

[2012-2013]

Cree Outfitting and Tourism Association











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[A note from our President]



As President of COTA, and someone who has worked in the tourism industry for a number of years, I remain committed to establishing tourism as a sustainable economic resource in Eeyou Istchee. Though sustainability has become a muchused buzzword, we must not forget that it is a key principle for tourism development around the world. At COTA, it has always been central in all of our tourism development planning. In fact, COTA's mission statement is to develop and implement a collective vision for a world-class sustainable tourism industry in harmony with Cree culture and values.

To be considered sustainable, a tourism industry must meet a number of established criteria. A critical component of a sustainable tourism industry is a series of clear measures that minimizes the negative environmental impacts of travel. Accordingly, in August 2012, COTA's Annual Tourism Conference and General Meeting, which was held in the northernmost Cree community of

Whapmagoostui, was designated to become COTA's first ever eco-responsible tourism event. To achieve this aspiration, working in collaboration with FauneNord's Green Team, we set our sights on two targets: (1) to be carbon-neutral and (2) to create zero waste.

The first objective was met by organizing a community clean-up designed to offset the carbon produced through transportation. We achieved our second objective of zero waste by sorting and properly disposing all waste. Recyclable materials were carried out by organizers and taken to Wemindji, the only community currently equipped with a recycling facility. Compost was donated to a local research centre for use in its greenhouse. Despite the challenges we faced, including the event's remote location, with careful planning and participants' support we achieved both our goals. In fact, I am pleased to report that we were so successful in this regard that we were selected as a Loto-Québec VIVAT award-winner in the social and economic initiative category.

Encouraged by our success, our next step will be to work with our members to develop a sustainability plan that reflects Cree values and meets one of our core principles, which is to play a stewardship role with respect to the environment. A regional conference will be planned to develop an appropriate strategy.

I would like to close by wishing former COTA Vice-President Joshua Iserhoff the best of success in his new role as Youth Grand Chief. I would also like to thank our staff, my fellow Board members, and COTA members for their continued support. I look forward to a third year in office filled with stimulating challenges and successful outcomes.

"Agoodah Wachiya! God Bless Eeyou Istchee!"

Julie-Ann Cooper President $\dot{\sigma}$ $\dot{\sigma}$

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[A note from our Executive Director]



Every year, as I prepare to write the Executive Director's Message, I reflect on our activities and accomplishments of the past twelve months to decide what my focus should be. I look at activity reports and project summaries to find the initiatives that best exemplify our efforts and performance. This has certainly been an interesting and impactful year.

First and foremost is the initiation of the Master Plan for Air Access for Tourism — without more efficient and affordable air access Eeyou Istchee Baie-James will struggle as a tourism destination. The Master Plan details a new model for Air Access that will serve as a critical component of our overall strategy to develop a highly successful regional tourism industry. This year also marks the realization of a business plan for the development of a Destination Management Company (DMC). The DMC will facilitate travel to Eeyou Istchee and fulfils COTA's obligation under Article 28.6.1 of the James Bay Northern Quebec Agreement (JBNQA) to

provide marketing, booking, and promotion services. And in April 2012, we launched the Product Development Coaching program, a 3-year initiative designed to help Cree entrepreneurs create market-ready tourism offerings.

Additionally this year, COTA took part in a fact-finding mission to develop a business plan for the coastal route project. We were very fortunate to have two Cree tourism pioneers — Earl Danyluk Sr and Sherman Herodier — accompany us on this journey. We toured the coastal region by land, air and sea. Most memorably, we navigated along the rugged James Bay coast in a twenty-two-foot Zodiac. Travelling with Earl and Sherman — listening to their stories, learning from their experience, and sharing in their profound knowledge of the region — was both exhilarating and unforgettable. The trip confirmed our conviction that travelling to Eeyou Istchee is so much more than merely visiting a destination. It's a boundless opportunity for exploration and for experiencing something new. The ruggedness of the coast, the culture of Cape Hope Islands, the history of Old Fort George, and the diversity of landscapes, ecosystems, and wildlife — all of these natural attributes offer a remarkable potential for developing powerful, one-of-a-kind tourism products and packages.

