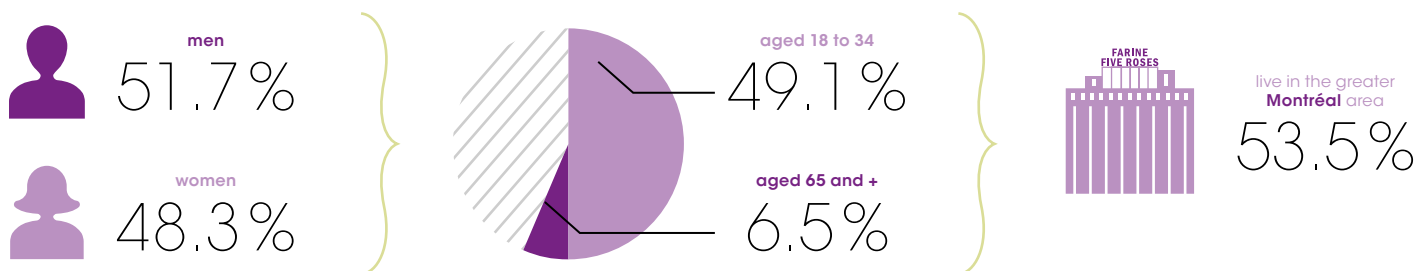
In 2014, we asked our HI members:

«What is YOUR NEXT DESTINATION?»

EUROPE 51.0%

CANADA 35.9%

MEMBER PROFILE



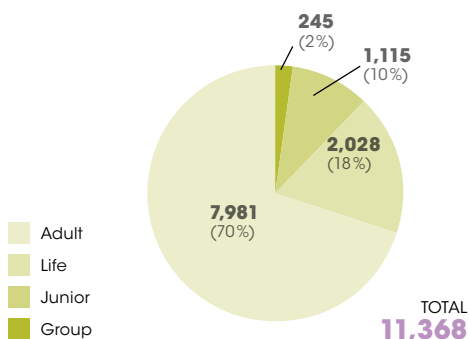
MEMBERSHIP

On March 31, 2014, Hostelling International-Canada - Québec and Ontario Region had 11,368 active members in the two provinces, which represents a decrease of 14 % over the previous year.

From October 1, 2013 to September 30, 2014, we sold a total of 8,887 cards, including 3,274 adult, 152 life and 5,461 international memberships. For the first time in recent years, there has been an increase in sales for all types of membership cards. The sale of cards for adults rose over the previous fiscal year by 1 %, life memberships by 57 % and international cards by 22 %, representing an overall increase of 14 %.

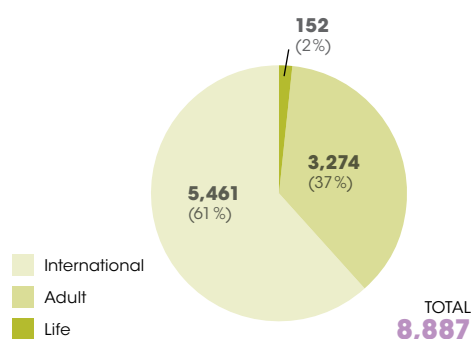
ACTIVE MEMBERS

Québec and Ontario Region, on March 31st, 2014



SOLD MEMBERSHIP CARDS

between October 1st, 2013 and September 30th, 2014



*HI-Niagara Falls isn't included in the GROUP RESERVATION statistics after May 1st, 2014, when it was sold and became an affiliated hostel.

ONLINE PRESENCE & MARKETING

TOWARDS A BETTER INTEGRATION OF OUR PLATFORMS

A number of steps were taken over the past year to consolidate the online presence of Hostelling International-Canada through better integration of our platforms and a strengthened content marketing strategy. Working closely with the Pacific Mountain Region, we have completed the transition to a blog, an e-newsletter and bilingual national social media integrated on our hihostels.ca site.

