

2023-2024

ANNUAL REPORT



Eeyou Istchee Tourism
Tourisme Eeyou Istchee



Table of Contents



01-02 A Message from our President English and Cree

ABOUT EYYOU ISTCHEE TOURISM

04 Our History, Mandate and Objectives

EYYOU ISTCHEE PROJECTS

6	Comprehensive Approach Towards Destination Excellence for Cree Communities of Eeyou Istchee
7	Online Booking Support
7	Charging Stations
8	Regional Tourism Partnership and Digital Transformation Agreement
8	Product Development Support with Houle Conseils
8	Houle Conseils Monthly Support
9	Support for Pricing and Packaging for the Travel Trade
9	Creative Outdoor Marketing

MARKETING & PROMOTIONAL PROJECTS UNDERTAKEN IN PARTNERSHIP WITH TBJ

10	Snowmobile Trail Map
10	Regional Tourist Guide
11	Branding
12	Television Advertising
13	Print Media
15	Online Promotions and Advertisements
16	Social Media Campaigns
17	Tradeshows and Events

FINANCIALS

19	Audited Financials
----	--------------------



A Message from our President

Being President of Eeyou Istchee Tourism (EIT) over the past two years has been an honour and a privilege. In this time, I have focused on sustainable development, community engagement, member support, and innovation.

The forest fires in the summer of 2023 had a profound impact, disrupting both our tourism sector and our daily lives. From a tourism standpoint, we had to adjust project timelines and modify several planned promotional activities. On a personal level, many of us faced evacuations, loss, and uncertainty.

Climate change is an undeniable reality. As it intensifies and forest fires become an increasing threat, preserving the delicate balance of our ecosystems is more crucial than ever. Our initiatives, such as the Comprehensive Approach Towards Destination Excellence and the feasibility study for electric vehicle charging stations, address climate-related issues and demonstrate our commitment to sustainability.

We also recognize the importance of providing our members expert guidance and practical support. Whether through product development, adopting new technologies, operational assistance, or strategic pricing, our goal is to help them become market-ready, attract more visitors, and foster growth within the Cree tourism industry.

Of course, access to funding is vital for our industry's growth. The 2022 renewal of the Ententes de partenariat régional et de transformation numérique en tourisme (EPRTNT) presents a valuable opportunity for Cree-owned tourism businesses to adapt and innovate. I encourage all Cree tourism businesses to take advantage of this funding to make their projects a reality.

A highlight this year was our "Let's Talk About Tourism!" community consultation initiative, which was instrumental in boosting community engagement and shaping our regional tourism strategy. The community feedback was invaluable and reflects the Cree Nation's enthusiasm and commitment to advancing sustainable tourism in Eeyou Istchee.

Our commitment to adapting and innovating even in the face of challenges is unwavering. We are dedicated to preserving the unique beauty and cultural richness of Eeyou Istchee for future generations. Together, we can build a resilient and thriving tourism sector that respects our land and traditions, creating lasting positive impacts for our communities.

A person with a backpack is standing on a rocky shore, looking out at the ocean during sunset. The person is wearing a dark jacket, light-colored pants, and a cap. The ocean is calm, and the sky is a mix of orange and blue. The rocks are dark and wet, reflecting the light from the sunset. The text "ABOUT EIT" is overlaid on the image in a white, serif font.

ABOUT EIT

EIT works closely with COTA and TBJ to fulfill its role as a Regional Tourism Association, supporting our members and helping the Cree tourism industry thrive.



OUR HISTORY

On August 15, 2007, the Québec government provided the Cree Outfitting and Tourism Association (COTA) with the status of Regional Tourism Association (RTA).

In light of the fact that its roles and responsibilities differed from those required of an RTA, COTA decided to create a separate organization, namely Eeyou Istchee Tourism, to fulfill these specific requirements.

OUR MANDATE

Québec's ministry of tourism has mandated EIT to boost and grow its region's economy and vitality through tourism. EIT must fulfill this mandate through targeted action in the following areas:

- ◆ Promotion and marketing
- ◆ Reception, information, and signage for tourists
- ◆ Strategic innovation and digital technology

EIT must contribute to the transition toward responsible and sustainable tourism by leveraging its role as a regional consultative body and implementing promising tourism development solutions. In addition, it must provide regional leadership with respect to tourism development and work with other players in the province's tourism industry in accordance with their respective mandates.

OUR OBJECTIVES

- ◆ Position and promote Eeyou Istchee Baie-James as an appealing destination for cultural, adventure, and eco-tourism as well as outfitter services;
- ◆ Support the development of marketable tourism products and upgrade existing products so as to grow the regional economy;
- ◆ Enhance regional tourism infrastructure by making information on tourism products and services easily accessible;
- ◆ Ensure the regional tourism sector embraces sustainable development principles, provides benefits to youth and Elders, and bolsters the region's cultural vibrancy.

A woman with dark hair, wearing a yellow cardigan over a grey t-shirt and a grey apron, is smiling broadly. She is wearing blue gloves and is working on a wooden surface. In the background, there is a wooden structure with a colorful bag hanging from it, and another person is visible working in the distance.

OUR YEAR IN REVIEW

EIT collaborates with tourism businesses in Eeyou Istchee to develop innovative products and services, while emphasizing sustainability and cultural authenticity.



1. EIT PROJECTS

1.1

Comprehensive Approach Towards Destination Excellence for Cree Communities of Eeyou Istchee

The project's goal is to equip tourism stakeholders in the Cree communities of Eeyou Istchee with the knowledge and tools needed to develop a sustainable tourism industry that enhances the region's unique aspects, including its natural environment, culture, aesthetics, heritage, and residents' well-being.

To achieve this, the project will implement two tools from the World Centre of Excellence for Destinations (CED): the System of Measures for Excellence in Destinations (SMED) and the Happiness Index. These tools are designed to support the evolution and empowerment of management for sustainable tourism development in the Cree territory.

The SMED is an innovative system that addresses both short and long-term goals of sustainable tourism. Destinations evaluated using the SMED receive concrete and feasible recommendations for strategic interventions and continuous improvement. This tool will enable partner destinations in the Cree territory to build upon their strengths and address critical issues, providing valuable insights to enhance their competitive edge in the global tourism market.

The SMED follows a 7-step process, which includes:

1. A Memorandum of Understanding
2. Creation of a Destination Profile
3. Stakeholder Engagement
4. Start-Up Seminar for all Tourism Stakeholders
5. Community Workshops and Questionnaires
6. Actions to Improve Destination Performance
7. Presentation of Results

We want to thank the Cree Nation Government and Société Plan Nord for funding this important initiative.

The Happiness Index is a tool created by Planet Happiness, a strategic partner of CED. Planet Happiness's mission is to raise awareness of the well-being agenda among all tourism stakeholders and use tourism to promote development that enhances destination sustainability and the quality of life of host communities

1.2 Online Booking Support

The project is designed to boost the visibility of tourism businesses in Eeyou Istchee and simplify the process for potential clients to access information about packages and rates and make reservations online through these businesses' websites. This initiative is part of a broader effort to modernize attractions, establishments, outfitters, and campsites in Eeyou Istchee Baie-James, marking a new era of digital accessibility and growth for the region's tourism industry.