Sadly, this year also marked the passing of Norman Gull. Norman was directly involved in COTA's development, beginning in 2000. From 2001 to 2005, he was the Association's President. Under his guidance, COTA began its rapid transformation into the fully operational tourism organization that it is today. In a year in which so many tangible steps have been taken to optimize the region's tourism development, COTA and its members owe a very special thank-you to Norman for his unwavering vision. He strongly believed in the importance of building a robust and sustainable tourism industry — one that would become a major contributor to the Cree economy and serve as a beacon for Cree culture worldwide.

Robin McGinley Executive Director $\dot{\Gamma}^{e}$ L^e b b Λ >>"L, br ΔⁱλΛΩ^j~Ω"L d" into construction in the set of the "Difference of the the the set of the set of the the set of the s

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[About COTA]

HISTORY

The negotiations leading to the JBNQA provided the platform for gaining control over tourism development. With the signing of the Final Agreement in November 1975, the legal framework for this control became a reality and paved the way for the creation of COTA as a treaty obligation under sections 28.4 and 28.6 of the JBNQA.

28.4 Cree Associations

28.4.1 Subject to the positive conclusions of the necessary feasibility studies involving the Crees to the greatest extent possible and to the availability of funds, Canada and/or Québec will assist the Crees with funding and technical advice in establishing, as soon as possible, as described herein:

- a) a Cree Trappers' Association;
- b) a Cree Outfitting and Tourism Association;
- c) a Cree Native Arts and Crafts Association.

28.6 Cree Outfitting and Tourism Association

28.6.1 As soon as possible following the execution of the Agreement and subject to the results of the feasibility studies referred to in paragraph 28.4.1 there shall be established a Cree Outfitting and Tourism Association which shall inter alia:

a) provide marketing, booking and promotion services for Cree outfitting operations;

b) provide business, management, accounting and professional services for Cree outfitters;

c) conduct feasibility studies related to establishment or siting of individual outfitting facilities or a network of outfitting facilities.

28.6.2 Subject to the results of the feasibility studies and in the event that a Cree Outfitting and Tourism Association is established, Canada, Québec and the Cree Regional Authority, in proportion to be mutually agreed upon, shall assist the Association in its operation and objectives.

OBJECTIVES

Implement Section 28.6 of the JBNQA

- Provide marketing, booking, and promotion services, where necessary, for Cree outfitting and tourist operations.
- Provide business, management, accounting and professional services, where necessary, for Cree outfitters and tourist businesses.
- Conduct feasibility studies related to the establishment of individual outfitting or tourism facilities or a network of outfitting or tourism facilities.

Community Awareness and Capacity Building

- Place a priority on increasing awareness of tourism as a sustainable economic development opportunity.
- Increase the capacity of local and regional institutions to provide services by improving access to information.
- Support and undertake training and skill development initiatives that recognize Cree skills and industry standards.
- Support and encourage human resource development related to tourism.

Industry Development

- Promote partnerships among Cree businesses, communities, and institutions.
- Represent the interests of COTA members at meetings with governments, commissions, other organizations, and non-native developers.
- Support the development of Cree tourist products that exceed market standards by creating quality standards and by recognizing success with awards.
- Ensure the participation of the Cree Nation in the development and promotion of tourism and outfitting activities.

Communications

- Ensure effective communications with Cree stakeholders including Tallymen, governments, communities, and industry.
- Promote COTA's vision, objectives, activities, and accomplishments.
- Promote a positive image of the membership.
- Develop alliances and coordinate with other tourism and indigenous organizations to work toward common goals.
- Serve as a liaison between Cree tourism and outfitting operators, the tourism industry, and the markets they serve.
- Incorporate current technology to increase the ease and efficiency of communications and reduce the associated costs.

