



ST. LAWRENCE YOUTH HOSTELS
HOSTELLING INTERNATIONAL-CANADA - QUÉBEC AND ONTARIO REGION

2014-2015 **ANNUAL REPORT**



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HI-Montréal Hostel

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Manager
HI-Rivière-du-Loup Hostel

**Dominic Rozon left the HI-Canada Quebec and Ontario Region board during his mandate.*

The Association recognizes two (2) categories of members :

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

- Class "A" 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 "B" members are person who work as permanent employees of the Association.
- Class "C" 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 hostelling and travel."*

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 be based on 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



Like last year, this year has been one of progress for HI-Canada Quebec-Ontario Region. Our mission remains as always to help all, especially the young, gain a greater understanding of peoples, places and cultures through hostelling.

While we continue to see improvement in our financial performance, we must evolve to increase our sustainability 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 improve the efficiency of our organization.

Our region continues to be a driving force in the evolution of Hostelling International (HI) in Canada. This year we have worked with the national office and other regions to reduce overhead costs, while improving service delivery. This significant change in HI is close to conclusion, and will pay dividends in the years 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 staff, without whom our mission could not be pursued.

A handwritten signature in black ink, appearing to read "Peter Harrison".

Peter Harrison
President

EXECUTIVE DIRECTOR'S REPORT

THE MARKET ENVIRONMENT

The world is changing around us. Young travellers have a growing choice of accommodation of all types. The sharing economy has given rise to *Airbnb* and *Couchsurfing* as well as major European chains, such as *Generator Hostels* and *St. Christopher's Inns*. Now *Accor*, the world's third largest hotel group, is transforming its Ibis hotels into hostels.

This growth in competition is forcing us to redouble our efforts to succeed in the accommodation market.

However, our mission of promoting the education of young people through travel is still relevant and distinguishes us from other travel enterprises. We are the only organization that promotes travelling as an essential step in the personal and social development of citizens. As a social economy enterprise, we must continue to advocate for travel that fosters interaction between travellers and local people and between visitors from different cultures.

For this reason, we need to create a flexible and adaptable associative structure that will evolve with a constantly changing world.

MAJOR DECISION

Last year, the market environment described above forced us to sell the HI-Niagara Falls Hostel. This year, we were faced with a similar situation regarding HI-Mont-Tremblant. Given the high level of competition in the tourist accommodation market and the absence of government assistance, we decided we would no longer support hostels that do not cover their operating costs. As a result, we put HI-Mont-Tremblant up for sale in September 2015.

This strategic decision was made to better serve the destinations most in demand. In 18 years of operation, HI-Mont-Tremblant has only had a surplus once, and it was about \$2,000. Proceeds from the sale will improve liquidity without affecting revenues.

BEYOND THE USUAL OPERATIONS

MANAGEMENT PHILOSOPHY – At the beginning of the fiscal year, we presented all of our hostels with a written document outlining the management philosophy of our association. This document reflects our values – placing people, employees, volunteers and travellers at the centre of our concerns.

BRANDING – HI-Canada – Québec and Ontario Region continues to work on its branding by better defining its position as being a community. Like Russian dolls, the various HI-Canada hostels are small communities established within larger ones, and the national associations are part of a global community.

NORTH AMERICAN MANAGERS MEETING – Last April in Montreal, HI-Canada – Québec and Ontario Region hosted the annual North American Managers Meeting for HI hostel managers from HI-USA, HI-Mexico and HI-Canada. The theme was "135 unique hostels, one brand," and the occasion was used to present the positioning described above. Almost 120 people involved in the operation of HI hostels attended the meeting.

FUTURE DEVELOPMENT – In the coming year, we will continue to assist our members as they travel and discover new destinations by developing tools that will bring new benefits to guests and members,



by using more up to date technologies to serve them and by becoming even more involved in the communities where our hostels are located.

Acknowledgments

The HI-Canada – Québec and Ontario team consists of employees and volunteers who are all devoted to intelligent and rewarding travel.

We wish you all wonderful travel experiences!

Thank you,

A handwritten signature in black ink, reading "Jacques Perreault". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Jacques Perreault
Executive Director

HOSTELLING INTERNATIONAL-CANADA – QUÉBEC AND ONTARIO REGION IN NUMBERS

On September 30, 2015, our Québec and Ontario network was made up of 15 HI hostels – 11 affiliated hostels and four regionally owned properties.

There was a barely perceptible increase in the total of number of overnights for all HI hostels in our region – less than 0.5%. We noticed that the largest hostels (more than 10,000 overnights) had fewer overnights than last year, a decline of 0.75%, while smaller hostels (10,000 or less) saw a 6% increase in overnights.

CANADIAN MARKETS

Overnights by Canadian travellers increased by 6% this year. This growth was mainly due to overnights by Quebecers in our hostels. The weak Canadian dollar may be a factor.

Canadian overnights represent just over a third of the total number of overnights in our region, a consistent trend over the past few years. If we exclude hostels with more than 10,000 overnights from the total, Canadian overnights represent almost 2/3 of those in our region.