The project seeks to support local Cree tourism businesses in developing and organizing their offerings and marketing efforts outside Quebec. It focuses on aligning with EIT's priorities, including sustainable tourism, inclusive tourism, and accelerating business digitization.

We want to thank Canada Economic Development for funding this important initiative.

1.3 Charging Stations

The Quebec government has reaffirmed its commitment to promoting the electrification of transport. The goal is to have 2 million electric vehicles on the road by 2030. This initiative encourages using more sustainable technologies and supports the growth of the province's environmentally friendly and innovative automotive sector. To achieve this, several grants are available to help offset the cost of building electric charging stations across the province.


The project's objective includes developing a strategy for accessing these grants, which will involve the following steps:

8. Completion of a feasibility study
9. Preparation of a preliminary implementation plan for the construction phase
10. Development of a preliminary budget
11. Submission of Funding Applications

The preliminary implementation plan for the construction phase will include the estimated project cost, completion timeframe, and a plan for installing charging stations that will be integrated into the Hydro-Québec network.

Once complete, the feasibility study will be presented to the communities and organizations involved and the COTA board of Directors for feedback and approval.

Canada Economic Development provided funding for this initiative.



Online booking systems provide substantial benefits to tourism businesses. They extend customer reach, lower operational costs, enhance management efficiency, and elevate the overall customer experience. Implementing these systems enables businesses to streamline operations, boost revenue, and maintain competitiveness in the ever-evolving tourism sector.

1.4**Regional Tourism Partnership and Digital Transformation Agreement**

On May 5, 2022, the Québec government announced that it would renew the Ententes de partenariat régional et de transformation numérique en tourisme (EPRTNT). This important funding initiative reflects the willingness of *Ministère du Tourisme, Société de développement de la Baie James* and EIT to join forces to provide guidance and financial support to tourism businesses to help them develop and grow responsibly and sustainably.

To be eligible for this funding opportunity, projects must help to achieve the following three objectives:

1. Stimulate the regional economy by:

- ◆ Developing a unique, enticing tourism offering
- ◆ Promoting an innovative tourism offering
- ◆ Developing new niches for tourism businesses

2. Develop a responsible and sustainable tourism offering by:

- ◆ Ensuring tourism businesses adhere to corporate and social responsibility practices
- ◆ Integrating innovative and eco-friendly solutions

3. To be considered, projects and initiatives must fall under one of the following categories:

- ◆ Festivals and events
- ◆ Attractions
- ◆ Accommodations
- ◆ Development of the regional tourism offering
- ◆ Digital business development
- ◆ Studies and consulting services

This important funding initiative will help our region's Cree-owned and operated tourism businesses adapt to evolving conditions and grow responsibly and sustainably.

Funding for EPRTNT is provided by *Ministère du Tourisme, Société de développement de la Baie James* and Eeyou Istchee Tourism.

1.5**Product Development Support with Houle Conseils**

Houle Conseils provides expert guidance in tourism development and operational excellence, focusing on accommodations, customer service, and catering sectors. Their services range from development assistance and operational support to coaching and tailored training programs to meet specific client needs.

This year, Houle Conseils was engaged to offer logistical and hospitality advisory expertise for the successful launch of the inaugural Creetopia site. Unfortunately, in the summer of 2023, just weeks before its scheduled opening, the site was destroyed by the devastating forest fires that swept through the region. Planned to be operated by Wiinipaakw Tours (WTSC), a local tourism cooperative, the launch of Creetopia was highly anticipated as a significant milestone that would generate new jobs and stimulate the local economy.

The loss of the site was a profound disappointment for all involved in Creetopia's development. Looking ahead, decisions will be made regarding the potential relaunch of this innovative "ready-to-camp" concept.

Canada Economic Development, COTA and EIT provided funding for this initiative.

1.6**Houle Conseils Monthly Support**

Houle Conseils was engaged to provide ongoing expertise on a monthly basis to support Cree tourism enterprises. Their comprehensive support spans a wide array of services, encompassing regulatory compliance, certification acquisition, integration of advanced technologies, customized training programs, and operational efficiency enhancements tailored to the tourism sector.

We want to thank *Ministère du Tourisme* for funding this initiative.

1.7

Support for Pricing and Packaging for the Travel Trade

EIT has engaged Colombe Bourque's expertise to support Cree tourism businesses in developing competitive pricing strategies. With over 30 years of experience, including a decade in the Indigenous sector focusing on strategic development and tourism, Colombe brings invaluable insights to enhance the competitiveness of Cree tourism businesses and prepare them for international markets.

This year, Colombe Bourque worked with Nibiischii Corporation on the following key initiatives:

- ◆ Analyzed goals to align strategies with business objectives.
- ◆ Reviewed current offerings to identify strengths and areas for improvement.
- ◆ Established pricing structures for various offerings based on target clientele and profitability goals.
- ◆ Collaborated to develop tourism packages that resonate with traveller preferences and operational requirements, particularly in winter.

- ◆ Evaluated the costs associated with summer packages to ensure profitability.
- ◆ Examined the historical evolution of package rates to inform pricing decisions.

The collaboration with Nibiischii Corporation proved successful, and EIT is considering extending similar services to additional Cree tourism businesses as they prepare for future growth opportunities.

Canada Economic Development provided funding for this initiative.