Marketing

- Increase market share by researching the feasibility of regional projects that promote the communities.
- Conduct product development and market research that include visitor statistics and product inventories.

Financial Development

- Actively seek funding and other resources from governments, the private sector, and other sources.
- Develop, where appropriate, revenue-generating activities.

The COTA Board is comprised of ten members who serve a 3-year term. One Board member is appointed by the Grand Council of the Crees (Eeyou Istchee)/Cree Regional Authority. The remaining nine are elected by the COTA membership.

2012-2013 Board of Directors

Contact information for each of our board members can be found at www.creetourism.ca under "About COTA."



Julie-Ann Cooper President Waswanipi



Raymond Blackned Vice-President Waskaganish



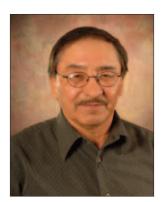
Titus Shecapio Executive Board Member Mistissini



Anna Bosum Board Member Oujé-Bougoumou



Roberta Georgekish Board Member Wemindji



Fred Wapachee Washaw Sibi



Redfern Mark-Stewart Board Member Eastmain



Dianne Ottereyes-Reid CRA Representative



Roy Mamianskum Board Member Whapmagoostui

Photograph not included:

Anderson Jolly, Board Member from Nemaska Joseph Fireman, Board Member from Chisasibi Steven Nguyen, Corporate Secretary



Karen St-Cyr Treasurer

[Projects and Initiatives 2012-2013]



[Projects and Initiatives]

Below is a summary of the projects and initiatives that were launched and/or undertaken in the 2012–2013 fiscal year.

1. Tourism Conference and Annual General Meeting

COTA's Annual Tourism Conference and Annual General Meeting continues to be a major event, providing members and others involved in the Cree tourism industry an opportunity to share wide-ranging viewpoints and insights. It also provides an opportunity to work together to achieve our collective goal of creating a dynamic and unified tourism industry. Approximately 50 people attended this year's Tourism Conference and AGM which took place on August 28th, 29th and 30th, 2012 at the cultural village in the community of Whapmagoostui.

The theme of the 2012 Tourism Conference was Sustainable Tourism Development: Making it a Reality in Eeyou Istchee. Working in collaboration with FaunENord's Green Team, our objective was to hold our first ever eco-responsible event. To this end, we set two important goals. The first was to be carbon-neutral and the second was to create zero waste. Despite the challenges we faced, including the event's remote location, with careful planning and participants' support we achieved our objectives. The event was so successful that we were recognized as a Loto-Québec's VIVAT awardwinner in the *Engagement socio-économique* (social and economic initiative) category.

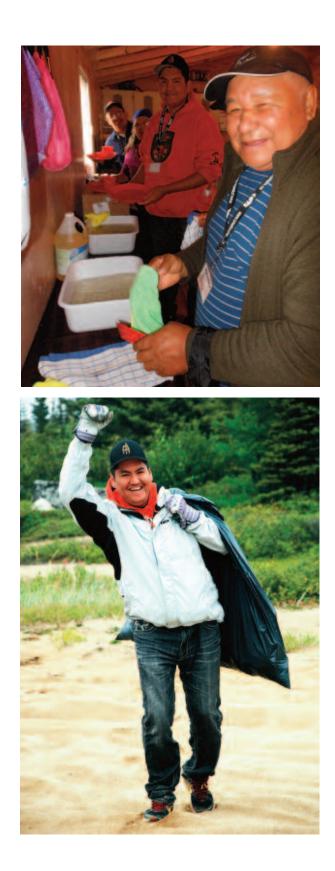
- A Few Comments from Conference Participants:
 - "Thanks to COTA and EIT. Great job and I hope I get an invite at your next conference."
 - "Very enjoyable, what a wonderful delegation and attendees. Thank you. Wachiya!"