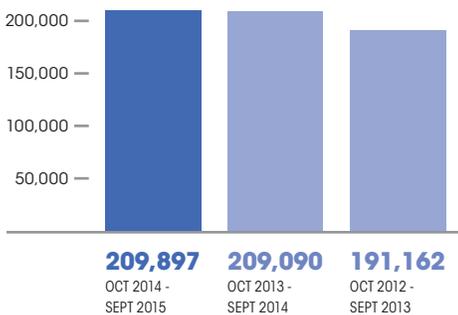
International Markets

Our top five international markets this year are the same ones as last year. However, while the US market was the only one among the top five to have seen a decrease in overnight stays in 2013-2014, it is the only market showing an increase in overnights this year.

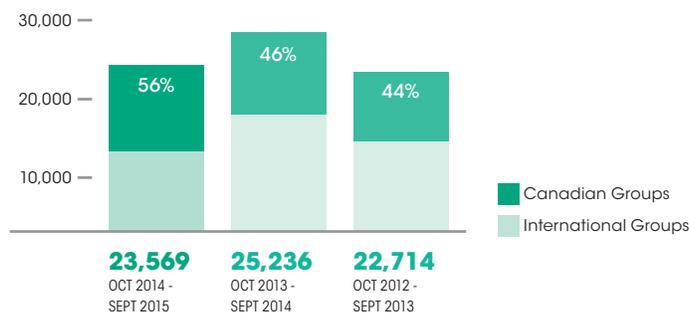
The Swiss market, which was in 10th place last year, is in ninth this year. Belgium was ranked 9th last year but saw a 29% decline this year and finished in 11th place behind China.

STATISTICS | REGION'S HOSTELS*

TOTAL NUMBER OF OVERNIGHTS

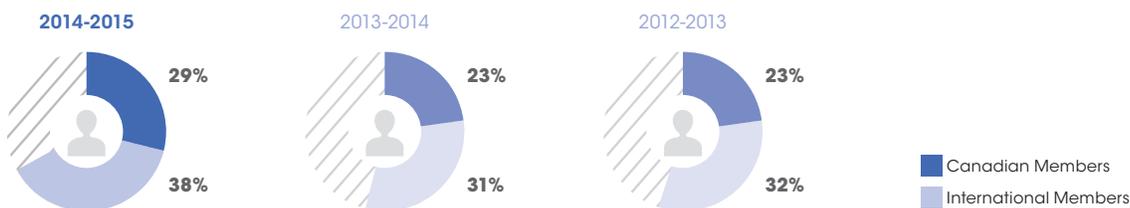


OUR HOSTELS GROUP OVERNIGHTS



PERCENTAGE OF HI-MEMBERS OVERNIGHTS

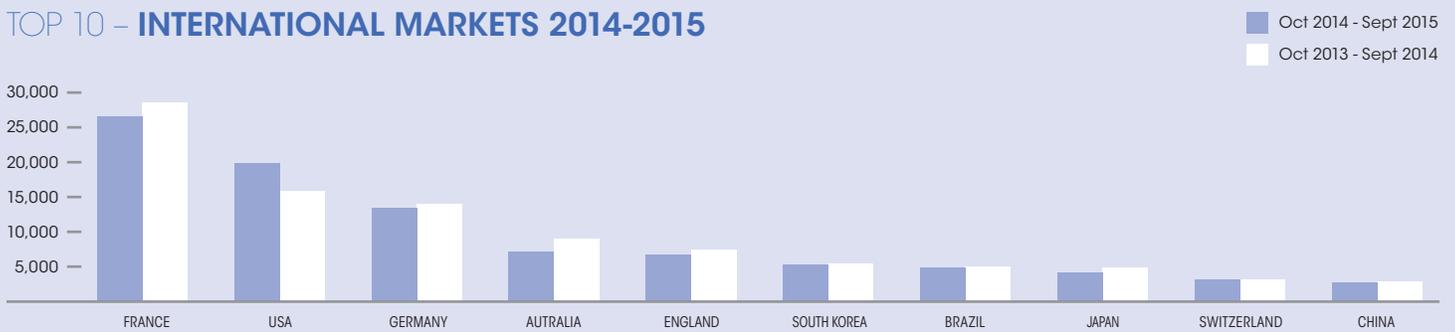
excluding group overnights



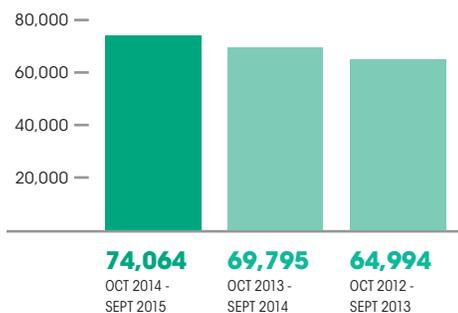
* 16 hostels, including HI-Sherbrooke who left the network in September 2015.



