2021-2022 AUNAL REPORT

APRIL 1st, 2021 TO MARCH 31st, 2022



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SPECIAL PROJECTS



MESSAGE FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR

Dear Indigenous Tourism Quebec members,

First of all, we are proud to present to you once again a positive review of our team's initiatives for 2021-2022. Indigenous peoples in Quebec have always been resilient; the same is true for Indigenous tourism promoters and entrepreneurs. The pandemic tested us and we proved our strength through the development of our sector.

With relentless conviction and professionalism, the ITQ team has supported Indigenous tourism enterprises through initiatives around development, awareness-building, promotion and representation.

As part of our ongoing efforts to improve services, we have surveyed your interests and expectations for your sectoral tourism association in order to support you better in all stages of your business, identity, cultural and tourism development. In that regard, we welcomed two new Development Advisors this year and did an internal audit of human resources management to provide our membership with an efficient structure with the right skills!

Before and since the pandemic, ITQ has demonstrated proactivity with

Indigenous tourism enterprises in growing its membership. Now more than ever—as indicated by the survey—tourism appears to be unprecedently poised as a means of raising awareness and reaching out to Quebecers who are positively inclined toward the First Peoples.

Leveraging industry-wide credibility, ITQ is committed to contribute to this endeavour while supporting the tourism recovery through new promotional approaches.

As an association, ITQ's success and perspective rest on a strategic team, small yet solid, committed to the visionary leadership of its general management.

Building on the positive findings of the diagnostic report on the 2017-2022 strategic plan, ITQ created a new comprehensive 2022-2027 strategic plan that will ready us to embark on the next few years with rigour, conviction and commitment to Indigenous tourism enterprises. The valuable contribution of Indigenous Services Canada in all these important projects to ensure the sustainability of our organization has been most welcome.

ITQ's business model has long been based on partnerships and we thank these organizations, governments and enterprises for their essential contribution to the development and growth of our sector. Without them, it would have been hard to achieve our objectives and overcome the challenges along the way. The Indigenous tourism industry represented by our association is well poised to continue its progress, always placing authenticity at the heart of our actions and our experiences.

Tiawenhk to the whole team for their hard work. ITQ is a strong and proud association, in the image of the 11 Nations and 55 communities in Quebec.

Enjoy discovering Indigenous tourism in Quebec through the lens of our 2021-2022 initiatives.



Steeve Wadohandik Gros-Louis President



Dave Laveau Executive Director



Each year, we are pleased to count on nine key players who constitute our board of directors.



ITQ would like to extend its thanks to Rita Mestokosho, delegate member representing the Ekuanitshit Innu Band Council, who completed her term as board member in October 2021.

President Steeve Wadohandik Gros-Louis

Active member La Sagamité restaurant

Vice-president **Kalika Sinnett** Active member Micmac Interpretation Site of Gespeg

Secretary Marc Plourde, Associate member Quebec Outfitters Federation

Treasurer **Michelle Picard** Delegate member Native Commercial Credit Corporation



Robert Lancup Associate member Québec City Tourism

Josée Leblanc Active member Atikuss

Sean McDonagh Active member

Inuit Adventures

Robin McGinley
Delegate member

Cree Outfitting and Tourism Association

Kimberly Cross Delegate member Kahnawake Tourism



Partners and members can always count on the professionalism of a dedicated team to fulfill the mandates assigned by the board of directors and further develop the association.

Dave Laveau Executive Director

Patricia Auclair Operations Manager

Marie-Pierre Lainé Development Advisor

Émilie McKenzie Development Advisor

Pierre Kanapé Development Advisor

Andrew Gros-Louis Germain Marketing Advisor

Laurence Lainé Communications and Marketing Agent

Mélissa Cloutier Administrative Assistant





PROFILE OF THE INDIGENOUS TOURISM INDUSTRY



In january 2021, there were 247 indigenous tourism enterprises across quebec (in 17 of the 21 tourism regions and in 40 of the 55 indigenous communities).

Despite the pandemic, we have 195 itq member enterprises; a 73% representation coverage with an 8% increase from 2020-2021

4 MAIN TYPES OF EXPERIENCE:

ARS &
CULTUREHUNTING
& FISHINGACCOMMODATION
& FOODNATURE &
Adventure38.7.17.7.27.7.18.7.

BEFORE THE PANDEMIC,

INDIGENOUS QUEBEC WELCOMED 1,2 MILLION VISITORS ANNUALLY, SUSTAINED OVER 4000 JOBS AND GENERATED \$169M IN ECONOMIC BENEFITS.



PROFILE OF INDIGENOUS Tourism enterprises:

- A majority of enterprises are in the development stage (36%) with a turnover of less than \$100,000 and an average of eight employees. They operate for a third of the year and are mainly located within a community.
- The vast majority (84%) are members of their regional tourism association (ATR).
- A large percentage (41%) collaborates with the travel trade and almost a quarter would like to do so.
- 50% of the enterprises have a transactional website (low digital maturity for the other half).
- The value system of Indigenous entrepreneurship distinguishes itself from non-Indigenous enterprises.

Bringing culture to life is the primary motivation (86%) Participating in economic development (75%)

- Wealth creation ranked last (25%)
- Members' priorities: share culture and offer authenticity

ABOUT INDICENDOUS TOURIST QUEEE



INDIGENOUS Tourism Quebec

Created in 1991, ITQ is the first Indigenous tourism association in Canada and provides services around 3 main mandates:

- Structure and support the development of the Indigenous tourism industry
- Support the visibility and promotion of Indigenous tourism products
- > Safeguard the interests of enterprises, entrepreneurs and band councils

ITQ is the sectoral tourism association recognized by the provincial ministry of tourism as the official representative of Indigenous tourism and by the Assembly of the First Nations of Quebec and Labrador as the go-to resource for the development and promotion of the Indigenous tourism offer. ITQ represents nearly 200 tourism enterprises and band councils from the province's 11 Indigenous Nations.