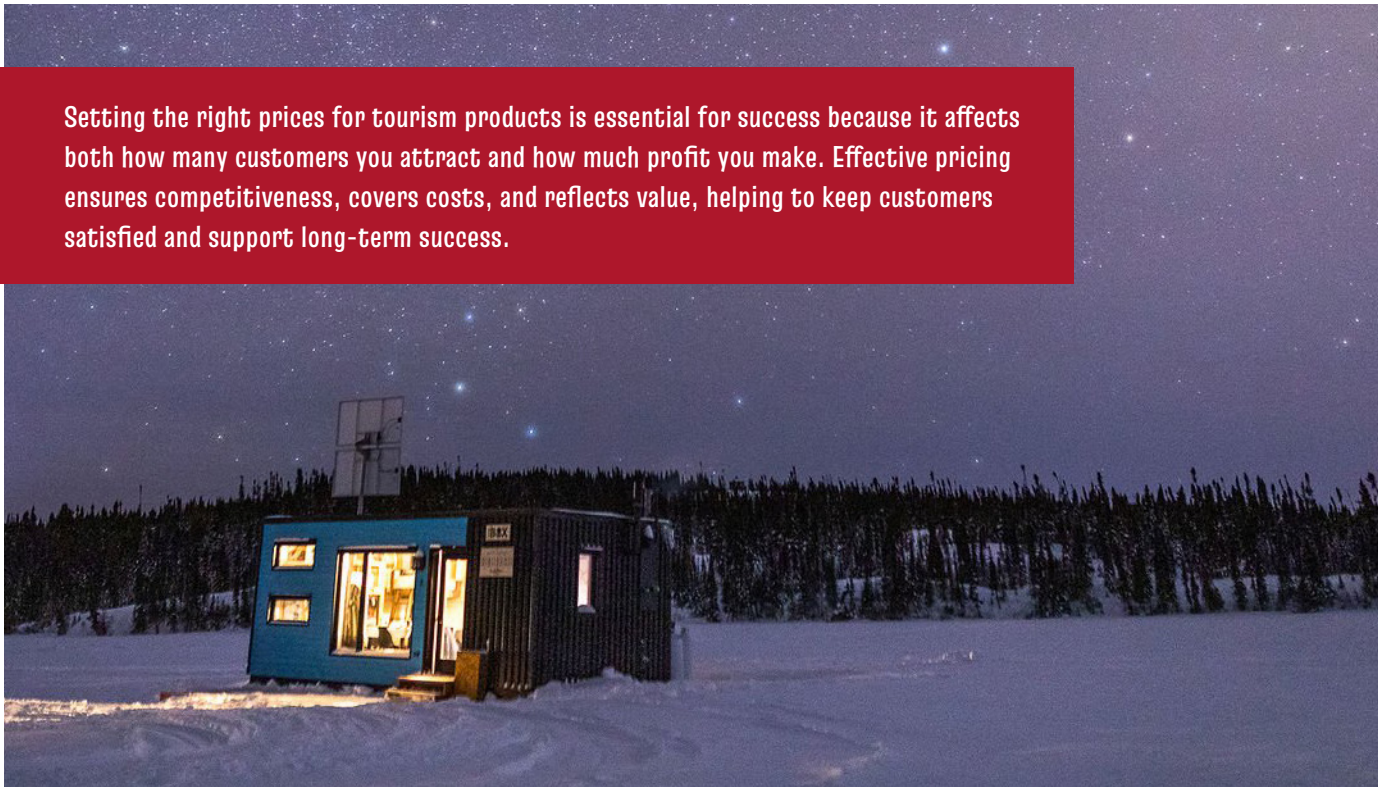
1.8

Creative Outdoor Marketing

For the fourth consecutive year, advertisements promoting Eeyou Istchee were strategically placed on recycling bins in high-traffic areas across downtown Ottawa. This cost-effective advertising initiative continues to reach thousands of people annually.

Canada Economic Development provided funding for this marketing initiative.

Setting the right prices for tourism products is essential for success because it affects both how many customers you attract and how much profit you make. Effective pricing ensures competitiveness, covers costs, and reflects value, helping to keep customers satisfied and support long-term success.



2. Marketing & Promotional Projects Undertaken in Partnership with TBJ

In the past year, EIT collaborated closely with TBJ on several marketing initiatives. These efforts included partnerships with the *Alliance de l'industrie touristique du Québec* (AITQ). Following is an overview of the activities:

2.1 Snowmobile Trail Map

The snowmobile trail map, updated every two years, is a key tool in promoting the region's extensive snowmobile tourism offerings. The latest edition for 2023-2025 is available online through the Fédération des Clubs de Motoneigistes du Québec (FCMQ) and AITQ websites.

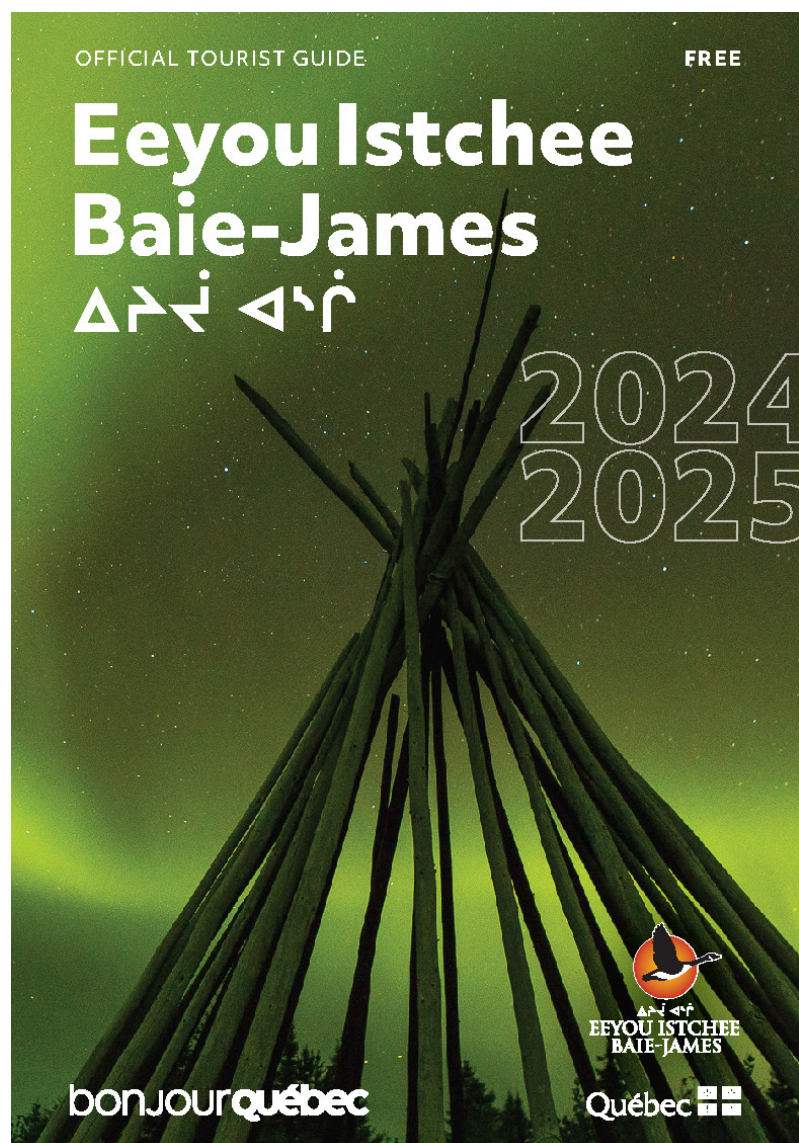
For detailed information about Eeyou Istchee Baie-James (EIBJ) snowmobile trails, visitors can also visit the "Discover the true North in Eeyou Istchee Baie-James" website at eeyouistcheebaiejames.com. Additionally, our regional trails are featured on the Imotoneige app, providing convenient access to the province's snowmobile trails and up-to-date information on trail conditions. This enhances visibility for service points throughout EIBJ and allows for optimal enjoyment of our snowmobile trails.

2.2 Regional Tourist Guide

As part of its partnership agreement with the Ministère du Tourisme, EIT has committed to developing a regional tourist guide that adheres to provincial guidelines and standards. Produced in collaboration with TBJ, this guide is a great resource for travellers visiting the region.

The full-colour guide provides detailed information about accommodations and dining options and showcases the wide range of tourist attractions and activities available throughout Eeyou Istchee Baie-James. It also includes comprehensive profiles of each Cree community, offering insights into their culture and tourism offerings.

The 2024-2025 Tourist Guide is available on our destination website, *Discover the True North in Eeyou Istchee Baie-James* (eeyouistcheebaiejames.com).



Living the Cree Aboriginal Culture

Today, most of the fur-trading posts have become the sites of the actual communities: Mistissini, Oujé-Bougoumou, Waswanipi, Waskaganish, Eastmain, Wemindji, Nemaska, Chisasibi and Whapmagoostui.

Hunting, fishing and trapping remain the most important activities as to be witnessed at "Goose Break" and "Moose Break".





The banners are characterized by vibrant colours, captivating imagery, and compelling messaging to engage our target audience and make a significant visual impact at events. We are confident these banners will enhance our brand visibility and stimulate interest in travelling to Eeyou Istchee Baie-James.