NOMAD BLOG

Launched in March 2013, the NOMAD blog has been the object of a sustained effort throughout the year to ensure the publication of high quality content positioning the organization as a reference among travellers from here and abroad. Since the winter of 2014, NOMAD and its English-language version Backpacker Buzz, have been publishing two articles per week containing exactly the same content.

nomad.hihostels.ca

SOCIAL MEDIA STATS

on September 30th, 2014


4,885  fans

3,000  Like & Share mentions

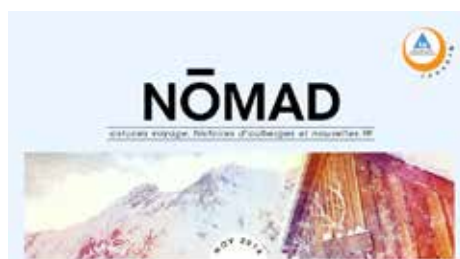
1,700 followers on 

HIHOSTELS.CA WEBISTE

738,419 users |  16%

2,865,106 pages views |  6%

E-NEWSLETTER



We restructured the management of our e-newsletters and mailing lists after Canada's anti-spam law came into force on July 1, 2014. In collaboration with the Pacific Mountain Region, measures were taken to confirm the consent of subscribers and migrate to a common software. Our Anglophone and Francophone subscribers receive newsletters with identical content every two months. To date, our mailing list has almost 12,000 subscribers and our newsletters have recorded an average opening rate of 30 %.

SOCIAL MEDIA

This year, in an effort to increase awareness of Hostelling International-Canada, better integrate our communications and strengthen our online presence, we have adopted official national platforms and closed regional or redundant accounts. Together with the Pacific Mountain Region, we have hired a national social media coordinator to ensure sustained and optimal management of our platforms.

2nd ÉDITIONS BOB CANADA & BIG BLOG EXCHANGE

Following the success of the first BOB CANADA campaign, a winter edition of the contest was launched, enabling us to collect more than 500 photos from travellers staying at our hostels and publish our own content on social media. In July, the international office of HI launched a second edition of its Big Blog Exchange contest, and when the winners were announced on September 30 we counted several thousand entries and 130,000 votes.

bobcanada.ca
bigblogexchange.org

ONLINE RESERVATIONS ON THE RISE

Online reservations continued to grow at our four hostels this year. HI-Ottawa Jail Hostel saw a spike of 10%. The overall increase can be attributed to the consolidation of online travel agencies, particularly the efforts made by Booking.com to enlarge its share of the youth hostel market. Individual hostel sites and the national site hihostel.ca, however, remain the main sources of online reservations, and we note an 18 % increase in revenues generated by the sites. Over the next year, we will continue to encourage travellers to book on our sites.

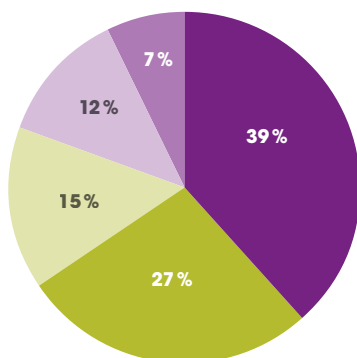


PRESENCE ON CAMPUS

The student population constitutes a major segment of our target clientele. We have continued to take part in tourism fairs at educational institutions, notably the Foire du Globetrotter at the Université du Québec en Outaouais, Passeport pour le monde at Cégep Ahuntsic, the Semaine du tourisme at UQAM and the Salon du voyage at the École des métiers de la restauration et du tourisme.

SHOWS

In order to increase occupancy rates at our hostels, promote the visibility of the network and attract new members, we took part in the Salon du vélo, Rendez-Vous Canada and the World Youth and Student Travel Conference (WYSCT). We worked with the Canadian Tourism Commission to organize an increased presence for Canada and networking events for potential partners.



- hihostels.ca + hostel individual websites
- hostelworld.com
- booking.com
- hostelbookers.com
- hihostels.com

NEW DISCOUNT VIA RAIL



HI members can now benefit from a 10% Via Rail discount and save money on their next train trip. The partnership became official in January 2014, adding lower train fares to the many advantages of having a HI membership card. Via Rail joins Greyhound, Amigo Express and Autobus Galland in becoming one of our transportation partners.

FEATURED DISCOUNT STEAM WHISTLE BREWING



The discount offered on our website by Steam Whistle Brewing, located near the Toronto hostel, was the most viewed this year, receiving 30,000 visits. The brewery was also a finalist for the HI-Canada Partner of the Year Award because of its close collaboration with the hostel for the past eight years. In addition to offering a 50% discount to HI members, it helped finance the mural in the Cavern, built and installed a draught beer unit for the hostel and regularly sponsored events at the bar.

