Our Journey Resumes
Looking to the Future

2022 ANNUAL REPORT
Dear Friends:

The theme of this annual report – *Our Journey Resumes: Looking to the Future* – reflects our tremendous promise after navigating the pandemic, experiencing our re-emergence, and embracing the work ahead of us. It also reflects the aspirations of our hostel guests as they resume travel and personal journeys.

Our Strategy 2025 plan is once again front and center, with its focus on the central importance of the hostel stay. What’s changed since the strategy was first adopted late 2019, and necessarily shelved during the pandemic, is that our network is about half the size. Now 15 hostels that HI USA directly operate after pandemic closures – plus 9 independently operated affiliate hostels. While we retain ambitions for future expansion, with now-limited resources, our immediate focus is to deliver meaningful overnight stays at our operating hostels.

This annual report highlights seven of our hostels - snapshots of how our mission is executed and the diverse local cultures our guests can explore around each – as part of our collection of 15 amazing hostels, in 15 incredible locations with talented staff and volunteers!

Our $3.3 million operating loss during our fiscal year ending March 31, 2022, is still substantial, but heading in the right direction (compared to a $21.8 million operating loss the previous year). We expect an operating surplus this current fiscal year, as our hostels attracted nearly 500,000 overnights during the last nine months of calendar year 2022 – about 85% of pre-pandemic levels. We believed that we would experience a rebound in 2022, but this far exceeds expectations.

In 2022, our Board and staff elevated diversity, equity, inclusion, and access (DEIA). An inclusive environment for staff, volunteers and our guests who seek intercultural experiences has long been integral to a meaningful hostel stay. Given our mission and values, we must set a high bar for the future. The inside back cover features comments from Board Chair Charles Hokanson about ongoing efforts to deepen HI USA’s DEIA commitment.

In this annual report, we celebrate a substantial gift honoring lifelong hostelling advocate Mary Ellen Brucker. This gift allows us to bring back our Explore the World travel scholarships, a lasting tribute to what she cared about. We count on the philanthropic goodwill of supporters like the Bruckers and friends like you so that we can deliver purposeful travel experiences for young people. You and I understand the power and benefit of travel in opening doors to new cultures and thinking, and to a better world.

With deepest gratitude for your continued involvement, advocacy, and support.

RUSS HEDGE
HI USA President & CEO
HI NEW YORK CITY
HI New York City, housed within a massive 1883 red-brick landmark building that was originally a charity hospital, opened in 1990 as the largest hostel in North America with over 700 beds. The surrounding Manhattan Valley neighborhood features a diverse population, classic NYC architecture and low scale retail. It is one block from the Broadway subway line and has easy access to Central Park and Harlem. Hostel guests have a range of common spaces in which to interact, including a rear exterior courtyard as part of one of the largest privately-owned open green spaces in the city.

As the largest hostel in our network, HI New York City was the first to reach guest numbers after the peak of COVID that could support the placement of a pilot program hiring a hostel volunteer coordinator. The position was created to expand the number and impact of organized experiential activities offered to HI New York City guests, enhancing intercultural exchange. Four months in, over 2,000 participants have taken part in 89 program offerings. The goal of having a dedicated volunteer coordinator in this pilot is to increase the number of volunteers from diverse backgrounds to offer at least two activities per day, elevating the city’s unique communities in our program offerings. Programs such as a Lower Eastside New York tour that focuses on immigration into the U.S., the Central Harlem walking tour and in-hostel welcome parties have brought a welcome energy back to the hostel.

VOLUNTEER PROGRAMS
HI USA volunteers are a critical component to mission delivery across several platforms. Volunteers facilitate experiential learning programs that focus on cultural exchange, sharing the history and diversity of the community with guests. Volunteers lead walking tours, host pub tours and assist with events such as welcome parties. Virtual volunteers lead virtual travel programs, review scholarship and IOU Respect applications and call donors to thank them for their support. Volunteers are essential to fulfilling our mission and enhancing the hostel stay experience. In 2022, HI USA had 94 individuals volunteer 970 times, contributing 4,144 hours. This resulted in nearly 6,000 guest participations in hostel programming. The plan is to place volunteer coordinators in each large urban hostel by the end of 2023 to expand experiential activities across the network.

HI USA
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HI CHICAGO
THE J. IRA & NICKY HARRIS FAMILY HOSTEL
HI Chicago, the J. Ira and Nicky Harris Family Hostel, is located within the heart of the South Loop, one of the city’s best located neighborhoods with front row access to iconic Grant Park, Millennium Park and the city’s most famous museums. Trains on the historic Chicago L whisk by the expansive windows of the second floor dining hall. The original use of the 1886 red brick was a manufacturing facility and later Encyclopedia Britannica offices and presses. The 500-bed hostel, opened in 2000, was made possible in part by a $1.0 million gift by the J. Ira and Nicki Harris Family Foundation.

