

Joël Marier CAE, Adm. A.

Senior Management Consultant
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Languages: English, French, Spanish



More than 33 years of experience in leadership and governance roles in the not-for-profit and charity sectors, specializing in sustainable development and youth tourism in Canada and around the world with a focus on programs mobilizing youth leadership and learning opportunities.

Core Competencies

- Strategic and analytical thinker with extensive experience in the development and evaluation of long-term plans and complex programs
- Certified Association Executive (CAE), can lead board teams to develop a common vision in helping staff focus leadership policies into actions and programs
- Collaboratively design comprehensive programs and processes to institute meaningful change
- Tenaciously implement initiatives and projects, achieving success through team empowerment
- Chartered administrator (Adm. A.) adept at mobilizing financial and human resources to achieve results
- Excellent at participatory development, stakeholder engagement, governance, and social mobilization
- Great networker and builder of lasting relationships based on mutual respect and trust
- Strong sense of negotiation and diplomacy to achieve win-win agreements

Education and Professional Development

- Certified Association Executive (CAE), Canadian Society of association Executives (2007)
- Bachelors Degree in Business Administration (with specialization in tourism development), Université du Québec à Montréal (1992)
- College Degree – Business Administration, CEGEP de Maisonneuve, Montreal (1981)
- Committed to continuous education, Mr. Marier attends specialized seminars in the fields of strategic governance, international relations, social innovation, non-profit management, youth tourism, marketing trends, business development and other pertinent topics related to his areas of expertise.

Expérience professionnelle

Socius Research and Consulting Senior Management Consultant

2016 to present

Gatineau, QC

- Specialized in Social Innovation and Strategic Governance as well as Executive Coaching
- Developed strategic plan for French-language health services in Ontario
- Strategic planning and theory of change for the following organizations: Entité 2 – organization for implementation of health services in French in Ontario, Fédération des communautés francophones et acadienne du Canada (francophone immigration) and the Centre francophone de Toronto (evaluation and report)
- Coach and trainer in social enterprise for the Innoweave program for the J.W. McConnell Foundation for the following organizations: First Peoples' Innovation Centre, the Alberta Rural Development Network, Thèsez-vous (support for scientific writing for graduate students), the Quebec Community Groups Network and the Canadian Biosphere Reserves Association.

Co-owner/entrepreneur

2014 to present

HI- Niagara Falls Hostel

Niagara Falls, ON

- Developed the business plan and the strategic vision which turned around the business and doubled its revenue in two years
- Received TripAdvisor Certificates of Excellence for 2015, 2016, 2017, and 2018
- Implemented carbon-neutral for operation, on target for 2020

National Executive Director

2002 to 2015

Hostelling International Canada

Ottawa, ON

- Successfully implemented the HI- Sustainability Charter in Canada and developed the Sustainable Difference Process to start measuring its impact as a critical element to strengthen the brand and the not-for-profit Status of HI-Canada.
- Developed and implemented, in consultation with its stakeholders and in cooperation with its Board of Directors, the 2012 -17 HI-Canada Strategic Plan.
- Negotiated and Implemented new Strategic Alliances with Greyhound and Via Rail which significantly increased membership sales and enhanced the value of the HI-Canada Membership Card.
- Developed and implemented a Branding and Marketing Strategy for Hostelling International in Canada

