

# 2016-2017 Annual Report

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



# BOARD OF DIRECTORS FROM FEBRUARY 2017 TO FEBRUARY 2018

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B

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LLIAM PELLERIN, Ireasurer

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HI Rivière-du-Loup Hostel

## The Association recognizes two (2) categories of members:

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

- 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 " 📵 ": 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 and junior card holders.

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# **MISSION**

"To build a community of conscious travellers who share a greater understanding of people, places and cultures."

# **SOCIAL VISION**

Create a more tolerant, peaceful world, left better than it was found.

# **VALUES**

Open-mindedness. We welcome people and ideas from all places. We believe everyone should be free to express their point of view. We encourage the sharing of knowledge, experience and beliefs.

Togetherness. We believe experiences are better lived when shared with others in friendship and understanding. We believe in collaboration and the power of the collective: all for one and one for all.

Mindfulness. We're on a mission to leave the world better than found. We raise consciousness about a better way of travelling, to being thankful and respectful of the people and the places that make each moment unique and memorable.

# PRESIDENT'S REPORT



This has been an exciting year for the association. Without a doubt, our most important achievement was the support our hostels provided to our members and clients celebrating Montreal's 375<sup>th</sup> anniversary and Canada's 150<sup>th</sup> anniversary.

A high level of activity in our hostels resulted in a record financial performance that has helped us reinvest in our teams and infrastructure. This directly benefits members and clients.

Another key event for the association was the launch of HI Canada's new brand image in the spring of 2017 focussing on the community of travellers we serve. The association's mission has also been revised to harmonize with HI Canada's new identity. Our mission is as follows:

"To build a community of conscious travellers who share a greater understanding of people, places and cultures."

We carry out this mission through our hostels, our member and partner communities, and a range of local initiatives that foster positive change.

I would like to take this opportunity to express my gratitude to the board members for the volunteer hours they devote to our association. I would also like to thank our Canadian and international partners as well as all our staff and affiliate members, without whom our mission could not be fulfilled.

**Peter Harrison** President

# **EXECUTIVE DIRECTOR'S REPORT**



The year 2016-2017 marked a significant change in the Canadian tourism industry. It was not only the year of Canada's 150<sup>th</sup> anniversary and Montreal's 375<sup>th</sup> anniversary but also one of the country's best tourism years ever. Canada is regaining its status on the national and international scenes. Canadians visit their country, and Canada attracts the whole world. For those of us who have worked to revise and improve our management procedures in recent years, the timing was perfect, and our surpluses reflect this.

Significant salary adjustment at the beginning of the fiscal year. In order to get through the financial crisis without layoffs, we had to resort to a salary freeze that for some employees lasted almost five years. The year 2016 brought a substantial surplus, however, and we were able to make up for the financial losses they suffered due to inflation during that period. Each employee concerned received compensation of at least 2% per year that their salaries were frozen. I would like thank everyone who has been waiting all this time because their contribution has made a difference and helped create the success we have today.

The 2017 financial results beat last year's record surplus. A surplus of more than \$1 million means we can continue improving our services to travellers and carry out many of the projects we've been dreaming about for a long time. With our current clients reporting high levels of satisfaction, we believe we can soon get these projects

underway. We will modernize the physical infrastructure of our hostels over the next three years, which will no doubt further increase satisfaction.

The work within Hostelling International Canada continues. Hostelling International Canada's new shared responsibility structure has created a greater sense of ownership within the teams in place. Their contribution is now national as well as local in scope, as reflected in the following national projects:

- Hostelling International Canada's new brand image was launched in the fall of 2016 and has continued to roll out since then. Our new positioning focusses on the participation of the various communities that make up the hostel world and our association—our thousands of members, our employees, the citizens of each destination where we operate and our partners in the Hostelling International global network. They're at the heart of what we do. We work with travellers so that all these communities can interact in a spirit of tolerance without prejudice towards others.
- The new Hostelling International Canada website was launched in the spring of 2017 and has been very well received by our colleagues, members and affiliated hostels. The site is easier to navigate.

We thank the marketing people in the Pacific Mountain Region and our own marketing team for managing these two national projects.

 Reviewing and improving relations with our members is the third national modernization project underway. It's expected to be completed in the next fiscal year.

Finally, I would like to take this opportunity to thank all the staff and volunteers on the Board of Directors for their dedication and the quality of their work. Without their teamwork, we would not be as successful as we are today.