In August 2022, HI Chicago hosted 18 young people (18-23 year-olds) of diverse cultural backgrounds from the US, Europe and the Middle East in the two week IOU Respect program. As they reflected on this life changing experience, many committed to maintain their new cross-cultural friendships. “I got to share and voice my opinions, yet listen to respect and appreciate different perspectives. My favorite part was living in the hostel where everyone was just being themselves”, Sana Zain of Egypt said. Kiah Green of Texas thanked HI USA “giving me the opportunity to make deep and loving friendships from across the globe.”

IOU RESPECT
Originally developed by six national hostelling associations to bridge divides after the 9/11 terrorist attack, IOU Respect is a two-week, intensive facilitated cultural exchange program. It is designed to increase participants’ knowledge of other cultures, help them develop skills for intercultural communication and foster attitudes that promote mutual understanding. To help bridge the gulf of misunderstanding between Western and Arabic cultures, the national hostelling associations of Egypt, France, Germany, Lebanon, Tunisia, and the US created the program. The program location rotates annually among the participating countries. HI USA was proud to host in 2022.
HI NEW ORLEANS

HI New Orleans has an enviable location across Canal Street from the French Quarter, the city’s most historic neighborhood (1718). The hostel is several blocks from Tremé, the city’s oldest (1810) African American neighborhood, with Creole cottages, jazz clubs and soul food spots. The Canal Streetcar Line is just outside the front door of the hostel. The main building of the hostel, built in 1895, was rehabbed and opened as HI USA’s newest hostel in 2019. A prominent feature in the spacious lobby is a large water tank that captures and recycles rainwater. Within a popular independently operated restaurant within the hostel structure is a mural by a local artist depicting nearby 1960 sit-ins to desegregate Canal Street lunch counters.

HI USA partnered with Wanderful, a group that helps women travel solo, to stage a 60 minute live virtual event in January 2022 at HI New Orleans promoting the March 2022 Wanderfest in the city – and elevating the hostel as a place to stay when visiting this cultural destination. Broadcasting from various common areas throughout the hostel, the virtual event featured travel influencers, local historians, women travel entrepreneurs, contemporary jazz and soul music, southern dance culture and the unique foods of New Orleans, giving the viewing audience a multi-faceted glimpse of this cultural hub.

HI SANTA MONICA

HI Santa Monica, one of two purpose-built HI USA hostels (the other is HI Martha’s Vineyard), opened in 1989 as a 270-bed hostel. Integrated into the hostel is the Rapp Saloon, the city’s first structure (1875). The hostel is one block from Ocean Avenue with expansive Pacific Ocean views and four blocks from the iconic Santa Monica Pier built in 1909, also the western terminus of Route 66. Given Santa Monica’s mild year-round weather, a main place for guest interaction is an open-air interior courtyard which is adjacent to a dining hall and kitchen available to guests for meal preparation.

“The Great Hostel Giveback at the Santa Monica hostel makes our California service trip doable”, said Dean of Students Annalise Appel of Yampah Mountain High School in Colorado. “Many of our students have their own hardships so this is a valuable experience. We served the homeless at the Union Rescue Mission. We served at an after-school program in South Central LA. Not only do our students learn the lesson of giving back to a community but they are exposed to a cultural experience in the community and hostel that is priceless.”

VIRTUAL PROGRAMMING

Developed in response to hostel closures in 2020-21 due to the pandemic, HI USA virtual programs have become a way for hostelling enthusiasts, regardless of their location, to discover new places, learn new travel tips and explore diverse cultures. In 2022, 24 virtual programs were hosted with nearly 1,000 attendees from across the country. More than 60% of these events were led by HI USA volunteers. Examples of programs included Women Traveling Solo, Traveling for 50 and Over, Traveling While Queer and Trans, and Study Abroad: Travel with a Purpose. Several programs highlighted the cultures and history of the communities in which our hostels operate. These programs appeal to novice and seasoned travelers, increasing their understanding of the benefits and value of travel and hostelling.

GREAT HOSTEL GIVE BACK

This program uses hostels as a base for community impact and to make a volunteering trip affordable. Each year in January and February, groups of six or more can receive free overnight stays in our hostels in exchange for volunteer service in our surrounding communities. Due to the pandemic, only five groups participated during 2022. This compares to 40 groups with 686 participants in early 2020, just ahead of the pandemic. The program is building back up in early 2023 as nine groups with 152 participants will stay in six hostels delivering community service.
Just three blocks from San Francisco’s cable car turnaround, HI San Francisco Downtown opened as a 300 bed hostel in 1991. The building (originally the Gloster Hotel) was constructed in 1908, just after the devastation of the 1906 earthquake and fire. The location at the edge of the Union Square and Tenderloin neighborhoods places it in an area with a broad range of shops, restaurants, theaters, clubs and galleries. It is within easy walking distance of culturally diverse areas such as Chinatown, Little Saigon, Japantown, and the Mission District.