Over the course of the two-day conference, two workshops were held. The first, in keeping with this year's theme, was titled "A step-by-step approach to greening your tourism business." It was presented by Kim Courcelles of FaunENord. FaunENord is a not-forprofit organization dedicated to the protection and sustainable development of wildlife and ecosystems throughout Northern Québec.

[We achieved our goal of zero waste by sorting and properly disposing all waste. Recyclable materials were carried out by participants and taken to Wemindji, the only community that currently has a recycling facility. Compost was given to a local research centre to be used in its greenhouse.]

The workshop introduced a checklist for ensuring tourism businesses are better equipped to reduce their negative environmental impact and outlined measures to reduce greenhouse gas emissions and reduce waste production and resource consumption. The workshop was extremely informative and provided a solid foundation for continued efforts to ensure local tourism businesses are low impact and environmentally friendly. Our next step will be to work with our members to adapt the checklist and create our own green strategy to better reflect Cree values. As such, a regional conference will be planned that focuses on sustainable development practices to meet the needs of the Cree.

The second presentation, titled "Making your association work for you," was made by Robert Palmer and served as a follow-up to last year's Membership Study. The Membership Study was designed to ascertain and understand major issues facing tourism providers in Cree communities and identify how members and other tourism providers perceive and define COTA and other tourism agencies within the region.



Tree Outfitting and Tourism Association was incorporated in 2000 onditions set out under Sections 28.4 and 28.6 of the James Bay and Northern Qu Section 28.6 .1 - As soon as possible following the execution of the Agreer the results of the feasibility studies referred to in paragraph 28.4.1 there sha Cree Outfitting and Tourism Association which shall inter alia:	uébec Agreement Tourism Association (RTA) to come into being in Québec and the 3rd to share the administrative region of Northern Québec. Thi new RTA is designated to represent the Cree communities of the Eeyou Istchee tourism region. EIT's role is to promote tourism and regional operators, suppor the development of new products, make information mon
 a) provide marketing, booking and promotion services for Cree outfitting c 	operations; readily available to tourists and cooperate with other RTAs in
b) provide business, management, accounting and professional services fo	or Cree outfitters; creating a Québec-wide tourism policy.
c) conduct feasibility studies related to establishment or siting of individua or a network of outfitting facilities.	al outfitting facilities
COTA/EIT Tourism Development In	nitiatives 2012
1. MARKETING CHALLENGES	Regional Marketing Strategy
"Providing web marketing support will be a	Marketing Agent
strong driver to promote membership."	Co-op Marketing Program
" We need more help creating and marketing	Digital Animator and Web Master Regional Tourism Guide
tourism packages that will attract more visitors.	 Regional rounsin duide
2. LACK OF FORMAL STRUCTURE	 Joint Action Plan (with TBJ and Escapade Boreale)
"The majority of communities lack a formal	Master Plan for Air Access for Tourism
structure or strategy to develop tourism."	Destination Management Company
3. LACK OF HUMAN RESOURCES	 Fallour un Committee fau Uriman Deseurese
	 Follow-up Committee for Human Resources Coordinator for Human Resource Development
"Finding good employees who have the skills do the job can be very difficult making it hard	
to run our businesses."	Tourism Training Programs (First Hospitality, ATV and
"We need more training courses."	Snowmobile Guide Training, Wilderness First Responder, Canoe level 1 and 2)
4. DIFFICULTY FINDING FUNDING	 Director, ACCORD Regional Economic Development
"It is hard to find funding sources and the	Strategy and Tourism Programs
process can be complicated. We need more	
individualized support developing business	 Projet ACCORD Funding Opportunities
plans and funding applications."	 3-Year Coaching Program for Businesses
	 Product Development Fund
5. SHOWCASE PRODUCT DEVELOPMENT	Regional Tourism Information Centre
"Visitors are often surprised when I tell them abo	• Tourism Gala
all the great activities offered here and want to	
know more about all the interesting places to vis	 Audio Tour for James Bay Highway
	Product Development Officer
6. IMPROVING COMMUNICATIONS	Annual General Meeting
"Sometimes I feel like there are opportunities	
that I miss because I didn't know they were o there until it was too late."	Ouf Cree Communications Officer (new position) Digital Animator and Web Master
RESULTS	
A World Class Sustainable Tourism Industry	AND TOURS
 Recognition as a Leading Nordic Tourism Dest Market Ready Tourism Packages for Domestic Qualified Human Resources 	2 A B S S S S S