TOP 10 – INTERNATIONAL MARKETS 2014-2015



TOTAL OVERNIGHTS CANADIAN TRAVELLERS



In 2014-2015, we asked our HI members:

“What is
**YOUR NEXT
DESTINATION?**”

EUROPE 51.0%
CANADA 36.0%
USA 5.5%

OUR MEMBERSHIP

On March 31, 2015 the Québec and Ontario region had 10,982 active members, representing a decrease of almost 3.4% compared to last year. Considering that the drop in the previous year was almost 14%, we are pleased to see that the decline has been dampened by recent initiatives.

One of the major changes this year was the launch of the new membership card. Since July 2015, our youth hostels have been offering only one type of membership card for \$25 plus tax, valid for 12 months from the date of purchase. This new model is for all Canadian or international travellers aged 18 and over. The new card replaces the old adult or international model but does not eliminate the life membership card.

Between October 1, 2014 and September 30, 2015, our region recorded a total of 11,387 cards sold to members, an increase of 28% over the previous year.

In addition, during this fiscal year, we have seen an 18% increase in our gross revenues for membership products. Following the implementation of the new card, we recorded a 109% revenue increase from July 2015 to September 2015 over the same quarter of the previous year. This increase was expected as a new product is often accompanied by a greater interest on the part of travellers and employees.

NEW DISCOUNT PARTNERS

We also had the pleasure of signing important new discount partners, such as Enterprise Holdings, a family business that owns three major car rental companies for all budgets, including Enterprise Rent-a-Car, Alamo and National Car Rental. In addition, we signed a discount agreement with PhoneBox, a Canadian company that offers cell phone packages for local and international calls. This discount is consistent with the needs of today's travellers and the strong presence of cell phones in our hostels.

NEW OPERATING METHODS

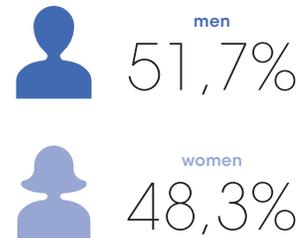
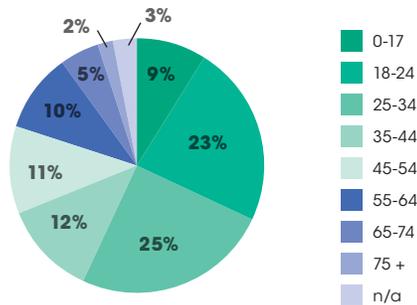
The launch of the new \$25 membership card led to a series of changes in the way we do business. Now, in order to limit transportation and postage costs, we make a single annual shipment of membership cards, providing hostels with enough cards for the year. During the first shipment, made last summer, we also sent our hostels a poster of the HI national discounts as well as printed guidelines and training material so they can better integrate the membership product into their daily activities. We hope to continue making progress with the membership product to increase our leverage with companies that can provide significant discounts and enhance the value of the card.

MEMBERS PROFILE

AGE OF OUR MEMBERS

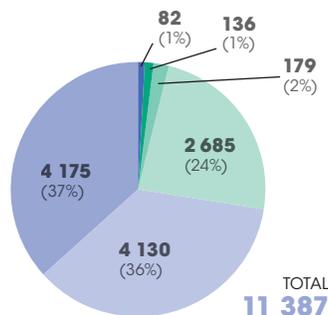
on March 31st, 2015

Since 2014, members between 18-34 years old **DECREASED** by nearly 1.5%



MEMBERSHIP CARDS SOLD 2014-2015

- International
- New HI card - July to Sept.
- Adult
- Junior (Free)
- Life
- Group (Free)



MARKETING & COMMUNICATION

BUILDING ON QUALITY CONTENT

Following the consolidation of our platforms, we continued to support our content policies to further engage travellers with our brand and develop new markets. The network is positioned as a reference for budget travel across Canada.

BLOG

This year, the national blog continued to feature a range of articles about travel, Canada and international destinations. We have seen a 120% increase in the number of visitors and a 130% rise in traffic from search engines. Forty-five percent of traffic on the blog came from search engines and 21% from social media.

In 2016, blogs will migrate to a new platform and become integrated with TERN, a digital magazine launched by the Pacific Mountain Region in June 2015.

nomad.hihostels.ca

ONLINE RESERVATIONS: INCREASE IN REVENUE, MARKET SHARE DROP

Revenue generated via our websites has increased over the last year. However, our share of online revenue dropped by 2%. Hostelworld.com and Hostelbookers.com saw a combined decrease of 13%, while Booking.com and Expedia.ca experienced increases of 8%. Both sites saw extraordinary increases with the HI-Ottawa Jail Hostel, possibly due to the nature of the market and the closing of several hotels in the national capital.

NATIONAL SOCIAL MEDIA



With the hiring of a national social media coordinator, the HI network in Canada now has a uniform and consistent voice in all of its social media platforms. The organization has focused on interactivity by attending tweet-ups and developing strategic partnerships with industry players, such as YULAIR, to increase the scope of its content and showcase its brand. The national Instagram account was launched in the summer with the third edition of the BOB CANADA campaign. The HI-Toronto and HI-Ottawa Jail hostels stood out for the quality of their pictures on Instagram and their growing number of subscribers.