I am also grateful to our members, who have placed their trust in us throughout these years of major change.

Jacques Perreault
Executive Director

# HOSTELLING INTERNATIONAL CANADA QUÉBEC AND ONTARIO REGION IN NUMBERS

# **Statistics | The Region in Numbers**

Being named the "Number One Travel Destination of 2017" by numerous influential online tourism platforms has benefitted the Canadian tourism industry.

The region recorded an increase of 7% compared to the previous year for all overnight stays. Ten out of 13 hostels saw increases ranging from 3% to 27%. Indeed, many travellers came to Canada and our region this year to celebrate the country's 150th anniversary and Montreal's 375th anniversary.

While overnights by Canadian travellers increased by 3%—mainly due to guests from Western Canada—international overnights rose by 7%. South Korea recorded an increase of 16% and England a rise of 14%. US clients

took advantage of the favourable exchange rate again this year. The Québec and Ontario Region recorded an increase in overnights by US travellers of 8% compared to last year.

Mexico is back among the 10 countries recording the most international overnights in the region with an increase of 155%. It was ranked 16<sup>th</sup> last year. The lifting of the mandatory visa requirement for Mexican travellers in 2016 explains this increase.

Apart from these major markets, the region also experienced more pronounced increases in secondary markets, such as China (14%) and the Netherlands (14%). This trend offset a decline in other markets, such as Australia (-4%), France (-7%) and Germany (-6%).

## 

SEPT 2016

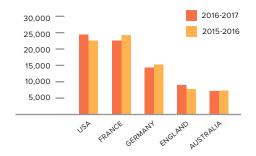
SEPT 2015

# GROUP & INDIVIDUAL CANADIAN OVERNIGHTS

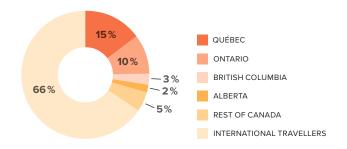


# **TOP 5** OVERNIGHTS BY INTERNATIONAL TRAVELLERS

SEPT 2017



#### **OVERNIGHTS OVERVIEW**



# **REGIONALLY OWNED HOSTELS**

The year 2016-2017 was outstanding in terms of guests and revenues for hostels owned by the region. This is great news because the more nights spent in the network's hostels, the more the association can finance activities related to its mission.

## **HI Mont-Tremblant**



HI Mont-Tremblant's 17<sup>th</sup> year of operation was remarkable in terms of financial performance and the level of demand.

The hostel saw an increase of almost 12% in overnights. With the exception of March and April 2017, all of the months were busier than the previous year. August 2017 was the second best month in the last 15 years for overnights.

Numerous events organized by the Mont-Tremblant region contributed to the increased demand. Activities, such as *Ironman*, *Wanderlust*, concerts and *Tremblant's 24h* have all helped to increase the popularity of the area and attract travellers to the hostel.

HI Mont-Tremblant also performed well by providing a type of group accommodation and services that differ from what are generally offered in the region. Group revenues increased by 40% compared to 2016 and accounted for 12% of overnights at the hostel.

The family room was offered in 2015-2016 on online booking sites to diversify the type of accommodation provided. It has been available for one full year, and during that period the room was rented 140 times with its popularity remaining steady.

The hostel is still for sale, and many people have come to visit. Of course, the association continues to maintain the building. The fact that HI Mont-Tremblant is for sale has not in any way reduced the team's desire to maintain a quality product. Apart from the regular maintenance of the hostel, the bathroom fans have been replaced, and the walls of the main entrance have been renovated.

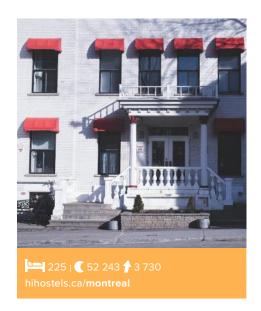
The entire team met client expectations and demonstrated remarkable enthusiasm and professionalism throughout the year, despite a shortage of staff during the summer—a widespread problem in the Mont-Tremblant area.

The staff shortage forced the hostel to reduce its own programming and redirect guests to local businesses offering a range of activities for exploring the region. This was a blessing in disguise as it allowed the hostel to strengthen ties with local business partners.

## 91% L VE

of 91% of travellers who took the time to answer the post stay survey send by HI Canada since May 2017.