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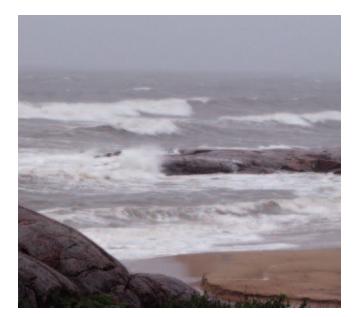
Based on Membership Study results, a detailed diagram (see page 11) was created to illustrate how COTA addresses each of the issues identified by study participants. The Study clearly revealed two key findings: (1) many of the issues raised are already actively addressed by COTA; and (2) we still need to improve our communication strategies and develop better methods to deliver support and services to members.

In accordance with these findings, we have created a new position at COTA: Coordinator, Communications and Member Services. The Coordinator for Communications and Member Services plays a leadership role with respect to communications and public relations for both COTA and EIT. A critical component of this job will be to serve as a liaison between members and the Associations, ensuring that members are made aware of new tourismrelated opportunities and initiatives offered by COTA and other organizations. The third and final day of the AGM is reserved for discussions related to internal matters of both COTA and EIT. Standard to these meetings is the review of the audited financial statements and approval of minutes from the previous AGM. Additional topics discussed included changes to the membership fee structure and issues affecting the development of Cree tourism.

We would also like to note that on May 31, 2012, COTA's Vice President, Joshua Iserhoff, representing Nemaska, was elected Youth Grand Chief/Chairperson of the Cree Nation Youth Council for a term of four years. Anderson Jolly was appointed to the Board of Directors to represent Nemaska until the end of this term. On behalf of all of us at COTA we wish Joshua all the best and are confident that over the course of his four-year term he will serve as a positive and influential role model for Cree youth.

Finally, we would like to extend our sincere appreciation to the community of Whapmagoostui for hosting this year's event. Participants really enjoyed the opportunity to spend time at the cultural village and many took advantage of its remote location to hike or just spend time outdoors. We all enjoyed the traditional feast prepared by local Elders and would like to thank Sydney Orr for taking the time to show us around the community.

Sponsors of this year's event include Air Creebec and Hydro-Québec.



2. Master Plan for Air Access for Tourism

Eeyou Istchee Baie-James has enormous potential for tourism development. Although travel to all but one of our communities is possible by road, convenient and affordable air access is key to developing a successful tourism destination — and Eeyou Istchee Baie-James is no exception. The need, therefore, to improve air access was becoming increasingly critical.

[Eeyou Istchee Baie–James offers genuine potential for tourism development. This potential, however, is dependent on more effective and affordable air access to, and within, the region.]

An in-depth analysis of the current realities of air travel to and within Eeyou Istchee Baie-James (including outfitting camps, cultural destinations, and coastal islands) was required. Representatives from both COTA and TBJ undertook an extensive tour of the region over a 3-month period. The purpose of this tour was twofold: (1) to engage in discussions with tourism stakeholders throughout the region; and (2) to identify the limitations and potential opportunities for tourism development in accordance with reasonable access (both existing and potential). The information and insight gathered during the tour were used to begin development of the Master Plan for Air Access for Tourism. The Plan includes a detailed review of current transportation options (Air Creebec, bush planes, private charter) and makes reference to other successful tourism models (Mont Tremblant, Québec and Vail, Colorado).