ELECTRONIC NEWSLETTER

More than 14,000 subscribers continue to receive network news and travel tips every two months. Our newsletter still has an average open rate of 30% and will start publishing monthly in 2016.

OUR NETWORK IN NUMBERS

on September 30, 2015

8,701 fans

+10,000 likes and shares

2,158 followers on

400 followers on

HIHOSTELS.CA

775,000 users | ↑ 5%

2,989,000 pageviews | ↑ 4%

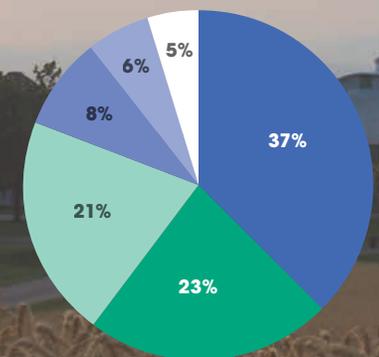
BLOG

65,000 visitors | ↑ 120%

100,000 pageviews | ↑ 95%

traffic increase in traffic from search engines | ↑ 130%

OUR WEBSITES



- hihostels.ca + sites individuels
- booking.com
- hostelworld.com
- expedia.ca
- hostelbookers.com
- hihostels.com

SHOWS AND CAMPUSES

Maintaining a presence on campuses remains a strategic priority in order to spread awareness of the network among students. We continued to participate in tourism fairs at educational institutions, including the *Foire du Globe-trotteur* at the Université du Québec en Outaouais, *Passport pour le Monde* at Cégep Ahuntsic, *Semaine du tourisme* at UQAM and the *Salon du voyage* at the École des métiers de la restauration et du tourisme. This year, we also took part in the *Salon du vélo Rendez-Vous Canada* and the *World Youth and Student Travel Conference (WYSCT)*, during which we worked with *Destination Canada* on a networking event for potential partners to increase the visibility of the Canadian market.

TRAVEL CONFERENCE

This year, travel conferences were held in Quebec City, Montreal and Toronto. Bloggers for *Eille la cheap*, *A Montreale Abroad* and *The Global Sunrise Project*, in partnership with *Travel Massive*, were invited to share their experiences with our members, their fans and the general public. These experiential marketing efforts are aimed at building bridges between the physical and virtual worlds while offering our audiences an enriching experience with our brand.

A CAMERA IN OUR HOSTELS

To meet the growing demand for video, we hired a videographer in the summer of 2015 to capture the essence of the HI hostel experience in Canada. The project also allowed us to gather photos and video to be used in promotional videos for our hostels and to power our social media.

ANNUAL OPERATION MEETING

During the Annual Operation Meeting (AOM) for HI-Canada hostel managers, held in Montreal in April 2015, three hostels from the Québec and Ontario Region received Barclay awards in the following categories:

CATEGORY: SMALL HOSTEL (9,999 OVERNIGHTS -)

HI-RIVIÈRE-DU-LOUP



- **Environmental Award:** This award recognizes the highest overall result for all environmental standards following the annual HI-Canada inspection.
- **Inspection Ratings Award:** This award recognizes the best overall ratings following HI-Canada hostel inspections over the past year. HI-Penticton was a joint winner.

CATEGORY: LARGE HOSTEL (10,000 OVERNIGHTS +)

HI-QUÉBEC



HI-TORONTO



- **Hostel of the Year Award:** This award recognizes the best ratings on Hostelworld.com and hihostels.com. It is measured by taking an average of the overall ratings between the two sites.
- **Innovative Idea Award:** This award recognizes the best inspection result according to the 8.62 Hostel Innovation and Miscellaneous Services and Amenities standard.
- **Friendliness Award:** This award recognizes the highest friendliness ratings by taking an average of the ratings between Hostelworld.com and hihostels.com.
- NORTH AMERICAN MANAGERS MEETING

The HI-Canada AOM was organized in parallel with the North American Managers Meeting (NAMM) during which HI Hostels from the United States, Mexico and Canada discussed common issues in the field of hostelling. This year the theme was "135 unique hostels, one brand." HI-Montréal had the honour of hosting this trilateral meeting and its 120 participants in April 2015.

AFFILIATED HOSTELS

The number of affiliated hostels fluctuated a bit this last fiscal year. In September 30, 2015, our region counted 11 affiliated hostels, which are properties operated by individuals or associations bound by a licencing agreement with HI-Canada. These hostels share the Hostelling International mission.

The tourism and economic context of the past year presented significant challenges to the stability of the network and hostels in our region, both affiliated and regionally owned. Although most of the HI hostels in the region were able to get by, two affiliated hostels closed their doors this year – HI-Petite Nation (November 2014) and HI-Sherbrooke (July 2015).

On a more positive note, HI-Canada – Québec and Ontario Region was pleased to reach an affiliation agreement in December 2014 with the La Malbaie youth hostel in the Charlevoix region.