## HI Montréal



# FACILITY AND SERVICE IMPROVEMENTS

In recent years, the hostel's clients have been asking regularly for quiet spaces, away from the intense activity of the common rooms and bistro. The hostel has been listening to them. One bedroom on each floor has been converted to a reading room. This change has also allowed for additional bathrooms on each floor of the hostel, another frequent client request.

Also, the two large refrigerators in the centre of the dining room were moved to the kitchen. The free space enabled us to create a small comfortable, friendly lounge that is very popular with our clients.

#### **ENTERTAINMENT AND ACTIVITIES**

This year, the hostel's four bicycles were rented almost 100 times despite the chaos and heavy truck traffic generated by the construction site just in front of the hostel. Over the course of the year, the hostel organized more than 350 activities, an average of one per day. All of the activities offered by the hostel allowed its clients to socialize with other travellers and learn more about the cultures of Quebec and Montreal.

#### **HUMAN RESOURCES**

In terms of human resources, the HI Montréal Hostel saw little change this year. Its volunteer program continued to generate interest among many travellers. One of the motivations for most volunteers is to learn French. The volunteer program is part of the hostel's commitment to providing a social and cultural experience of the community. In terms of paid staff, the position of Maintenance clerk changed hands during the year.

### **COMMUNITY INVOLVEMENT**

The hostel continues to build partnerships with local events and organizations that contribute to the vitality of Montreal.

Its association with various educational institutions in the field of travel and tourism was also maintained this year to raise awareness about the world of hostelling and social entrepreneurship.

We'd also like to highlight a new partnership between HI Montréal and the Classes Affaires program of Montréal Relève, an organization founded by the city of Montreal and the Chamber of Commerce of Metropolitan Montreal. Its mission is to offer nearly 1,500 career exploration internships in 18 sectors so that Secondary III and IV students from 25 schools can explore fields that motivate them and may lead to career choices. The hostel team had an inspiring, rewarding and enriching meeting with two young people.

#### **ENVIRONMENTAL INITIATIVES**

Plumbing work was carried out in a dozen of the hostel's showers that still had very old fittings. The upgrade allowed HI Montréal to reduce its water consumption by 33%.

The hostel greatly benefitted from the many events and festivities organized for the anniversaries of Montreal and Canada as well as the large influx of tourists to the city. We fulfilled our mission extremely well, better than ever.

# A new video for HI Montréal

HI Montréal hostel was put online, receiving more than **9,000 Facebook views**.



hihostels.ca/montrealsummer

## HI Ottawa Jail



HI Ottawa Jail was sold out many times over the past year, thanks in part to the celebrations surrounding Canada's 150<sup>th</sup> anniversary and Canada Day. The hostel has had its most successful year to date.

# FACILITY AND SERVICE IMPROVEMENTS

The hostel converted five of its isolation cells on the ground floor into single cells for two with historical cachet. Wireless Internet access was upgraded to provide high-speed service in all areas of the hostel. A major improvement project

was undertaken in the lobby: a new floor and ceiling were installed, the lighting was modified, the reception desk was changed and a large practical pine table was added to the decor. Unique descriptive signs were put up throughout the hostel allowing guests to explore and discover the history of the prison.

### **ENTERTAINMENT AND ACTIVITIES**

The guided tour offered by the hostel team was updated thanks to new interpretation panels. More popular than ever, the tour attracted over 5,600 visitors during the year.

A wide range of regular activities have been added to the summer program, including weekly trips to the Rideau Canal, museum visits, nature walks and karaoke evenings. In addition, the hostel offered several outings per month to special events organized throughout the city for Canada's 150<sup>th</sup> anniversary. To promote cultural exchange, a biweekly welcome party offered travellers a chance to enjoy a barbecue, sip a few drinks and hear some music while cooling off in the mini wading pool.

#### **HUMAN RESOURCES**

HI Ottawa Jail has had a year of low staff turnover. Employees were encouraged to engage in their workplace through interaction with the staff and travelling community. The team in place deserves credit for creating a warm friendly atmosphere featuring staff nights and inclusive activities.

Over the summer, the hostel welcomed a German intern who played a key role in hostel programming and the café.

A Media and Special Events Coordinator position was created to restructure the activities calendar, harmonize social media and respond to growing media demands.