- Developed and implemented the HI-C Internet and e-comers strategy with the creation of a National Work Group to pool expertise and build the capacity and buy-in of the Regions – Hostels in the project. This resulted in HI-C being one of the few National Associations in the world to be 100% bookable on hihostels.com.
- Led the creation and development of the World Heritage City Hostel Program with a Memorandum of Understanding between the International Youth Hostel Federation (IYHF) and the Organisation for World Heritage Cities.
- Was instrumental in the creation of the Christina Cameron Youth Award recognized by UNESCO in 2008 and helped subsequently REAJ (Spain) and HI-Brazil with the International Youth Forum and the HI-CC Award Presentation in collaboration with their respective National UNESCO Commission.
- Led the lobby campaign which generated the support of 104 MPs from all four political parties represented in the Canadian Parliament for the Canadian Hostelling Associations to retain their charitable status.
- Steered the organization through the most severe financial crisis of its recent history in the context of the troubled times facing the tourism industry after 9-11 and SARS. This saw HI-C successfully transition from twelve to four Regions in the past decade.
- Restructured the staff responsibilities at the National Office which increased the productivity and maintained the service level of HI-Canada in the context of reduced funding from the Regional Associations.
- Increase sponsorship revenues of HI-C by 50%.
- Created and signed a MOU between CIDAJAL and IYHF for a closer and more structured cooperation between HI and the National Associations in the Ibero-Americas. This innovative approach was seen by many as a cost effective alternative to the former Regional Development structure.
- Developed and signed MOU's and Action Plans with HI-Iceland (2010), DJH (Germany)-Bavaria (2013) and YHA-China (2014) to increase bilateral cooperation and growth.
- Developed an Organizational Structure at the Operational Level of HI- Canada (the work group Model) to improve the Decision Making Process by making it more inclusive of the Regional Associations and the expertise of their staff and volunteers.
- In 2007 coordinated a pool of seven National Associations and raised 115K\$ to help YHA-Lebanon after the 2006 war in the Middle East.
- Centralized several programs and services to improve the efficiency of the HI-C Partnership (Membership sales, renewal campaigns, databases, etc.).
- Expanded and refined the research capacity of the organization by creating different tools such as the Hostel Monitor, Monthly Statistical Reports, etc.

- Developed and implemented a Bilingualism Policy.
- As President of Youth Tourism Consortium of Canada (2002-2006), successfully brought together industry leaders to work collaboratively with the Canadian Tourism Commission to include Youth Tourism as one of its product development priorities through a first Canadian economic impact study (the Marier-Palmer Report)
- As advisor for the Latin America Regional Committee of the International Youth Hostel Federation (2002-2006), was instrumental in the recognition of the new Association in Mexico.
- In 2010, organized a field trip to Cuba and crafted a development plan to establish HI-Cuba.
- Established and maintained a Youth Hostel Internship Program between HI-C and DJH in Germany and LAJ in Belgium.

Chief Executive Officer

1997 – 2002

***Hostelling International Canada, Great Lakes Region and
Hostelling International Travel Services (HITS) Ltd***

Toronto, ON

- Mobilized the Toronto Community and led the process for the Charity to double its capacity in Toronto with a new and better youth hostel by putting in place an innovative financial strategy to overcome its insufficient financial capacity.
- Increased the capacity of the Charity by 33% in Niagara Falls with an increase of 85% of the overnights while significantly improving the quality of the youth hostel as well as the satisfaction of the guests.
- Re-positioned the Toronto operations of Hostelling International Travel Services Ltd.
- As Chair of the HI-Canada Task Force on Hostel Accommodation, successfully coordinated five work groups (Canadian Managers Meeting, Quality Assurance, Hostel Operations Training, Affiliate hostels and Hostel development) and developed clear Terms of Reference for each.
- Led the organizational committee and secured a preeminent position for HI-Canada in the Bureau International du Tourisme Social (BITS) Seminar on The Future of Youth Tourism in Canada (May 2001 in Toronto) which has helped HI-C's recognition in the setting up of a Product Club with the Canadian Tourism Commission.
- Better positioned HI-GL with different levels of local government to obtain favourable zoning status and taxes exemptions in Niagara Falls and Toronto.
- Successfully managed a contract with the HI-C Ontario East Region to help them in the transition period between two Executive Directors.

- Directed and implemented the regional strategic plan for all long-term activities.
- Implemented in the Great Lakes region a new management culture based on innovation, teamwork and empowerment at all levels.
- Grew the number of affiliated hostels in the region from three to five and assisted them to more than double their overnights as well as considerably improved the quality of their facilities and level of services through the QAS process and improved communications.
- As vice chair of the Board of Directors, initiated a new and more relevant corporate structure and implemented the Carver Model of Policy Governance at the Quebec City hostel (Centre International de Séjour de Québec).