2.3 Branding

Branding is crucial in tourism, as it establishes a compelling and memorable identity that captures the essence of a destination. By creating a distinctive visual impact and integrating cultural elements, branding enhances engagement and ensures a unique representation that resonates with travelers.

2.3.2 Updated Visual Identity

The graphic platform and visual identity of the Eeyou Istchee Baie-James brand underwent an update to achieve the following key objectives:

- ◆ Create a striking visual impact with a singular, captivating image.
- ◆ Showcase the region's cultural uniqueness by integrating Cree syllabics.
- ◆ Streamline the online platform for enhanced readability.
- ◆ Enhance website navigation by introducing new, user-friendly domain names.

2.3.1 New Display Banners

Two new display banners, one in French and one in English were designed to promote Eeyou Istchee Baie-James at trade shows and other promotional events.

These banners feature Cree syllabics and showcase our updated visual identity, including the refreshed logo of one of our key partners, Tourisme Québec.

2.4 Television Advertisements

Two 30-second advertisements were strategically aired 201 times across five Québec-based specialty channels. Each ad was carefully crafted to highlight different aspects of Eeyou Istchee Baie-James:

12. The first advertisement captured the essence of the region's natural beauty through an inspirational video.
13. The second advertisement centred around fishing and Cree culture, offering a glimpse into the region's rich cultural heritage.

These advertisements were designed to promote the attractions and activities of Eeyou Istchee Baie-James and resonate with viewers, thereby increasing awareness and interest in visiting the region.

2.5 Print Media

Print media is a vital tourism tool, offering a unique, lasting presence that captures attention and delivers impactful messages to engage travelers and showcase destinations.

2.5.1 Journal de Québec cahier spécial pêche

A full-page advertisement and an advertorial showcasing the region as a premier fishing destination were featured in the special "Fishing" edition of Le Journal de Québec, targeting the intra-Quebec market.

2.5.2 Journal de Montréal cahier évasion

A full-page advertisement and an advertorial promoting travel to Eeyou Istchee Baie-James appeared in the travel edition of Journal de Montréal.

2.5.3 Journal de Québec cahier spécial motoneige

An advertorial titled "Pour découvrir les paysages grandioses de la Forêt Boréale" was featured in the snowmobile edition of Le Journal de Québec, targeting the Québec market.



5,000 copies of the tourism industry edition and 75.000 of the consumer edition of the Travel Guide to Canada were distributed.

2.5.4 2023-24 Travel Guide to Canada

The Travel Guide to Canada offers visitors current travel-related information on Canada's provinces and territories, including articles on specialty, adventure, and Indigenous tourism. The 2023-24 edition featured a half-page advertisement and a co-branded article titled "Eeyou Istchee Baie-James: Deep in the Heart of Québec." This article highlighted the *Aanishchaaukamikw* Cree Cultural Institute and coastal island excursions offered by Wiinipaakw Tours.

The publication is available online and on newsstands throughout Canada and the United States.



20,000 copies were distributed at a total of 7 Tradeshows!

2.5.5

Le Meilleur du Canada: 50 expériences dans toutes les provinces du Canada!

The complimentary magazine featured an advertisement and an advertorial spanning three pages. Le Meilleur du Canada is distributed at tourism-related trade shows in French-speaking European cities.

2.5.6

Le Québec pour tous

Le Québec pour tous promotes accessible and partially accessible tourist and cultural establishments and attractions throughout Québec. The 6th edition includes the *Aanishchaaukamikw* Cree Cultural Institute in Oujé-Bougoumou.

2.5.7

Origine

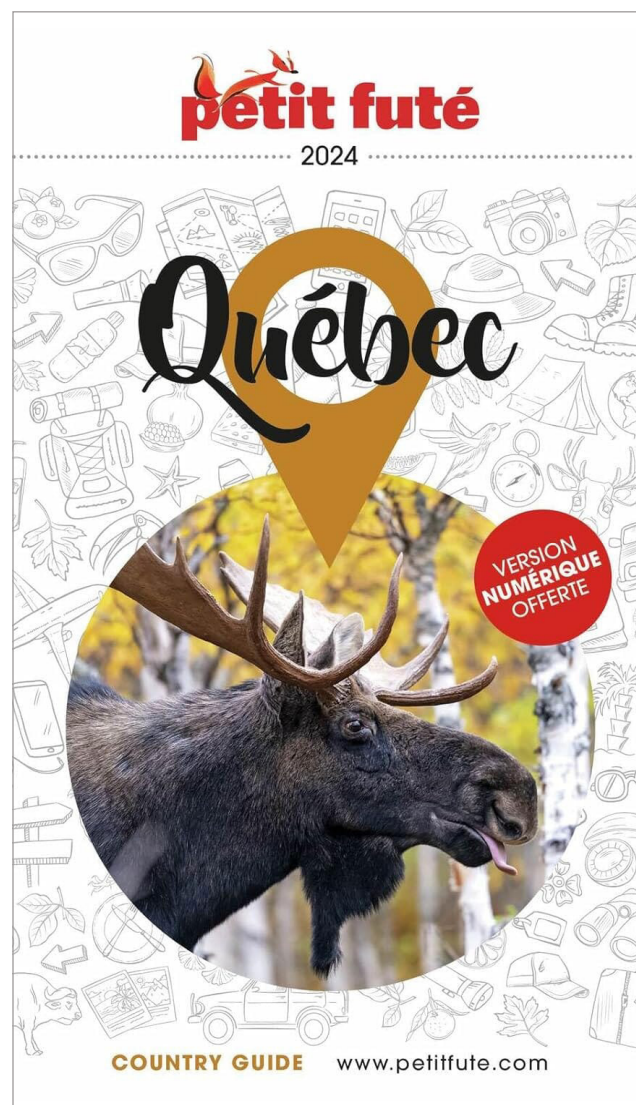
A full-page advertisement promoting Eeyou-Istchee Baie-James and Cree tourism appeared in the 2023-2024 edition of Origine, the official magazine of Indigenous Tourism in Québec.

The publication also included informative write-ups on several Cree tourism businesses, attractions, and accommodations.

2.5.8

Guide de voyage Petit Futé

The 2023 edition of Le Petit Futé, a travel guide tailored for the French market, included a striking full-page advertisement and seven additional pages of informative content highlighting tourism businesses and attractions throughout Eeyou Istchee Baie-James.



2.5.9

With a readership of over 250,000, *Aventure Chasse Pêche* is the most popular French magazine for hunting and fishing in North America. This year's edition featured a full-page advertisement and an advertorial.

2.5.10

Published annually, Le Guide de la Pourvoirie is tailored to hunting, fishing, and outdoor enthusiasts in Québec. This year's edition included a ¾-page advertisement promoting outfitters in Eeyou Istchee Baie-James.

2.5.11

Coordinated by AITQ, the campaign included a full page of sponsored content in this popular snowmobiling magazine. The campaign promoted Eeyou Istchee Baie-James as a premier destination for snowmobile enthusiasts, emphasizing its extensive network of well-maintained trails, breathtaking natural landscapes, and unique cultural experiences. The campaign targeted the Ontario and Northeastern United States markets.