#### **COMMUNITY INITIATIVES**

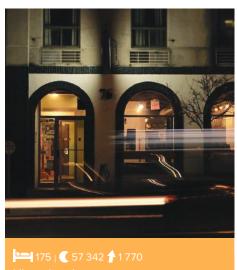
The hostel's inner courtyard hosted the *Ottawa International Animation Festival 2017* for two major events and screenings. The events were greeted with enthusiasm and surpassed expectations.

The hostel also played a role in promoting major events in Ottawa among HI members.

#### MEDIA VISIBILITY

HI Ottawa Jail benefitted from substantial media exposure during the year in blogs, print and internet publications and on television. The hostel starred in an episode of *Extreme Hotels* on Travel Channel. APTN's *The Other Side* looked at the history of the prison in the context of Indigenous Peoples and CNN en Español broadcast a fun story about the hostel throughout the Spanish-speaking world. In print media, the hostel was the subject of positive stories in the *Ottawa Citizen*, the *Toronto Star*, *Global News* and elsewhere.

## **HI Toronto**



## **FACILITY AND SERVICE IMPROVEMENTS**

Running a hostel with such a high annual occupancy rate has its challenges, but HI Toronto hostel has managed nonetheless to maintain the quality of its rooms and renovate some of its spaces.

The lobby badly needed a change in decor, and HI Toronto succeeded in bringing it up to date at a good price. After seeing how much travellers liked the new style and ambiance, the team decided to keep going and renovate its private rooms. They're equipped with new beds, bedside tables, more contemporary lighting and smart TVs.

The hostel also had to repair a leaky roof, an expense that was invisible to travellers but an absolute necessity. The guests were also delighted to see new windows installed at the front of the hostel from the second to fourth floor.

The food and beverage area was expanded considerably this year as the hostel reclaimed and renovated space formerly taken up by the old traveller's kitchen. New tables and seats were installed with USB sockets, a fireplace corner was created, the bar counter was enlarged, and a new espresso and coffee machine was put in place to offer coffee throughout the day. In addition another walk-in fridge and ice machine were installed along with interactive and programmable smart screens and a state-of-the-art audio system. These two new features allow staff to control the sound by zone in the Cavern Bar and display announcements at key times of the day.

#### **ACTIVITIES AND ENTERTAINMENT**

Musicians came to the hostel from everywhere during the year, performing 200 concerts in the Cavern Bar to the delight of locals and travellers alike. The hostel also organized a range of successful activities, including poetry readings, music bingos, yoga outings in the park, Toronto Island tours, bar tours, canoe trips on the waterfront and guided bicycle tours.

### **HUMAN RESOURCES**

In response to the departure of the Assistant Manager, the hostel's management team promoted the Assistant Manager in Training to the position. Expired work visas resulted in the departure of some employees and the promotion of other staff members. The hostel hired a new Maintenance Technician and a new Food and Beverage Manager.

HI Toronto held two hiring days, one in October and the other in March. This event helped recruit a number of good employees.

#### **COMMUNITY INITIATIVES**

Through its multifunctional space, the hostel's Cavern Bar facilitates networking events and opportunities for discussions between local businesses and travellers as well as the development of new ideas. In the late spring of 2017, the hostel created the HI Toronto Social Collective, a community initiative that allows the hostel's neighbours and local businesses to use the Cavern Bar as a meeting place. The objective is to promote the hostel movement's message that innovation and social change take place when people from different backgrounds cross paths.

## **Online Comments**

HI Montréal received over 1,500 reviews of which more than 66% gave the hostel a rating of 80% or higher.

HI Toronto received almost 1,800 reviews of which more than 60% gave the hostel a rating of 80% or higher.

HI Ottawa Jail received over 2,200 reviews of which more than 54% were positive or neutral.

Rating sites including: Google, TripAdvisor, Booking.com, Expedia and Hihostels.com, between October 1, 2016 and September 30, 2017.

## **AFFILIATED HOSTELS**

The Québec and Ontario Region has 13 hostels: four of them are owned by the region, while the other nine are affiliated with the HI network. Both affiliated and regionally owned hostels adhere to the quality standards, mission and values of the HI association.

There were no new affiliated hostels or departures in the region this year. However, there has been an increase in requests for information about the affiliation process. Sixteen inquiries were received (11 for Quebec, 5 for Ontario) compared to 12 last year. Some were about hostels already in operation, while others concerned new hostel projects. Five of these requests involved destinations that already have a HI hostel.

The affiliated hostels, like the regionally owned properties, saw an increase in overnight stays compared to last year (8%).