REQUESTS FOR AFFILIATION

The regional office received 11 requests for information about affiliation this year. Most of the projects were in the exploratory phase, meaning that buildings had not yet been found for the hostels. Three applications had to be turned down immediately – one for the Gaspé region and two for Montreal – because the projects were too close (less than 50 km) to hostels already affiliated with the HI network. Two requests out of the 11 were from Ontario (Hamilton and Barrie).

WELCOME TO HI-LA MALBAIE

HI-La Malbaie hostel is a 4-star (CITQ youth hostel certification) establishment that offers two terraces (indoor and outdoor) as well as private and shared rooms (a total of 50 beds) on a beautiful property with stunning views of the majestic St. Lawrence River.

The hostel's pub, La Chope, is proud to introduce travellers and Malbécens to beers and other local products in a warm festive atmosphere. The hostel offers a variety of activities, such as quiz nights, open mic nights and karaoke in addition to regularly hosting music groups.

Charlevoix is well-known for its rolling valleys, soaring mountains and majestic river. Travellers are invited to contemplate nature and enjoy outdoor summer and winter activities. Hiking,



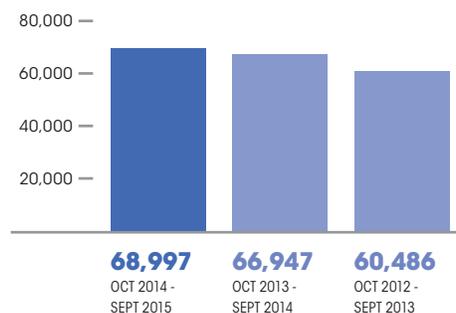
snowshoeing, cross-country skiing, canoeing, kayaking, downhill skiing, snowmobiling, dog sledding and via ferrata routes are just a few of the activities available to visitors.



hihostels.ca/lamalbaie



OVERNIGHTS AFFILIATED HOSTELS



AFFILIATED HOSTELS IN QUÉBEC AND ONTARIO

on September 30, 2015

- HI-Esprit
- HI-Griffon Aventure
- HI-La Malbaie
- HI-La Tuque
- HI-Québec
- HI-Rivière-du-Loup
- HI-Sea Shack
- HI-Ste-Émélie-de-l'Énergie
- HI-Trois-Rivières
- HI-Niagara Falls
- HI-South Algonquin

REGIONALLY OWNED HOSTELS

FACILITY & SERVICE IMPROVEMENTS

Each of the hostels of our association is unique and must adapt to the changing needs of its clientele in its own way. This adaptation can range from small improvements to large-scale renovation. The needs of travellers and financial considerations are major factors in every decision.

Here are some of the notable improvements this year at the four hostels owned by the region:

HI-MONT-TREMBLANT



Although HI-Mont-Tremblant was put up for sale this year, the team continues to strive to improve the product so guests enjoy their stay. Sometimes it doesn't take a big investment to have a positive impact on travellers.

HI-Mont-Tremblant got in touch with its artistic side and installed a beautiful mural with an international flavor designed to welcome guests and share the mission of our organization. Blackboards were also added around the reception desk and in the dining room giving the space a more contemporary look. The hostel lists activities and events on the blackboards and invites visitors to leave messages commenting on their stay. Furniture was replaced and some decorative elements were added to the living room to make it more attractive and comfortable.

HI-Mont-Tremblant also organized a contest during the summer to find a name for its bar. Travellers and the general public offered the most creative ideas. Out of 45 suggested names, the hostel chose *La Barbotte*. The bar will open officially in 2016.

 80 |  7 988 
hihostels.ca/tremblant

HI-OTTAWA JAIL



This year, the hostel reception area has undergone major renovation. The reception desk has been moved to make it more visible from the entrance of the hostel, and a larger working space was built so that two employees can welcome guests more effectively. These changes have fostered a more social environment in the lobby while improving the registration process.

It has also been the inaugural year for the expansion of our "Double Cell." This type of accommodation is more pleasant and private for couples who still want the full "jail experience." The jail cells are converted into rooms for added comfort and space and equipped with double beds.

The breakfast buffet has been moved to the small stage in the cafeteria for more fluid movement in the dining room in the morning. HI-Ottawa Jail also changed its coffee and food supplier to increase the quality of products used and maintain ties with local businesses.

 155 |  29 167 
hihostels.ca/ottawa

HI-TORONTO



With more than 50,000 overnight stays per year and an annual average occupancy rate of over 80%, HI-Toronto must be constantly vigilant about the security of its guests. To improve luggage management, lockers in the lobby and on the second floor were removed and replaced with a checked luggage service on the ground floor provided by hostel staff. In addition, the reception desk was redesigned and positioned differently to create a more welcoming and safe space for guests. The hostel patio on the roof of the fifth floor was given a facelift, and again this year Steam Whistle Brewery came to the rescue with funding for the work. The patio was repainted, fences and furniture were modified and vinyl decals were put up to promote activities at the hostel.

The *Cavern Bar* menu was modified to fit with the theme of the Cavern Bar, and the food choices were revised. The hostel is now proud to serve almost exclusively foods made in-house.