HI-OTTAWA JAIL BECOMES A MEDIA STAR

The HI-Ottawa Jail seems to enjoy getting attention, and the hostel received a lot from the media this year. It was the subject of a report on CTV Morning Live and was one of the locations for a Chinese short film done in collaboration with Ottawa Tourism. The hostel has been described by the Huffington Post as one of the 12 most "awesome" in the world, one of the weirdest experiences in Canada, by Mental floss, and a jail with "style," by the trend-spotting site Thrillist. The incomparable Mugshots bar also received some media exposure, and the announcement about the end of late nights generated a wave of sympathy, attesting to the popularity of the bar and performance venue with the local community.



HUMAN RESSOURCES

OUR EMPLOYEES

STATS

201 employees were on the payroll during the year.

104 employees worked for HI-Canada - Québec and Ontario Region on September 30, 2014.

The average years of service were **two** - down from 3.25 the previous year.

Our association is dynamic, and the members of our teams change over time. Some years there is more movement than others, depending on economic context, strategic decisions and various circumstances that are sometimes outside of our control. Restructuring at our hostels this year enabled us to recruit internally for jobs with more responsibility, which helped give recognition to the human potential within our association and maintain our business culture.

All of the staff members in our hostels and regional office are vitally important to the association. Their steady collaboration and involvement help provide visitors to our hostels with unforgettable travel experiences.

Here are some 2013-2014 highlights...

HI-MONTRÉAL

For a long time, HI-Montréal contracted out food services and housekeeping. The hostel took over these operations, however, as part of an effort to be more efficient, profitable and independent. After almost a full year, it appears the hostel has made a successful transition, marked by respect and in collaboration with employees who, for the most part, have maintained their jobs. The hostel has thus managed to promote some employees to positions of greater responsibility in food services and housekeeping.

HI-MONT-TREMBLANT

Again this year, HI-Mont-Tremblant has experienced a high turnover of staff. Several hours have been allocated to training new team members, so that everyone is able to offer the same quality of service. The new recruits have benefitted the hostel, and a new assistant manager has helped energize the atmosphere.

HI-TORONTO

The hostel has retained a core management team, which has provided it with enough stability to follow through on projects undertaken this year. The expansion of the Cavern Bar meant the hostel had to hire someone to take charge of the facility and entertainment. HI-Toronto also had to fill a housekeeping supervisor position internally after its contract ended with an outside service. The hostel manager and assistant manager both

took business management certificates at Ryerson University, and are already putting their skills to use for the association.

HI-OTTAWA

HI-Ottawa experienced major changes among key personnel this year. The people in charge of food services, activities and social media, and the assistant manager all left. Some of these developments were directly related to changes in the opening hours of the Mugshots bar as well as the new type of programming offered by the facility. All of these positions were filled by new highly-motivated people dedicated to the success of the organization.

REGIONAL OFFICE

With a grant from the Corporation de développement économique communautaire Côte-des-Neiges - Notre-Dame-de-Grâce (CDEC), the region created a new position, membership development agent, to find out why membership is declining and what can be done about it. Since then, membership has increased by more than 10 %.



The hostels in Quebec and head office also completed a pay equity exercise this year with the help of a pay equity specialist for social economy organizations.



CONTRIBUTION TO THE YOUTH HOSTEL MOVEMENT

Some of our employees have been working for the youth hostel movement for several years, and HI-Canada - Québec and Ontario Region gratefully acknowledges their involvement:

- **PIERRE BRUNEAU** | 5 ans
Food Service Coordinator, HI-Montréal
- **JULIA RODRIGUES** | 5 ans
Assistant Manager, HI-Toronto
- **KYLE WOODS** | 5 ans
Activities and Meals Coordinator, HI-Ottawa
- **DANIEL MÉNARD** | 10 ans
Technician Accountant, Regional Office

OUR VOLUNTEERS

As a non-for-profit organization, we depend on volunteers for survival. For us, volunteering has to be a win-win experience for both parties. At our hostels, volunteers have an opportunity to work in a very stimulating environment. In exchange, the hostels are able to reduce their operating costs and enrich the workplace through the cultural contributions of volunteers from countries all over the world – New Zealand, Australia, France, Brazil, Germany, Venezuela, England and Canada.

The association would like to say a big thank you to all the volunteers, who believe in the mission and wish to see it fulfilled.