#### DID YOU KNOW

According to figures collected during HI Canada's annual inspections, affiliated hostels offer almost 730 beds, just over 50% of the bed inventory for the region.

All HI Canada hostels are inspected every year:

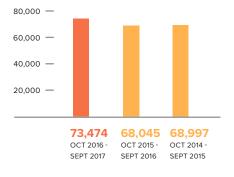
80%

77.7%

average

National

## OVERNIGHTS AFFILIATED HOSTELS



## 2016-2017 AFFILIATED HOSTELS IN QUÉBEC AND ONTARIO

- HI Anse-au-Griffon
- ► HI Davidson
- HI La Malbaie
- HI Maynooth
- HI Niagara Falls
- HI Québec
- HI Rivière-du-Loup
- HI Sainte-Anne-des-Monts
- ► HI Trois-Rivières

# **Barclay Awards**

Several hostels in the Québec and Ontario Region received Barclay Awards in various categories during the last North American Managers Meeting in Victoria, B.C. Here are the winning hostels in our region:

LARGE Hostel (10,000 overnights or +)

SMALL Hostel (- 10,000 overnights)

### Friendliness Award

According to ratings left online at hostelz.com

HI Québec

## **Rating Improvement** Award

According to ratings left online at HIhostels.com and hostelworld.com

HI Trois-Rivières

## **Membership** Award — best performance

For the largest number of membership cards sold

HI Toronto

## **Membership** Award — greatest increase

For increased sales of membership cards

HI La Malbaie HI Ottawa Jail

## Best Innovative/Initiative Award

According to the HI Canada annual inspection across the country

HI Ste-Anne-des-Monts, Sea Shack

## **Environmental** Award

According to the HI Canada annual inspection across the country

HI Rivière-du-Loup

Congradulation to the teams of the winning hostels!





## **OUR EMPLOYEE COMMUNITY**

## **Hostelling Movement**

HI Canada – Québec and Ontario Region acknowledges and thanks all of the employees who work in the Canadian hostelling movement. We take this opportunity to highlight the long-standing commitment and contribution of the following people to Hostelling International's mission:

Contribution to the hostelling movement:

CHRISTINE HAYHURST / / / / / / 30 ans
Accounting assistant – Regional Office

GREG BROCKMAN / / / / / / / 20 ans General Manager – HI Ottawa Jail

PETER HARRISON / / / / / / / / 10 ans
President of the Board

JESUS GUTIERREZ / / / / / / / 10 ans
Technical Maintenance – HI Ottawa Jail

GABRIELLE CARON /////// 5 ans Programming and Social Media Coordinator – HI Montréal

MAXIME VERREAULT /////// 5 ans Food and Beverage Manager – HI Montréal

## New at the Regional Office

The launch of the new brand image was a major project that necessitated the creation of a Marketing Coordinator position. Based in Montreal, the coordinator works with the staff at an operational level, bringing the number of team members to three.

An employee from the reception desk at the HI Montréal hostel was given an opportunity to learn new skills by replacing a staff member in the group service team who has taken maternity leave.

Following the departure of the Membership Coordinator for the region and the Member Services Officer, the association's management decided to fill only the member services position.

A human resources advisor has been in place for one year, resulting in greater consistency on a national level in some projects. Employee satisfaction and commitment surveys were revised nationally to follow a more consistent structure. This allows us to compare results and improve our human resources management practices.

You Kick Ass is a recognition program that's been implemented in our region in collaboration with the Pacific and Mountain Region. The initiative enables us to recognize the work of our employee community on a larger scale and share their stories across the network.



# Our Teams in Numbers

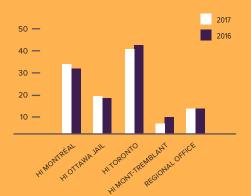
205 employees were registered on the payroll during the year – 135 since 2016

24 volunteers + 3 interns

AVERAGE YEARS OF SERVICE IN 2017

2 years + 10 months – **† 9 months** since 2016

# NUMBER OF EMPLOYEES PER HOSTELS





## **OUR MEMBERS**

In the spring of 2017, Hostelling International Canada (HIC) modernized its brand image by focussing on the participation of its various communities—members and colleagues as well as local and international neighbours. Its new mission is to build a community of travellers who are conscious of the effects of tourism development.

HIC is now ready to develop a new approach to membership. It currently has 26,000 members in Canada, almost 9,000 in the Québec and Ontario Region. The number of members has declined slightly but steadily in recent years.