The *Cavern Bar* kitchen has also undergone some changes. The doors giving access to the kitchen from the hallway were removed to provide café employees with more space to work. Access routes to the *Cavern Bar* and bar were changed to reduce the risk of non-guests entering the accommodation section of HI-Toronto

 175 |  52 400  3 400
hihostels.ca/toronto

HI-MONTRÉAL



HI-Montréal has reclaimed its fully renovated reception area. The team added a personal touch with pictures, bulletin boards and a digital screen to inform clients about various activities taking place at the hostel and around the city. In addition, several rooms were repainted in a style inspired by the colours and urban design of the lobby. In the bistro area, painter and illustrator Benjamin Tran extended the mural he had created two years ago.

After a successful experience with summer bicycle rentals, HI-Montreal decided to renew its fleet of bicycles focusing on quality equipment provided by *Vélos Roy-O*, a small company run by a former hostel employee.

There was scaffolding on the façade of the hostel for almost two months in the spring of 2015 because of work on the building's cornice and bricks. For technical reasons, the famous red illuminated "Auberge de jeunesse" sign had to be taken down. The hostel is hoping to have it replaced as soon as possible to regain its well-deserved visibility.

The team is eager to continue with the renovation work, including the next phase, which will add shared bathrooms on each floor.

 222 |  51 345  2 500
hihostels.ca/montreal



From left to right: Alain Desormiers – CEO and Founder at Touché!, Maxime Verreault – interim assistant manager HI-Montréal, Yves La lumière – CEO Tourisme Montréal.

HI-Montréal received a Ulysses Award in the category "Tourist Accommodation - 100 rooms or less" during the awards evening organized by Tourism Montréal and Air Canada in March 2015. This prize recognizes the effort and creativity of the hostel team in carrying out the 2014 business strategy. Once again, HI-Montréal has been rewarded for its accomplishments.

ENTERTAINMENT AND ACTIVITIES

Here is a brief summary of activities in the four regionally owned properties over the last fiscal year.

HI-MONTRÉAL

Again this year, the hostel provided an extensive program of dynamic activities enabling visitors to enjoy the city at its best. The list of activities underwent few changes, offering bicycle rides, walks in various city neighborhoods, skating trips to the Old Port, sliding on the mountain and major events, such as *Igloofest*, *Piknic Electronik* and *L'International des feux Loto-Québec*. HI-Montréal also introduced a *Quiz Night* in the hostel bistro, a popular event with visitors and hostel staff. The traditional pub crawl, however, is always the most popular choice among travellers. This year, **the hostel offered more than 340 activities**, an increase of 35% over last year.

HI-MONT-TREMBLANT

When HI-Mont-Tremblant was created, winter was the high traffic season at the hostel. In recent years, that trend has reversed: the summer season, with international sporting events such as *IRONMAN*, has become the busiest period for many facilities in the Laurentians. The hostel must adapt to demand and refocus on activities that follow the trend. The most popular event held during the summer months at HI-Mont-Tremblant was the **wood and charcoal BBQ**, an activity that brought people together allowing them to meet and interact. We served about 90 people and generated revenues at the hostel bar.

HI-TORONTO

This year, **more than 390 events were organized by the hostel**, 150 more than last year. The program included weekly activities as diverse as yoga in the park, canoeing around the Toronto Islands, BBQs on the terrace, graffiti bicycle tours, skating, backpacker parties and much more. The *Cavern Bar* has continuously improved the quality of its programming. Incredible musicians from as far away as Mexico City, Berlin, Winnipeg, Los Angeles and Tokyo have performed there. Between October 2014 and September 2015,

more than 630 groups played at the hostel's bar.

The *Cavern Bar* has received high praise in various magazines and blogs, and it was mentioned on *Q*, the most listened-to radio program in Canada on CBC Radio1.

The *Cavern Bar* also has a new website, cavernbar.ca, through which musicians may contact the hostel and future guests can book their stay at HI-Toronto.

HI-OTTAWA JAIL

On a weekly basis, the hostel offers a wide variety of social activities, such as pub crawls, yoga sessions, museum tours, BBQs and guided brewery tours. As we have seen at other of our hostels, pub crawls are by far the most popular activity, allowing more than 750 travellers to discover Ottawa's vibrant nightlife twice a week. **More than 3,700 travellers participated in the orientation tour of the hostel**, a visit that includes some history about the wonderful heritage building we maintain with pride.

Until it was closed to the public in July 2015, the *Mugshots* bar hosted 72 bands and DJs from across Canada and more than 150 local artists during weekly open mic nights.



HI-OTTAWA JAIL – MUGSHOTS OPEN EXCLUSIVELY FOR HOSTEL GUESTS

HI-Ottawa Jail and *Mugshots* bar are located in a former jailhouse, which was designed to allow sounds to carry easily throughout the building. As a result, bar activities created many acoustic challenges for the hostel team. Despite all attempts to prevent music from echoing to upper floors, the bar continued to be a source of dissatisfaction for travellers who wanted a good night's sleep. The

bar interfered too much with the hostel's primary goal which is to provide quality accommodation for guests. As a result, *Mugshots* was closed to the public in July 2015. However, the hostel continues to fulfill its mission of fostering discovery and exchange through its program of activities.