Because of the pandemic, Explore America Scholarship recipient Ashley Perez was one of only two who realized their travel dream through HI USA scholarship assistance during 2022. A student at the University of California at Riverside, she traveled to San Francisco to experience the city’s diverse culture and to have her first hostel stay at HI San Francisco Downtown. Her stated goal was to experience a different landscape than her native Los Angeles.

“This experience gave me the push to start making more travel plans now. I loved the staff at the hostel as they were funny, helpful and friendly.”

HI Pigeon Point Lighthouse

At 115 feet, the lighthouse at the HI Pigeon Point hostel is one of the two tallest on the West Coast. Located in Pigeon Point State Park, it was constructed in 1872. The 52-bed hostel, 50 miles from San Francisco, opened in 1981 with dramatic scenic views, numerous coastal trails and the wonders of the night sky away from city lights. During the pandemic, the hostel has operated as three rental units but will resume full hostel operation in May 2023. The lighthouse, including a 2,000 pound 1872 Fresnel lens, is being restored by the California Department of Parks and Recreation.

Exploring New Horizons Outdoor Schools has partnered with the HI Pigeon Point Lighthouse hostel since 1981 to deliver three day environmental programs for students from the San Francisco and Monterey areas, aimed at building environmental literacy. Students stay overnight in the hostel and engage in team building activities, including family style dining where students and parents prepare the meals. The program provides a lesson for students in understanding their place in nature and their connection to the ocean and each other. In 2022, approximately 1,500 students, 360 parents and 50 teachers participated.

HI Hyannis

HI Hyannis opened as a summer season hostel in 2011 following the donation of her home by life-long Cape Codder Ruth M. Rusher. The hostel is adjacent to the ferry terminal with ferries heading to Nantucket and Martha’s Vineyard. Hyannis, the largest and most central village of Barnstable (founded in 1639), is one of the most popular destinations on Cape Cod and most famous as the home of the Kennedy Family Compound. Nearby at the harbor, the Cape Cod Maritime Museum has exhibits ranging from maritime history to boat building.

Like at all HI USA hostels, staff regularly make alterations to improve the use of space to stimulate interaction among guests. HI Hyannis, which operates only during the summer, tries to maximize the use of its outdoor space for guest use. The simple additions during the summer of 2022 of a fire pit, additional picnic benches and Adirondack chairs, and the active engagement of our summer staff team, increased the number of cool Cape Cod summer evenings that guests gathered there.

SCHOLARSHIP PROGRAMS

HI USA offers two travel scholarship programs to help young Americans with demonstrated financial need to realize their travel dreams. The pandemic stalled the programs during the past three years. In 2023, HI USA will award 36 Explore America scholarships, thanks to the generosity of the AsLiK Foundation which has provided $25,000 in funding to restart the program. One scholarship will be awarded to a current or former Girl Scout in honor of the memory of longtime HI USA board member Peggy Stevens. Recipients will receive $1,500, a 4-7 night hostel stay and pre-travel workshops. Explore the World scholarship recipients receive a $2,500 travel stipend and must demonstrate that their international trip will include an educational or service component. Before the pandemic in 2019, HI USA awarded 115 Explore the World scholarships. Post-travel evaluations demonstrate that recipients return home with increased intercultural appreciation and respect. Plans to relaunch the scholarship in 2024 are currently underway.
The financials for FY22 (April 1, 2021 – March 31, 2022 and FY21 (April 1, 2020 – March 31, 2021) represent the significant impact that the pandemic has had on HI USA. All hostels were closed by mid-April 2020 and most hostels did not reopen until after the beginning of FY22 on April 1, 2021. Overnight stays in FY22 totaled only 27,577, rising to 275,611 in FY21. This compares to 691,017 in FY20, just prior to the pandemic, for the same fifteen hostels now in the network. Thirteen hostels had to be permanently closed through the sale of owned buildings or the termination of leases. Operating expenses were significantly reduced. Two federal government Payroll Paycheck Program (PPP) loans totaling $71 million were received. Through these steps, HI USA ended FY22 with sufficient cash to sustain a smaller network of 15 hostels in a case of a slow recovery from a lingering pandemic. By the end of FY22, cash had strengthened by nearly 70% from the end of FY21, partly due to the forgiveness of the initial PPP loan totaling $7.1 million were received.