2.5.12

A half-page advertisement appeared in Magazine Motoneige Québec, the official publication of FCMQ, the sole organization dedicated to advancing and promoting snowmobiling in Quebec.



The guide, available in French only, features over 330 outfitters across Quebec, listed by tourist region. Each outfitter's profile includes details on wildlife species available for fishing and hunting, accommodations and a list of on-site activities.

Renowned for its exceptional snow quality and abundance, Eyou Istchee Baie-James is a must-visit destination for snowmobile enthusiasts. Explore the breathtaking beauty and unique landscapes of the boreal forest across over 1,100 km of meticulously groomed trails.



2.6 Online Promotions and Advertising

Online promotion and advertising has the potential to boost tourism in Eeyou Istchee Baie-James by reaching a global audience. Digital platforms also enable targeted marketing, connecting potential visitors with tailored experiences and travel packages.

2.6.1 Snowmobile in Québec and SNOWTRAX

AITQ organized an online marketing campaign showcasing the stunning winter scenery and exciting snowmobiling opportunities in Eeyou Istchee Baie-James. The campaign targeted snowmobile enthusiasts in key markets across Ontario and the Northeastern United States.

2.6.2 Québec le Mag

A podcast produced in collaboration with Tourisme Autochtone Québec, promoting travel to Eeyou Istchee Baie-James, aired in June 2023 on quebeclemag.com. The episode featured photographer Annie-Claude Roberge, renowned for her work in the region, and Andrew Germain from Tourisme Autochtone Québec.

For almost twenty years, Québec le Mag has showcased Quebec as a premier travel destination in French speaking Europe.



Photo: Annie-Claude Roberge

2.6.3 Journal de Montréal Hublo

A promotional article showcased Eeyou Istchee Baie-James as a must-see tourist destination. The article highlighted Wiinipaakw Tours, the Aanischaaukamikw Cree Cultural Institute, and Nibiischii's floating cabins.

2.6.4 Québecor univers numérique

2.6.3.1 Two captivating 30-second video ads were broadcast on all Québecor websites. The promotion included links directing visitors to relevant pages on eeyouistcheebaiejames.com, the official tourism website.

2.6.3.2 An engaging online article invited readers to explore the exhilarating world of snowmobiling in the breathtaking landscape of Eeyou Istchee Baie-James. The article highlighted opportunities available to snowmobile enthusiasts in both Mistissini and Oujé-Bougoumou.

2.6.5 Fédération des pourvoiries du Québec

The Fédération des pourvoiries du Québec created a fun and engaging, quiz-based "Did You Know?" Section on its website, featuring three questions about Eeyou Istchee Baie-James.

2.6.6 Bonjour Région Xtra La Presse+

In partnership with the AITQ, an online article that featured Wiinipaakw Tours and promoted sustainable tourism development in the region.

2.6.7 Encan fondation de la faune

Each year, the Foundation organizes a virtual auction to raise funds for the Pêche en Herbe initiative, which introduces sport fishing to youth aged 6 to 17. This year's grand prize was a four-day fishing package for two at one of Mistassini's popular outfitting camps.

2.6.8 Le Figaro et le Monde

The "Traditions Autochtones" campaign, targeting the French market, launched with two podcasts featuring Andrew Germain from Tourisme Autochtone Québec and were conducted in collaboration with AITQ.

2.7 Social Media Campaigns

Social media is an effective tool for promoting tourism because it allows for visually engaging and interactive content that can quickly reach and captivate a wide audience. Additionally, it enables real-time interaction and sharing, helping potential travelers connect with experiences and destinations through user-generated content and influencer recommendations.

2.7.1 Snowmobile Campaign

A promotional video, photographs, and informative content were shared through our social media networks, newsletters, and blog posts to showcase the region as a premier snowmobiling destination. This campaign specifically targeted the Quebec and Ontario markets.

2.7.2 Monsieur Sansflamme

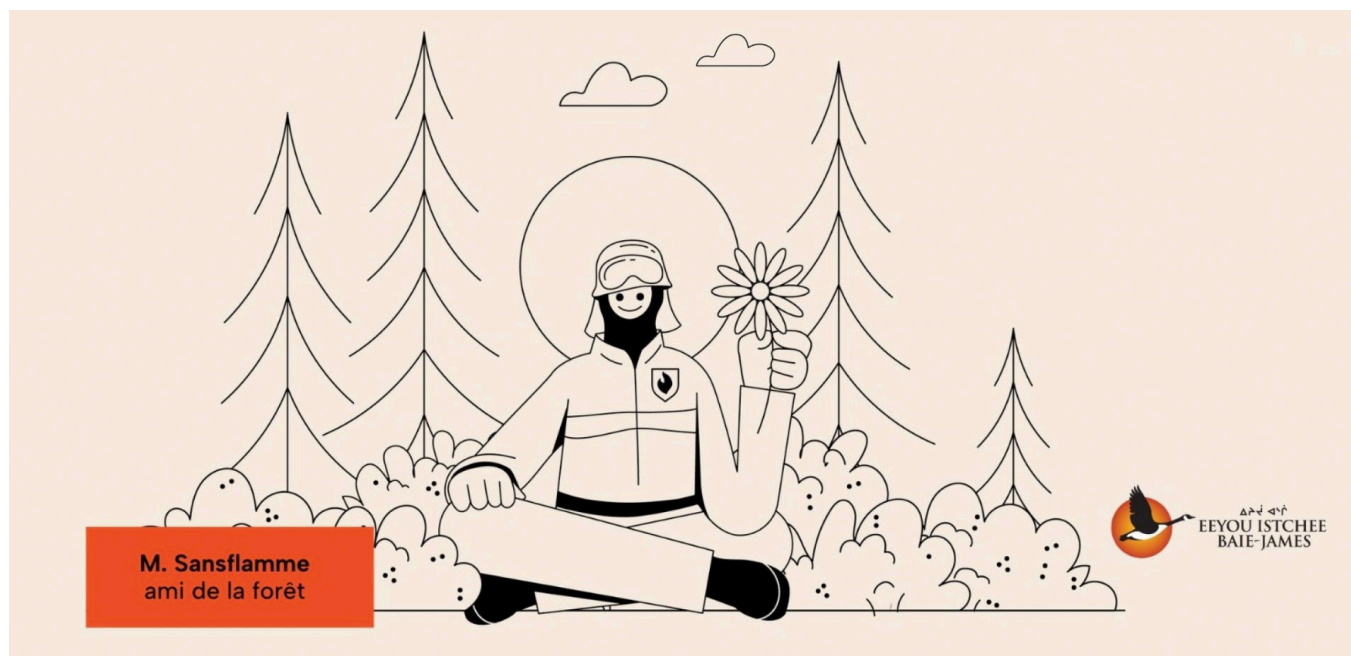
In the summer of 2023, widespread forest fires significantly restricted access to much of the region. As a result, we decided to delay many of our planned social media campaigns. Instead, we shared three blog posts across our social media networks. These posts were designed to educate people about fire safety and prevention while informing potential visitors about the limited access to the region.

2.7.3 Boréal Forest Prize Package

An online contest was held to encourage people to follow the Escape Like Never Before Facebook and Instagram pages to win a \$85 gift basket featuring various natural products from the boreal forest. The contest ran from October 17 to 27, with a winner randomly selected on the final day.