The Master Plan presents a realistic and viable air-access model that will help guide the decision-making process for tourism development throughout the region, including access to some very specific and remote locations. The plan highlights a number of recommendations such as better use of current private charter flight capacity, the implementation of airport platforms and custom infrastructure and development of a base camp project. The study also identifies the importance of facilitating travel to the region by creating travel packages to enhance both the offering and tourists' experience.

This model for enhanced access to the region provides the foundation for a master tourism development plan in Eeyou Istchee Baie-James.

Funding was provided by the Ministère des Finances et de l'Économie and Tourisme Québec.



3. Business Plan for Developing a Destination Management Company

In partnership with Tourisme Baie-James, COTA has created a business plan for the development of a licensed Destination Management Company (DMC). The DMC's mandate will be to market and promote Eeyou Istchee and Baie-James as well as develop and sell travel packages.

Market conditions favourable to the launch of a DMC are a recent development; however, the vision of creating such an entity was expressed nearly 40 years ago in the James Bay and Northern Quebec Agreement (JBNQA). With the development of a DMC, COTA fulfils its obligation under Article 28.6.1 of the JBNQA to provide marketing, booking, and promotion services for Cree outfitting operations.

[A licensed DMC is an extremely useful tourism asset. A DMC is a professional service provider that possesses extensive local knowledge and specializes in designing and implementing events, activities, tours, and transportation. The DMC's expertise also extends to facilitating traveller accommodations, restaurants, excursions, business meetings, conferences, gala dinners, and themed events. Acting as a consortium, the DMC can obtain preferential rates based on its purchasing power with its preferred suppliers.]

The business plan is a detailed document that:

- examines recent tourism trends
- provides a detailed analysis of the DMC's role
- outlines its strategic objectives
- describes sample packages
- defines the Cree and Jamesian partnership
- charts the DMC's organizational structure
- provides information on the current state of tourism domestically and abroad
- provides in-depth case studies and analysis of four comparable DMCs
- highlights the tourism potential in the region

The business plan outlines a detailed 5-year strategy for implementation from 2013 to 2018.

This project was funded by Ministère des Finances et de l'Économie and Tourisme Québec

4. Product Development Coaching

In early 2012, in response to its member survey, COTA launched the Product Development Coaching program. This is a 3-year initiative designed to provide Cree entrepreneurs with support to upgrade and enhance their tourism products. It is also designed to help them create market-ready tourism offerings that are specifically designed to meet the needs and expectations of travellers to the region.

The program offers coaching on business development and implementation with a focus on individual needs. The project was launched at this year's Tourism Conference and AGM. Any Cree tourism entrepreneur interested in taking part in this initiative was required to complete an in-depth application form. Upon careful review of the applications, four tourism businesses were selected to participate. Each was evaluated for its potential to make a positive contribution to the tourism industry. Participating businesses include Nuuhchimi Wiinuu run by David and Anna Bosum, Eagle Mountain Tourism Adventures operated by Paul and Joseph Mianscum, Tepee Adventures operated by Roy Mianscum, and Natagam Boreal Adventure and Kookum Sarah's Bed and Breakfast operated by Earl Danyluk Sr. and Earl Danyluk Jr.

The project includes 4 distinct phases. In phase 1, completed in April 2012, needs and expectations were clearly defined and a set of clear and realistic objectives was established. Phase 1 also provided an opportunity to meet with the owners/operators of the 4 participating businesses.

Phase 2 was an evaluation of current status (market readiness) of each of the four participating Cree businesses and included an analysis of current tourism trends as well as the overall state of tourism in Eeyou Istchee.

Phase 3, currently underway, provides the opportunity to review and evaluate the "vision" of each of the participating businesses and, whenever necessary, redirect and set a clear set of objectives.

Phase 4 is the implementation stage, which is scheduled to be completed in April 2015. During this final and extended phase, funding sources will be identified and participating businesses will undergo the necessary modifications and upgrades to ensure their market readiness. While participating business owners/operators will undertake the bulk of the work, they will receive continual support and monthly visits to ensure progress and seek advice and assistance if needed.