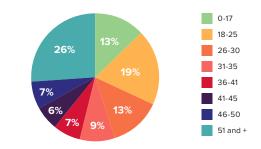
We recently began to review our entire membership development strategy, an initiative supported by a team of consultants and the HIC regional partners. The mandate is divided into four components: the members' commitment to our association, the fee charged for the various membership types (if applicable), the internal operating structure of the membership service and, finally, the technology that should be acquired by the association to facilitate interactions within the organization and with its members.

Interviews were conducted with members, non-members and employees across the country. Other member associations have also been studied and their technology analyzed.

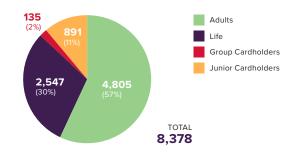
The findings will be available next spring.

## **Members Profile**

AGE OF OUR MEMBERS as of March 31th, 2017



NUMBER OF MEMBERS INTERNATIONAL AND CANADIAN as of March 3f", 2017



## **MARKETING**

# Campaign: 5 for 150

In partnership with Bell Media, *Destination Canada* launched the **Far & Wide** platform for young millennials on which we have promoted the "5 for 150 offer." Travellers can purchase five nights at HI hostels across Canada for only \$150. When the offer was shared on the *MUCH* Facebook page, it generated almost 3,000 likes, more than 600 shares and 1,000 comments.

As part of this program, we also worked with influencer Alayna Fender, who visited the HI Banff Alpine Centre. She then posted a video about her experience on her YouTube channel and wrote the article MissFender's Top 5 Reasons to Stay in a Hostel published on Far & Wide.

# A New Brand Image for HI Canada

In partnership with consulting firm PBDB, the marketing team developed a new brand image for HI Canada, including a new logo, communication platform and visual. Adopted in the fall of 2017, this new identity, focussing on the concept of community, was incorporated into a redefinition of our values, mission and brand signature. To learn more, see this video: hihostels.ca/newlook.

# Launch of the New Website hihostels.ca

In April 2017, HI Canada launched a new, responsive, all-image website to enhance the user experience and promote its new visual identity. Designed for travellers seeking affordable and memorable experiences, the website features inspirational photographs, improved navigation, interactive maps and value-added magazine-type content for the millennial generation across Canada and around the world.

f : **15 000** fans

**925** followers

(C) : **3 219** followers

### **WEBSITE STATS**

From launch until September 30th, 2017

+ **500 000** users

+ 900 000 sessions

Close to  $1500\,000$  view pages

54% of traffic is from mobile devices



## A New Logo for HI Canada

HI Canada's new logo is intended to be simple and memorable, reflecting our Canadian identity (colour, northern pride, Indigenous heritage and spectacular landscapes) while maintaining Hostelling International's traditional images, the fir tree and cabin.



# **COMMUNITY INVOLVEMENT**

## INVOLVEMENT IN BOARDS OF DIRECTORS, COMMITTEES AND ROUND TABLES

Some members of the Board of Directors and senior management of HI Canada – Québec and Ontario Region also work as volunteers on different boards, committees and round tables.

Conseil d'économie sociale de l'île de Montréal – CÉSÎM: Jacques Perreault, Tourism Sector Representative.

Corporation de l'Industrie touristique du Québec – CITQ: Vincent Bérubé, Youth Hostel Representative at the CITQ.

**Youth Travel Foundation:** Bruno Bussières – President of the Board, Émilie Rocheleau, Marie-Claude Racine.

International Social Tourism Organization (ISTO) – Americas: Vincent Bérubé, Officer.

# INVOLVEMENT WITHIN HI CANADA

HI Canada – Québec and Ontario region is involved in various committees at the national level.

The President Forum: Peter Harrison

**Council of Executive Directors:** Jacques Perreault oversees three sectors for the executive council – marketing, membership and branding.

#### **Quality Assurance Standards Committee:**

Vincent Bérubé and Isabelle Boyer

# WE ARE ALSO MEMBERS OF OTHER ORGANIZATIONS...

Tourism Toronto | Tourisme Montréal | Tourisme Laurentides | Tourisme Mont-Tremblant (Chambre de commerce de Mont-Tremblant) | Greater Toronto Hotel Association | Regroupement Loisir et Sport du Québec | Conseil Québécois du loisir | Heritage Ottawa