OUR EMPLOYEES

HUMAN RESOURCES

We are extremely fortunate to have dynamic teams inspired by the Hostelling International mission. Our employees are our organization's first ambassadors.

Here are some statistics and highlights from the fiscal year that ended September 31, 2015 for the four hostels owned by HI-Canada – Québec and Ontario Region and the regional office.

HI-MONTRÉAL

During the year, a small **baby boom** led to some changes in the HI-Montréal team. The Assistant Manager went on maternity leave and was temporarily replaced through internal promotion by an Interim Assistant Manager. The assistant to the Director of the Group Department also took maternity leave, but in this case the position was left vacant. Tasks were slightly redistributed, but the Director of the Group Department has also contributed an enormous amount of time and effort to maintaining the quality of service to which groups have become accustomed.

HI-MONT-TREBLANT

The HI-Mont-Temblant hostel rose to the occasion following last summer's announcement about **the sale of the facility** and continued to offer professional service to travellers. Again this year, the seasonal nature of visits to the hostel meant it had to constantly adjust the number of active employees on its team.

HI-TORONTO

Risk management training was updated at HI-Toronto this year and the entire team received instruction by department. The team was also trained in **accessibility for people with disabilities in Ontario**.

A **hiring clinic** was conducted at the hostel in April to recruit new employees, primarily for housekeeping positions. Once again, it was a great success with more than 50 people attending – a wonderful opportunity to share our passion for tourist accommodation. The Coordinator of Activities and Volunteers position was also filled through this event.

Hostel staff often speak several languages, and we can proudly say that over the past year our employees have been able to serve travellers not only in **English and French**, but also **Portuguese, Spanish, German, Japanese, Turkish, Korean, and Mandarin**.



Pub Crawl,
HI-Montréal



Trail,
HI-Ottawa Jail



Graffiti Tour,
HI-Toronto

HI-OTTAWA JAIL

For the first time in many years, **the hostel had a large turnover in staff during the summer season**. In the spring and summer of 2015, we said goodbye to almost all of our front desk and activity employees. Some of them had been with us several years. For the most part, they moved on because of advancement opportunities with other organizations. The hostel was able to attract and recruit excellent new candidates to fill these positions with little impact on customer service.

During the fiscal year that just ended, the hostel hired a **new Assistant Manager**, a **new Activities Coordinator** and a **fourth housekeeping employee**. These positions were created and needed because of the hostel's strong financial performance.

REGIONAL OFFICE

The regional office has also had its share of human resources changes. A new graphic designer was hired in February 2015 and an administrative agent joined the team to replace the Member Services Coordinator who left in August 2015.

THANK YOU TO OUR VOLUNTEERS

For many of the volunteers, the hostel experience is a way of continuing to see the world without travelling, finding a family away from home, learning a new language or immersing themselves in a new culture.

Coming from all over the world, these volunteers give their time and energy to spread the Hostelling International mission. The association wishes to thank them.

- **HI-Montréal** : 33 volunteers
- **HI-Mont-Tremblant** : 5 volunteers
- **HI-Toronto** : 14 volunteers
- **HI-Ottawa Jail** : aucun

We must not forget that HI-Canada – Québec and Ontario Region's nine board members are volunteers too. The organization is grateful for their involvement in the strategic plan, the good governance of the organization and for the support they give to the management of the organization.

OUR TEAMS IN NUMBERS

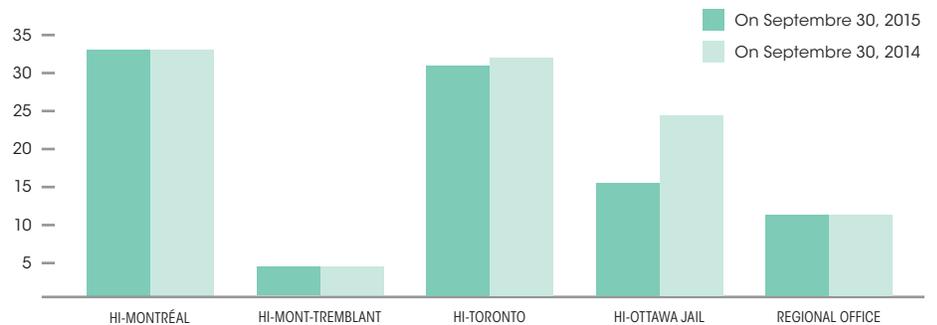
154 employees registered on payroll during the fiscal year

94 employees were working for HI-Canada – Quebec and Ontario Region on Septembre 30th, 2015*.

The average years of service was **2 years and 9 month** — an increase compared to last year (2 years and 8 months).

*Employés actifs sur le registre des paies uniquement.