The boreal forest, with its diverse flora, supports a range of sustainable products, from herbal teas to medicinal extracts, showcasing its ecological richness.



2.8

Participation in Tradeshows and Events

Participating in tradeshows and events facilitates direct engagement with potential visitors and foster greater awareness and appreciation of our tourism offerings.

2.8.1

KWE! Festival in Quebec City

We were honoured to represent Eeyou Istchee at the 2024 KWE! Festival, held from June 16-18 at the Grand Marché du Québec. This gathering brought together all 11 Indigenous Nations of Quebec, offering a valuable platform to highlight Cree culture, promote local tourism, and forge connections with delegates from other Nations.

2.8.2

Indigenous Tourism Quebec in Brussels

Representatives from Eeyou Istchee Baie-James attended the world's largest Christmas market in Brussels, themed "Plaisirs d'Hiver." The Indigenous Tourism kiosk showcased images from the Nibiischii Corporation and included Cree artists Charlie and Georges Ottereyes, who shared stories and songs with attendees.

2.8.3

Le Salon Plein Air, Chasse, Pêche et Camping de Québec

Three representatives from Eeyou Istchee Baie-James attended a popular event that drew over 24,000 outdoor enthusiasts from across the province. Held from March 21 to 24 at the Centre des Foires de Québec, the event featured 235 exhibitors. It provided an excellent opportunity to engage with potential visitors, promote travel to the region, and distribute our regional Tourism Guide and Road Map of Eeyou Istchee Baie-James.

2.8.4

Québec Winter Carnival

In collaboration with Indigenous Tourism Québec, representatives from Eeyou Istchee Baie-James attended the Québec Winter Carnival, where they had an opportunity to showcase Cree culture and promote travel to the region.

The annual event which takes place in Québec City, attracts families and tourists from across the globe.





Eeyou Istchee Tourism
Financial Statements
March 31, 2024

Independent Auditor's Report	2 - 4
Financial Statements	
Operations	5
Changes in Net Assets	6
Cash Flows	7
Financial Position	8
Notes to Financial Statements	9 - 13
Schedule	14
Supplementary Information	15 - 19

Independent Auditor's Report

**Raymond Chabot
Grant Thornton LLP**
1000 Germain Street
Val-d'Or, Quebec
J9P 5T6

T 819-825-6226

To the Directors of
Eeyou Istchee Tourism

Opinion

We have audited the financial statements of Eeyou Istchee Tourism (hereafter "the Organization"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to financial statements, including a summary of significant accounting policies, and the schedule and supplementary information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our

conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern;

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Raymond Cholet Grant Thornton LLP¹

Val-d'Or
October 10, 2024

¹ CPA auditor, public accountancy permit no. A116128

Eeyou Istchee Tourism Operations

Year ended March 31, 2024

	2024	2023
	\$	\$
Revenues (Schedule A)	1,208,488	1,134,341
Expenses		
Services agreements	315,310	163,642
Travel	55,984	16,535
Professional fees	55,405	64,882
Supplies and office expenses	31,778	767
Cancellation of sales taxes receivable	27,629	
Partnership expenses – TBJ / EIT	21,136	10,101
Subscriptions and memberships	11,811	8,006
Legal fees	3,003	6,773
Training	2,331	
Insurance	2,159	1,965
Meetings and conventions	1,651	14,731
Advertising	809	1,095
Bank charges	129	418
Doubtful accounts	11,787	
Other expenses	17,001	
Amortization of tangible capital assets	1,886	808
	559,809	289,723
Project expenses	420,888	550,736
Project disbursements – Regional Tourism Partnership Agreement (RTPA)	40,054	194,651
	1,020,751	1,035,110
Excess of revenues over expenses	187,737	99,231

The accompanying notes, schedule and supplementary information are an integral part of the financial statements.

Eeyou Istchee Tourism

Changes in Net Assets

Year ended March 31, 2024

	2024			2023
	Unappropriated	Appropriated for marketing plan, products development and innovation	Total	Total
	\$	\$	\$	\$
Balance, beginning of year	148,938	400,000	548,938	449,706
Excess of revenues over expenses	187,737		187,737	99,231
Internal restriction	(150,000)	150,000		
Balance, end of year	186,675	550,000	736,675	548,937

The accompanying notes, schedule and supplementary information are an integral part of the financial statements.

Eeyou Istchee Tourism

Cash Flows

Year ended March 31, 2024

	2024	2023
	\$	\$
OPERATING ACTIVITIES		
Excess of revenues over expenses	187,737	99,231
Non-cash item		
Amortization of tangible capital assets	1,886	808
	189,623	100,039
Net change in working capital items	476,379	(366,678)
Cash flows from operating activities	666,002	(266,639)
INVESTING ACTIVITIES		
Net change in advances to Cree Outfitting and Tourism Association		25,455
Term deposit		(800,000)
Cash flows from investing activities		(774,545)
FINANCING ACTIVITIES		
Net change in due to Cree Outfitting and Tourism Association and cash flows from financing activities		471
Net increase (decrease) in cash	666,002	(1,040,713)
Cash, beginning of year	301,883	1,342,596
Cash, end of year	967,885	301,883

The accompanying notes, schedule and supplementary information are an integral part of the financial statements.

Eeyou Istchee Tourism

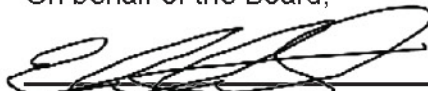
Financial Position

March 31, 2024

	2024 \$	2023 \$
ASSETS		
Current		
Cash	967,885	301,883
Term deposit, 4%	10,011	10,011
Trade and other receivables (Note 3)	81,362	87,336
Contributions receivable (Note 4)	254,638	307,490
Prepaid expenses	10	10
	<u>1,313,896</u>	<u>706,730</u>
Long-term		
Term deposit, 2.5%	800,000	800,000
Tangible capital assets (Note 5)	1,886	1,886
	<u>2,113,896</u>	<u>1,508,616</u>
LIABILITIES		
Current		
Trade payables and other operating liabilities (Note 6)	234,581	137,829
Long-term		
Deferred contributions (Note 7)	1,077,449	754,745
Marketing credit payable	64,720	66,633
Due to Cree Outfitting and Tourism Association, without interest or repayment terms	471	471
	<u>1,377,221</u>	<u>959,678</u>
NET ASSETS		
Unappropriated	186,675	148,938
Appropriated for marketing plan, products development and innovation	550,000	400,000
	<u>736,675</u>	<u>548,938</u>
	<u>2,113,896</u>	<u>1,508,616</u>

The accompanying notes, schedule and supplementary information are an integral part of the financial statements.

On behalf of the Board,


Director


Director

Eeyou Istchee Tourism

Notes to Financial Statements

March 31, 2024

1 - GOVERNING STATUTES AND PURPOSE OF THE ORGANIZATION

The Organization was incorporated under Part III of the *Companies Act (Quebec)* for the purpose of providing support to Cree outfitters and promoting tourism of the Nord-du-Québec region. It is a not-for-profit organization under the *Income Tax Act*.