Executive Director

1989 – 1997

Regroupement pour le Tourisme Jeunesse au Québec,

Voyages tourisme jeunesse Inc. and

The Fondation tourisme jeunesse

Montreal, QC

- Established long term self-sustainability of this non-profit organization by developing revenue producing business divisions (travel agency, travel stores in Montreal and Quebec City and publishing division). The consolidated budget grew from \$500,000 to \$4.5M in eight (8) years.
- Created Voyage Tourisme Jeunesse and put in place the team for its inbound and outbound operations.
- Build and reorganized the Quebec Network of Youth Hostels. Grew the number of hostels in the network, build credibility and partnership with financial institutions and governmental agencies, established financial accountability, built new markets, promoted leadership for long term growth and management.
- Created the Fondation tourisme jeunesse to fund travel projects for individuals and groups as well as developed its main source of funding, a VISA Affinity card.
- Effectively led and motivated a management team of up to ten divisional managers.
- Organized the first Rally International des jeunes (car rally) with seven participating countries (3,000 km in Quebec).
- Served as advisor for the Bureau International du Tourisme Social (BITS) on developing accessibility to tourism for specialized clientele (low income, handicapped, families, youth, etc.).
- Keynote Speaker and representative of the Canadian Government at the First Conference of the World Tourism Organization on Youth Tourism (New Delhi 1991). Recognized by the UNWTO for the uniqueness of the concept of Volunteer Student Travel Club in Quebec.

- Negotiated and directed for 2 years the management contract of the Centre International de Séjour de Quebec (280 beds) for purposes of restructuring and long-term development.
- Participated for over fifteen years at all levels (from Tourism Division President to member of the Board of directors) of the Regroupement Loisir Québec, an organization which coordinates 110 recreational and sports federations in Quebec servicing more than 600,000 members.

Executive Director

1988 – 1989

Consortium Tourisme Jeunesse

Montreal, QC

- Orchestrated the merger between the Organisation pour le tourisme étudiant au Québec and the Fédération québécoise de l'Agisme (youth hostels).
- Implemented and managed the concept of “consortium”, an innovation at the time, for the non-profit and recreational sectors.

Executive Director

1983 – 1988

Organisation pour le tourisme étudiant au Québec

Montreal, QC

- Created and managed a network of fifty-three travel clubs in colleges and universities in Quebec, coordinating more than 500 volunteers.
- Put in place a training program for travel clubs on campus in collaboration with the Office de la protection du consommateur du Québec (OPC) regulating and organizing the function of exterior agents of licensed travel agencies.
- Obtained official recognition by the Quebec Government for the organization, its mission and its value to the student community for public support and funding.
- Organized activities, in cooperation with over 200 youth groups and agencies, to promote the International Youth Year in Quebec (1985).

Current Community Leadership/ Professional affiliations:

- Member of the Travel Safety Panel of WYSE (World Youth and Student Education) Travel Conference, based in the Netherlands, October (2018 to present)
- Member of the Canadian Advisory Committee (CAC) TC 262 on Risk Management – joint committee with the Canadian Standards Association (CSA) and the Standards Council of Canada (May 2017 - present)

- Member of the Canadian Advisory Committee (CAC) TC 228 on Tourism and Related Services -- CMC/ISO/COPOLCO of the Standards Council of Canada (May 2017 - present)
- Mentor with Ordre professionnel des Administrateurs Agréés (Adm. A.) du Québec (2017 – present)
- Mentor with Canadian Society of Association Executives (CSAE) (2016 – present)
- President of Secretariat des Auberges de Jeunesses des Villes et des Sites de Patrimoine Mondial, Quebec City, Canada (2015 to present)
- Over the last 30 years, Mr. Marier has been a member of Boards of Directors of more than 20 Organizations from local to international levels.