Number of volunteers who worked at our four hostels in 2013-14:

- **HI-Ottawa** : 1 volunteer
- **HI-Toronto** : 25 volunteers
- **HI-Mont-Tremblant** : 5 volunteers
- **HI-Montréal** : 16 volunteers

We tend to forget, but the members of our Board of Directors are volunteers too. They set the strategic direction for the organization and help prioritize major projects while ensuring good governance. We extend our thanks to the directors, who also participate in the success of the association.

IN THE COMMUNITY

Every year, the hostels work to strengthen ties with their local communities in order to raise awareness about hostelling and fulfill their mission, which is to: help all, especially the young, gain a greater understanding of peoples, places and cultures through hostelling.

HI-MONTRÉAL

In the winter of 2014, HI-Montréal continued to be a convenient neighbourhood drop-off point for **Cadet Rousselle Farm**, which supplies organic vegetables to local residents twice a week. The hostel bistro uses this service as well and offers the fresh vegetables on its menus.

The hostel also served as a laboratory for an interior design class at **Cégep du Vieux Montréal**. A group of students submitted a draft design for the hostel's lower level common areas. The experience was rewarding for both the students and HI-Montréal, which now has several interesting design ideas.

As part of an effort to support local talent, the hostel asked graffiti artist **Benjamin Tran**, who has already done a mural for the hostel reception area, to create another one, this time in the bistro. Once again, the theme is city life, internationalism, social interaction and Montrealities.

HI-MONT-TREMBLANT

The **Ironman World Championships** and two other races were held in Mont-Tremblant this year. Each time, the atmosphere in the hostel and the region was fantastic. HI-Mont-Tremblant is proud to have hosted athletes from around the world and to have provided some of them with free transportation between the hostel and the starting line of the competition.

HI-TORONTO

An important aspect of the mission is intercultural exchange between the host culture and the visitors. Music is a great way to share cultures, so all of the bands that played at the Cavern Bar were directly involved in fulfilling this part of the mission. In addition, the hostel connected with its community by conducting a **jobs clinic** again this year, with over 200 young aspiring hostel workers in attendance. It was the perfect opportunity to educate people about the HI network and mission.

HI-Toronto has also partnered with **ILSC Education Group** for a sixth year, allowing the hostel to take on two interns.

HI-OTTAWA

The hostel has hosted many festivals and events that have strengthened its ties with the community, including **Nuit Blanche**, **Arboretum Music Festival** and **Ottawa Explosion Music Festival**, to name a few. The hostel also welcomed the poetry collective **Dusty Owl** for public readings on several Sundays over the summer. Like HI-Toronto, HI-Ottawa has opened its bar, Mugs-hots, to many bands and DJs from the region, promoting well-known and not-so-well-known talent.

INVOLVEMENT IN BOARDS OF DIRECTORS, COMMITTEES AND ROUND TABLES

Some members of the board and senior management also do volunteer work on various boards, committees and round tables.

Comité d'économie sociale de l'île de Montréal (CÉSIM): Jacques Perreault, Tourism Sector Representative

Corporation de l'Industrie touristique du Québec (CITQ): Vincent Bérubé, Youth Hostel Representative

Fondation Tourisme Jeunesse: Jacques Perreault, Chairperson of the Board of Directors

International Social Tourism Organization (ISTO)-Americas: Jacques Perreault, Executive Vice President

RESO Investments: Jacques Perreault, Social Economy Representative on the Funding Application Analysis and Recommendation Committee

HOSTELLING INTERNATIONAL-CANADA

HI-Canada - Québec and Ontario Region is involved in various committees at the national level:

The Presidents Forum: Peter Harrison

Council of Executive Directors (CED): Jacques Perreault

Website Development and Marketing Committee: Gaël Chartrand

HI-Canada Branding Committee: Gaël Chartrand and Jacques Perreault

Quality Assurance Standards Committee: Vincent Bérubé and Isabelle Boyer

Sustainable Difference Committee: Isabelle Boyer

Organizing Committee of the 2015 North American Managers' Meeting: Nicolas Lemaire and Jacques Perreault.

WE ARE ALSO MEMBERS OF OTHER ORGANIZATIONS...

Tourism Toronto | Tourisme Montréal | Tourisme Laurentides | Tourisme Mont-Tremblant (Chambre de commerce du Grand Mont-Tremblant) | Greater Toronto Hotel Association | Regroupement économique et social du Sud-Ouest (RESO) | Culture Montréal | Regroupement Loisir et Sport du Québec | Conseil Québécois du Loisir