2 - SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The Organization's financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Accounting estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the amounts recorded in the financial statements, notes to financial statements, schedule and supplementary information. These estimates are based on management's knowledge of current events and actions that the Organization may undertake in the future. Actual results may differ from these estimates.

Revenue recognition

Contributions

The Organization follows the deferral method of accounting for contributions. Under this method, contributions restricted for future period expenses are deferred and are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are reported as direct increases in net assets.

Financial assets and liabilities

Initial measurement

Upon initial measurement, the Organization's financial assets and liabilities are measured at fair value, which, in the case of financial assets or financial liabilities that will be measured subsequently at amortized cost, is increased or decreased by the amount of the related financing fees and transaction costs. The Organization's financial assets and liabilities from related party transactions are measured at cost.

Subsequent measurement

At each reporting date, the Organization measures its financial assets and liabilities from transactions not concluded with related parties at amortized cost (including any impairment in the case of financial assets), whereas those from related party transactions are measured using the cost method (including any impairment in the case of financial assets).

Eeyou Istchee Tourism

Notes to Financial Statements

March 31, 2024

2 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

With respect to financial assets measured at amortized cost or using the cost method, the Organization assesses whether there are any indications of impairment. When there is an indication of impairment, and if the Organization determines that, during the year, there was a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it will then recognize a reduction as an impairment loss in operations. The reversal of a previously recognized impairment loss on a financial asset measured at amortized cost or using the cost method is recognized in operations in the year the reversal occurs.

Tangible capital assets

Tangible capital assets acquired are recorded at cost. When the Organization receives contributions of capital assets, their cost is equal to their fair value at the contribution date plus all costs directly attributable to the acquisition of the tangible capital assets, or at a nominal value if fair value cannot be reasonably determined.

Amortization

Tangible capital assets are amortized over their estimated useful lives according to the straight-line method over a three-year period.

Write-down

When conditions indicate that a tangible capital asset is impaired, the net carrying amount of the tangible capital asset is written down to the tangible capital asset's fair value or replacement cost. The write-down is accounted for in the statement of operations and cannot be reversed.

3 - TRADE AND OTHER RECEIVABLES

	<u>2024</u>	<u>2023</u>
	\$	\$
Trade accounts receivable (a)	21,537	27,426
Trade accounts receivable from Cree Outfitting and Tourism Association	44,878	10,338
Sales taxes receivable	<u>29,280</u>	<u>53,018</u>
	95,695	90,782
Allowance for doubtful accounts	<u>14,333</u>	<u>3,446</u>
	<u>81,362</u>	<u>87,336</u>

(a) As at March 31, 2024, amounts owing from two customers represent 57 % of the trade accounts receivable.

Eeyou Istchee Tourism
Notes to Financial Statements
 March 31, 2024

4 - CONTRIBUTIONS RECEIVABLE

	2024	2023
	\$	\$
Ministère du Tourisme du Québec	125,765	137,370
Ministère du Tourisme du Québec (hotel tax)	59,618	
Canada Economic Development for Quebec Regions		107,467
Société de développement de la Baie-James	56,755	58,537
Société du réseau ÉCONOMUSÉE (SRÉ)		840
Cree Outfitting and Tourism Association		4,116
Cree Nation Government	12,500	
	<u>254,638</u>	<u>308,330</u>

5 - TANGIBLE CAPITAL ASSETS

	2024			2023
	Cost	Accumulated amortization	Net carrying amount	Net carrying amount
	\$	\$	\$	\$
Computer equipment	18,823	18,823		1,886

6 - TRADE PAYABLES AND OTHER OPERATING LIABILITIES

	2024	2023
	\$	\$
Accounts payable and accrued liabilities	48,740	41,710
Accounts payable to Cree Outfitting Tourism Association	185,841	96,119
	<u>234,581</u>	<u>137,829</u>

7 - DEFERRED CONTRIBUTIONS

	2024	2023
	\$	\$
RTPA 2016-2020		
Ministère du Tourisme du Québec	169,713	87,767
Cree Nation Government	36,300	45,143
Cree Outfitting Tourism Association	54,301	54,301
RTPA 2020-2022		
Ministère du Tourisme du Québec	352,989	389,488
RTPA 2022-2025		
Ministère du Tourisme du Québec	286,100	
Other		
Ministère du Tourisme du Québec (hotel tax)	164,403	164,403
Cree Nation Government	13,643	13,643
	<u>1,077,449</u>	<u>754,745</u>

Eeyou Istchee Tourism

Notes to Financial Statements

March 31, 2024

8 - FINANCIAL RISKS

Credit risk

The Organization is exposed to credit risk regarding the financial assets recognized in the statement of financial position. The Organization has determined that the financial assets with more credit risk exposure are trade accounts receivable and contributions receivable since failure of any of these parties to fulfil their obligations could result in significant financial losses for the Organization.

Market risk

The Organization's financial instruments expose it to market risk, in particular, to interest rate risk, resulting from its investing activities.

Interest rate risk

The Organization is exposed to interest rate risk with respect to financial assets bearing fixed interest rates.

The term deposits bear interest at a fixed rate and the Organization is, therefore, exposed to the risk of changes in fair value resulting from interest rate fluctuations.

Liquidity risk

The Organization's liquidity risk represents the risk that the Organization could encounter difficulty in meeting obligations associated with its financial liabilities. The Organization is, therefore, exposed to liquidity risk with respect to all of the financial liabilities recognized in the statement of financial position.

9 - COMMITMENTS

As part of the Regional Tourism Partnership Agreement and by resolutions, the Organization has committed an amount of \$476,165 as grants. The outstanding commitment may be effected in accordance with the signed agreement.

	<u>Approved disbursements</u> \$	<u>Amount disbursed</u> \$	<u>Amount to be disbursed</u> \$
RTPA 2016-2020			
Tawish Development Corporation			
Equipment purchases	18,000		18,000
Cree Nation of Nemaska			
Story of Our Elders and stairway and boardwalks	65,000	39,000	26,000
Cree Nation of Mistissini – Tourism Division			
Mistissini Outfitting Camps	180,000	108,000	72,000
Cree Nation of Chisasibi			
Equipment purchases	6,541		6,541

Eeyou Istchee Tourism

Notes to Financial Statements

March 31, 2024

9 - COMMITMENTS (Continued)

	<u>Approved disbursements</u> \$	<u>Amount disbursements</u> \$	<u>Amount to be disbursed</u> \$
RTPA 2020-2022			
Wiinipaakw Tours Solidarity Cooperative			
Wiinipaakw boat tours	141,032	101,032	40,000
Aanischaaaukamikw Cree Cultural Institute			
Augmented reality self-guided tour	11,086	6,652	4,434
Nibiischii Corporation			
360' Cultural Heritage Museum	59,600	35,760	23,840
Winter Fun Family	108,300	64,980	43,320
Auberge Capissisit Lodge			
Equipment purchases	1,465		1,465
Auberge Kanio-Kashee Lodge			
Equipment purchases	7,088		7,088
Cree Nation of Chisasibi			
Equipment purchases	184,827		184,827
Cree Nation of Waskaganish			
Waskaganish tourism products	121,625	72,975	48,650
	<u>904,564</u>	<u>428,399</u>	<u>476,165</u>

The Organization has also committed a total amount of \$40,000 to World Centre of Excellence for Destinations for its financial participation in marketing programs, payable in 2025.