NUMBER OF EMPLOYEES



CONTRIBUTION TO THE HOSTELLING 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:

- **Arelis Aranda** | 10 years
- **Gaël Chartrand** | 10 years
- **Desmond Tibby** | 15 years
- **Joyce Turton** | 15 years
- **Stephanie Laurin** | 15 years
- **Isabelle Boyer** | 15 years
- **Nicolas Lemaire** | 15 years
- **Elisabeth Voutaz** | 25 years
- **Vincent Bérubé** | 25 years

COMMUNITY INVOLVEMENT

Our four hostels are always looking for local partners and activities to make a positive contribution to their environment and – each in its own way – participate in the community and fulfill its mission.

HI-MONTRÉAL

For the past few years HI-Montréal has been practicing responsible waste management, notably by encouraging recycling and composting. Since March 2015, guests have been supporting the program so much that the hostel increased compost collection from once to twice a week. Between November 2014 and September 2015, the hostel gathered more than 7,500 litres of compost. It has also partnered with *Compost Montréal* for weekly collections as part of its ongoing commitment to sound environmental practices.



Again this year, HI-Montréal partnered with tourism and hospitality educational institutions to employ interns. One student from the *Institut de tourisme et d'hôtellerie du Québec* and another from *Champlain College* completed their training by working with the team and guests at HI-Montréal.

The hostel continued to be a drop-off point for *Cadet-Rousselle farm*, which supplies organic vegetable baskets in the neighbourhood. The hostel also uses vegetables from the farm to prepare meals served in its bistro.

HI-MONT-TREMBLANT



The hostel put its green thumb to work and made a beautiful vegetable garden and a small herb garden available to travellers over the summer months, perfect for enhancing meals prepared in the community kitchen. And what could be better than a good local beer to accompany the meals? The hostel is happy to have a stock of bottled beer from *St-Arnould*, a proud Laurentian microbrewery for the past 15 years.

HI-TORONTO

The hostel's bar is open to the public, making it easy for travellers to meet Torontonians. These cultural exchanges take place against a musical soundtrack provided by local, out-of-province or foreign musicians.



The importance of culture was embodied this year by an almost 20-metre mural painted on an outside wall of the hostel that was just waiting to be embellished. This impressive piece of public

art, named *Piliriqatigiingniq*, was completed just in time for the *Pan American Games* held in Toronto from July 10 to 26. It is a collaborative work between a group of artists from Cape Dorset, Nunavut, and emerging graduate artists from the *Oasis Skateboard Factory of Toronto* and *Embassy of Imagination*.

The *Cavern Bar* is also striving to provide local products to ITS customers in order to offer them a true Toronto and Canadian experience while encouraging surrounding businesses.

HI-OTTAWA JAIL

The creation of an Instagram account for HI-Ottawa Jail created opportunities for community outreach. The hostel provided photographers, for example, with a unique setting to showcase their talent and improve their portfolios in exchange for promoting the hostel on social media.

Mugshots bar hosted various special events tied to the Ottawa community, from fundraising for the *Children's Hospital of Eastern Ontario* and the *Ottawa Food Bank* to celebrating the anniversaries of local businesses.

TRAVEL MASSIVE

The jail also hosted presentations by *Travel Massive* – an occasion for local travel enthusiasts to drop by, have a drink and talk about their passion.

Since the hostel is located in a heritage building, the team was proud to host a seminar by *Heritage Ottawa* focusing on past and current forms of jail architecture.

INVOLVEMENT IN BOARDS OF DIRECTORS, COMMITTEES AND ROUND TABLES

Some members of the board and senior management of HI-Canada Québec and Ontario Region as well as colleagues from affiliated hostels 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 on the Conférence régionale des élus advisory committee (CRE)

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

Fondation Tourisme Jeunesse: Stephanie Laurin, President of the Board of Directors

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

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

HI-Canada Image and Branding Committee: Gaël Chartrand, Danisse Neashit (HI-Québec) and Jacques Perreault

Quality Assurance Standards Committee: Vincent Bérubé (HI-Rivière-du-Loup) and Isabelle Boyer

WE ARE ALSO MEMBERS OF OTHER ORGANIZATIONS...

Tourism Toronto | Ottawa Tourism | Tourisme Montréal | Tourisme Laurentides | Tourisme Mont-Tremblant (Chambre de commerce du Grand Mont-Tremblant) | Greater Toronto Hotel Association | CDEC Côte-des-Neiges—Notre-Dame-de-Grâce | Culture Montréal | Regroupement Loisir et Sport du Québec | Conseil Québécois du Loisir | Heritage Ottawa

HOSTELLING INTERNATIONAL YOUTH TRAVEL FOUNDATION



FONDATION TOURISME JEUNESSE
YOUTH TRAVEL FOUNDATION

In the past year, HI-Canada - Québec and Ontario Region, which comprises the St. Lawrence Region and the Ontario East Region, took over the Youth Travel Foundation.

The main mission of the foundation is to promote the education and development of young adults through travel. The foundation fulfills its mission primarily by offering grants for exchange programs, cultural travel and international development projects organized by young people between 17 and 25 years of age.

By developing a new website, available as of January 2016, the foundation will have the necessary tools to find and offer visibility to potential financial partners. An official fundraising event is scheduled for May 2016 as an official public introduction in Montreal. Grants will be offered in the spring of 2016.