Since its launch, the Product Development Coaching project has made good progress and is well-positioned to achieve a high level of success upon completion 2 years from now.

Funding was provided by Aboriginal Affairs & Northern Development Canada and Tourisme Québec.

5. Strategic Business Plan for the Coastal Route Project

The development of a strategic business plan for the coastal route project is a major component of our 2012-2014 tourism action plan. The coastal route encompasses the area along the James Bay coast between Waskaganish and Whapmagoostui. The primary function of the business plan is to determine the feasibility and impact and benefit of increased tourism on the natural resources and local economies. Some of the key questions addressed in the plan are:

- What is the real potential for developing a Coastal Route for the purpose of tourism?
- What actual modes of transportation will the Route accommodate?
- Can tourism along the coast be offered year round or on a seasonal basis only?
- Which communities, attractions, and activities should be part of the Coastal Route and what is the actual tourism capacity of these communities?

[A tourist route allows the packaging of a destination by making it appear more attractive through a unifying concept. As it is often said, the journey is as important as the destination and numerous travellers wish to be nomads during their trip. The more compelling the tourist route theme is, the more it is susceptible to attract visitors.]

The plan aims to develop tourism offerings along the coast that will:

- protect and showcase Cree culture
- provide ecologically sound experiences and contact at the personal level
- share benefits within communities (rather than creating wealth for a single individual)
- support local entrepreneurs
- act in accordance with the reality and priorities of each Cree community: no imposed solution and no "one size fits all" initiatives





The plan outlines potential packages or "routes" such as travelling the Fur Trade Route, Discovering the Ecosystems of James Bay and Caribou Watching. It also outlines costing for each and addresses such factors as marketing, funding and implementation.

Funding for this initiative was provided by Ministère des Finances et de l'Économie and Tourisme Québec.

6. Cape Hope Islands in the Development of Cultural and Eco-Tourism

In the summer of 2012, as part of COTA's strategic business plan for the Coastal Route Project, a reconnaissance trip to South Twin and Cape Hope Islands and then north to Roggan River was organized. The trip clearly established the incredible beauty, ecological diversity and cultural vitality of the region. Historically, Cape Hope island, home to the most southerly Inuit settlement represents a place of cross-cultural harmony between the Inuit and the Crees who inhabited the nearby Old Factory Island. Some of the objectives of the project are to:

- Gather existing ethnographic records and other historical documents for the area
- Bring former inhabitants back to Cape Hope in the summer of 2013 and record their personal histories and other stories on the island

- Organize all of these materials in a way that can be readily applied to the needs of tourism development in the context of COTA's Coastal Route Project
- Work with Nunavik Inuit and AVATAQ for future collaborative work farther north.

This project is intended to meet the Development and Innovation objectives under ACCORD, in particular Objectives 4.1 and 4.2 which seek to ensure that Eeyou Istchee becomes a leader in the development of culturally appropriate, community-based northern tourism and to build expertise and create interpretation materials.

Funding was provided by Ministère des Finances et de l'Économie (a request for additional funding from Tourisme Québec is still pending).

7. Bookkeeping Training

As part of our human resource training and restructuring plan, COTA staff member Tim Wapachee took part in a four-week training program in bookkeeping. The program has provided him with the skills he needs to be COTA's full-time bookkeeper.

Tim attended four one-week sessions, held from October 2012 to April 2013. The training was provided using COTA's internal accounting system. Particular emphasis was placed on Microsoft Excel as a resource for preparing COTA's monthly financial packages, the annual budget, annual rolling forecast, and annual audit schedules and analysis.

Thanks to this training opportunity, Tim was able to upgrade his skill set. His qualifications and positive attitude are great assets, and we are happy and fortunate to have him on our team.

Tim's training was funded by the Cree Human Resources Development Department.