The nine-month period (April 1 – December 31, 2021) following the end of FY22, HI USA has experienced a stronger rebound than had been anticipated and budgeted. During this nine-month period for the network’s 15 current hostels, operations reached 488,323, which was 84% of what was realized during the same nine-month period prior to the pandemic. Hostel operations income has exceeded $32 million, an increase of 95% from the end of FY22 and 9.0 million beyond what was budgeted for the nine-month period. Operating expenses have continued to be tightly controlled. Cash has continued with the strong performance of hostels and the forgiveness of the second PPP loan of $2.0 million.
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Dear Friends:

As HI USA adjusted and responded to the pandemic’s impact, the diverse perspectives and experiences of our Board and our staff strengthened our deliberations and supported the difficult decisions we made. The same can be said about our dedicated staff and the partnership we forged through this very challenging time. Likewise, the continued commitment of our partners, advocates and donors was critical. I believe the rebound we are now witnessing is testament to the collective strength we showed throughout the pandemic.

At the same time, serious questions are being surfaced about our Nation’s attention to racial injustice. We believe that HI USA starts from a strong foundation with cross-cultural understanding long being integral to the hostel stay. But as CEO Russ Hedge states in his opening letter, HI USA must necessarily set a high bar. Our Board devoted significant energy this past year in discussions about how the principles of diversity, equity, inclusion and access (DEIA) should be reflected in our interactions, relationships and decision-making. A governance action plan was adopted in December 2022.

We have recognized in our discussions that every individual’s lived experience is different and contributes to the rich diversity of the people committed to HI USA. This is relevant not only for Board members, but also for staff, volunteers, and partners. To thrive and reach our full potential as an organization and a society, each of us will need to expand our capacity to listen, respect, learn and practice. We believe that an intentional and active commitment to DEIA will make HI USA a stronger organization, one that will serve our mission to help, especially the young, gain a greater understanding of the world and its people through hosteling.

Our embrace of DEIA principles and our core values on the back cover will help us realize a future in which all cultures and communities, particularly those historically underrepresented, are uplifted and valued in HI USA’s ambitions and strategy.

Thank you for your continued participation in our journey!

Sincerely,

Chair

For information on creating your own hostelling legacy, please contact us toll-free at (888) 449-8727 or by email at giving@hostusa.org.

If you have already included HI USA in your estate plan, please let us know.

*Deceased

IN HONOR OF
MARY ELLEN BRUCKER
A VERY SPECIAL GIFT

Mary Ellen Brucker, who passed away in St. Louis in 2021, met her husband to be Gene in 1959 while on a ship crossing the Atlantic to attend a hosteling rally in Koblenz, Germany. This stimulated a life-long advocacy for hosteling, including supporting the work of the former Gateway Council in St. Louis. “As a child, I recall my parents storing the canoes they used in leading hostels trips behind our house,” remembered her son Edward. Her daughter Katherine added, “They had close friendships with other hostelling advocates that lasted a lifetime, even hosting a holiday party each year for them in our home.” Katherine and Edward worked with HI USA to honor their mother with a $500,000 donation to bring back and further the Explore the World scholarship program which has been dormant since before the pandemic.

“The designation of the gift for travel scholarships would be important to our mother because travel was always a priority for her and she would be committed to the idea of exploring the world at a young age, as she did, without any barriers,” Katherine noted. The Mary Ellen Brucker Scholarship Endowment will have a lasting impact on HI USA’s capacity to demonstrate the benefits and power of travel to deserving young people through the Explore the World scholarship program.

HOSTEL LEGACY SOCIETY

HI USA thanks and honors the following members of the Hostelling Legacy Society who have so generously included legacy gifts to HI USA in their wills or trusts. Their foresight will help us ensure that future generations of hostellers can have the same meaningful experiences they had.

For information on creating your own hostelling legacy, please contact us toll-free at (888) 449-8727 or by email at giving@hostusa.org.

If you have already included HI USA in your estate plan, please let us know.
Core Values

COMMUNITY
We grow an inclusive movement of travelers grounded in exchange, respect, and diversity. As industry leaders, we foster a worldwide network of travel champions whose shared experiences catalyze intercultural understanding, creating global citizens.

INTEGRITY
We prioritize honesty, equity, and fairness in all circumstances. We encourage and support challenging conversations and accountability among our employees, leadership, partners, guests, and additional stakeholders.

RESPECT
With courage, empathy, and open minds, we facilitate a deeper appreciation of how we are similar and different from each other and deliberately show the strength that can flow from that diversity. We foster active listening and amplify the dignity of all present in our hostels and programs.

RELATIONSHIPS
We believe our collective health and welfare depends on valuing one another and educating ourselves on the inter-connectivity between people, perspectives, and planet as we balance social, financial, and environmental responsibility.

HI USA.ORG
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