10 - RELATED PARTY TRANSACTIONS

	<u>2024</u> \$	<u>2023</u> \$
Organization under common control		
Revenues		
Contributions	30,154	1,981
Expenses		
Services agreements	315,310	-
Travel	24,063	-
Supplies and office expenses	21,135	-
Other expenses	1,938	-
Project expenses	57,368	516,642
Project disbursements – RTPA	40,054	-

These transactions were concluded in the normal course of operations and measured at the exchange amount, excluding the resulting instruments.

Eeyou Istchee Tourism Schedule

Year ended March 31, 2024

	SCHEDULE A	
	2024	2023
	\$	\$
REVENUES		
Contributions		
Ministère du Tourisme du Québec	613,117	653,283
Ministère du Tourisme du Québec (hotel tax)	285,585	136,341
Canada Economic Development for Quebec Regions	135,625	117,806
Ministère des Affaires municipales et de l'Habitation		11,444
Revenue from the territory		
Cree Outfitting and Tourism Association	23,665	4,116
General contributions	5,837	12,784
Other	25,000	3,875
RTPA		
Regional Tourism Partnership Agreement Fund		6,438
Ministère du Tourisme du Québec	36,499	173,033
Société de développement de la Baie-James	3,555	15,180
Unclaimed marketing credits	50,000	
Other	15,400	
Interest	14,205	41
	1,208,488	1,134,341

Eeyou Istchee Tourism
Supplementary Information
Year ended March 31, 2024

	2024		2023	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
PROJECTS				
Cooperative Advertising Program (promotion Intra-Québec) (in partnership with Tourisme Baie-James and TAQ)				
Internal contribution – EIT	18,750		(20,000)	
Partnership expenses – EIT / TBJ		18,750		(20,000)
	<u>18,750</u>	<u>18,750</u>	<u>(20,000)</u>	<u>(20,000)</u>
Promotion Multi-Marché (in partnership with Tourisme Baie-James)				
Internal contribution – EIT	127,688		98,511	
Partnership expenses – EIT / TBJ		127,688		98,511
	<u>127,688</u>	<u>127,688</u>	<u>98,511</u>	<u>98,511</u>
Regional Map EIBJ (in partnership with Tourisme Baie-James)				
Gouvernement du Québec – ministère des Affaires municipales et de l'Habitation			11,444	
Internal contribution – EIT			5,184	
Professional fees				15,837
Administration fees				791
	<u>-</u>	<u>-</u>	<u>16,628</u>	<u>16,628</u>
Human resources: Director of ACCORD niche (in partnership with Tourisme Baie-James)				
Internal contribution – EIT	16,254		18,750	
Partnership expenses – EIT / TBJ		16,254		18,750
	<u>16,254</u>	<u>16,254</u>	<u>18,750</u>	<u>18,750</u>

Eeyou Istchee Tourism

Supplementary Information

Year ended March 31, 2024

	2024		2023	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
Human resources – Product Development Officer 2020-2021				
Gouvernement du Québec – ministère du Tourisme			200,000	
Internal contribution – EIT			78,825	
Services agreements				199,847
Telecommunications				733
Travel				17,143
Supplies and office expenses				3,050
Professional fees				58,052
	-	-	278,825	278,825
Implementation of marketing plan – product development				
Canada Economic Development for Quebec Regions	20,635		40,436	
Internal contribution – EIT	18,360		1,322	
Travel		9,426		1,322
Professional fees		29,569		40,436
	38,995	38,995	41,758	41,758
Implementation of marketing plan				
Canada Economic Development for Quebec Regions	98,867		77,370	
Contribution from territory			2,919	
Internal contribution – EIT	13,662		20,042	
Advertising		47,120		26,124
Services agreements		62,054		67,776
Travel		1,675		4,544
Meetings and convention		943		1,126
Telecommunications		271		761
Other		466		
	112,529	112,529	100,331	100,331
Economic social impact (in partnership with Tourisme Baie-James)				
Internal contribution – EIT			4,031	
Partnership expenses				4,031
	-	-	4,031	4,031

Eeyou Istchee Tourism

Supplementary Information

Year ended March 31, 2024

	2024		2023	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
Tourist guide Eeyou Istchee Baie-James (in partnership with Tourisme Baie-James)				
Internal contribution – EIT	733		927	
Partnership expenses		733		927
	<u>733</u>	<u>733</u>	<u>927</u>	<u>927</u>
	-----	-----	-----	-----
SRÉ Portraits régionaux gourmands – Phase 1 (in partnership with Tourisme Baie- James)				
SRÉ			3,875	
Internal contribution – EIT			1,102	
Professional fees				4,977
	<u>-</u>	<u>-</u>	<u>4,977</u>	<u>4,977</u>
	-----	-----	-----	-----
CREEtopia				
Cree Outfitting Tourism Association	23,665			
Wiinipaakw Tours Solidarity Cooperative	4,127			
Internal contribution – EIT	6,097			
Professional fees		33,464		
Telecommunications		425		
	<u>33,889</u>	<u>33,889</u>	<u>-</u>	<u>-</u>
	-----	-----	-----	-----
Excellence Destination				
Cree Nation Government	25,000			
Internal contribution – EIT	24,478			
Professional fees		41,652		
Travel		7,826		
	<u>49,478</u>	<u>49,478</u>	<u>-</u>	<u>-</u>
	-----	-----	-----	-----
Charging station				
Canada Economic Development for Quebec Regions	16,123			
Professional fees		16,123		
	<u>16,123</u>	<u>16,123</u>	<u>-</u>	<u>-</u>
	-----	-----	-----	-----

Eeyou Istchee Tourism
Supplementary Information
Year ended March 31, 2024

	2024		2023	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
Baromètre				
Internal contribution – EIT			5,998	
Partnership expenses				5,998
			5,998	5,998
Propulso (in partnership with Tourisme Baie-James)				
Internal contribution – EIT	6,449			
Partnership expenses		6,449		
	6,449	6,449	-	-
	420,888	420,888	550,736	550,736

Eeyou Istchee Tourism
Supplementary Information
Year ended March 31, 2024

	2024		2023	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
RTPA PROJECTS				
RTPA – Long Point				
Regional Tourism Partnership Agreement Fund			6,438	
Gouvernement du Québec – ministère du Tourisme			6,438	
Société de développement de la Baie-James			1,062	
Project disbursements				12,892
Administration fees				1,046
	-	-	13,938	13,938
RTPA – Nibischii Corporation				
Gouvernement du Québec – ministère du Tourisme			93,866	
Société de développement de la Baie-James			7,955	
Project disbursements				94,184
Administration fees				7,637
	-	-	101,821	101,821
RTPA – Cree Outfitting Tourism Association (CREEtopia)				
Gouvernement du Québec – ministère du Tourisme	36,499			
Société de développement de la Baie-James	3,555			
Project disbursements		37,050		
Administration fees		3,004		
	40,054	40,054	-	-
RTPA – Cree Nation of Waskaganish				
Gouvernement du Québec – ministère du Tourisme			72,729	
Société de développement de la Baie-James			6,163	
Project disbursements				72,975
Administration fees				5,917
	-	-	78,892	78,892
	40,054	40,054	194,651	194,651