OUR MISSION

is to GUIDE AND PROPEL THE SUCCESS OF INDIGENOUS ENTREPRENEURS IN TOURISM MARKETS THROUGH OUR STRENGTHS: HUMAN-CENTERED RELATIONS, EXPERTISE, ADVICE, NETWORKS AND STRATEGIES.



OUR VISION

Support sustainable Indigenous enterprises via tourism and foster intercultural rapport through exploring the tourism offer and cultural experience of the First Nations and Inuit.

OUR CORE VALUES

Partnerships, Authenticity, Engagement

OUR CONTINUED ENGAGEMENT:

ITQ'S INDUSTRY-RELATED ENGAGEMENTS

ALLIANCE DE L'INDUSTRIE TOURISTIQUE DU QUÉBEC Board of directors

ALLIANCE DE L'INDUSTRIE TOURISTIQUE DU QUÉBEC Indigenous Traditions roundtable

INDIGENOUS TOURISM ASSOCIATION OF CANADA Board of directors

TOURISM AND LEISURE IN COOPERATIVE DEVELOPMENT BRANCH COMMITTEE OF THE COOPÉRATIVE DE DÉVELOPPEMENT RÉGIONAL DU QUÉBEC (CDRQ)

WORK GROUP ON FIRST NATIONS AND INUIT EMPLOYMENT INTEGRATION AND RETENTION IN THE TOURISM SECTOR

NORTHERN-INCUBATOR ACCELERATOR Implementation Committee and Dave is on the Steering Committee

QUEBEC INTERNATIONAL PEE-WEE HOCKEY TOURNAMENT Board of directors

WAPIKONI MOBILE Board of directors

KEY PARTNERS:

- Alliance de l'industrie touristique du Québec
- Assembly of the First Nations Quebec-Labrador
- Indigenous Tourism Association
 of Canada
- Aventure Écotourisme Québec
- First Nations of Quebec and Labrador Economic Development Commission
- DestiNATIONS
- Destination Canada
- Canada Economic Development
- Quebec Outfitters Federation
- Quebec's Ministry of tourism
- Partnership with 12 regional tourism associations
- The Économusée Network Society
- Secrétariat aux affaires autochtones
- Indigenous Services Canada

30 YEARS AND ON A ROLL

After operating under different names and going through various organizational phases, Indigenous Tourism Quebec (hereinafter «ITQ») has attained a remarkable level of maturity. Deeply committed to the Canadian and Quebec tourism ecosystem, as well as to Indigenous economic development, ITQ has established a reputation of excellence in the industry.

Contributing to offer diversification and attracting international markets, Indigenous tourism experiences are promoted as a priority by Destination Canada and the Alliance de l'industrie touristique du Québec.

The province boasts nearly 250 Indigenous tourism enterprises owned by the First Nations and Inuit which operate in a variety of environments: within or outside the community, private or community-owned, in urban, peri-urban or remote areas. At ITQ, market-ready and export-ready stages help determine the maturity level of these enterprises.

Indigenous tourism was one of the fastest growing sectors in the Canadian tourism industry . However, as confirmed by a survey, the pandemic has unevenly impacted ITQ member enterprises, amplifying a string of challenges already being faced by the whole tourism industry: workforce, digital shift, access to funding, traction in domestic market and adaptation of the offer.

Strategic planning to support Indigenous tourism entrepreneurship

Before and since the pandemic, the association has been proactive with Indigenous tourism enterprises in growing its membership.

Based on a survey^{*}, tourism appears to be unprecedently poised as a means of raising awareness and reaching out to Quebecers who are positively inclined toward the First Peoples.

Leveraging industry-wide credibility, ITQ is committed to contribute to this endeavour while supporting the tourism recovery through new promotional approaches.

As an association, ITQ's successes and perspectives rest on a dedicated team under the visionary leadership of its general management. Building on the positive diagnosis report of the 2017-2022 strategic plan, ITQ contracted the services of Raymond Chabot Grant Thornton and its partner Oasis to elaborate its 2022-2027 strategic plan (which includes its three-year action plan, marketing & communication plan and an internal audit of human and organizational resources). All these business intelligence projects now allow ITQ and its team to fully embark on the next few years with rigour, conviction and commitment in the service of Indigenous tourism enterprises. The valuable contribution of Indigenous Services Canada in all these important projects to ensure the sustainability of our organization has been most welcome.

The pandemic pushed back our initiatives in the last two years, but not our priorities. ITQ has been able to intervene in its various fields and provide emergency assistance to its member enterprises in order to tackle the crisis. As a result, the association has become even more essential.





2021-2022 Activity report

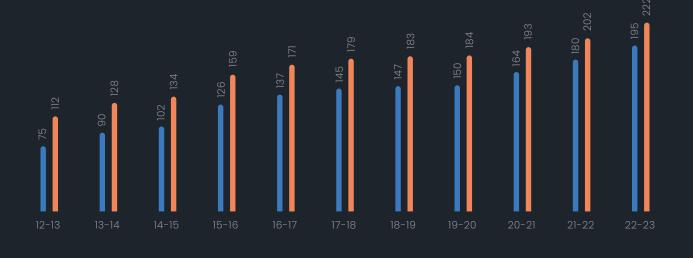
Unique circumstances due to the COVID-19 pandemic

A public health crisis as serious as the one caused by COVID-19 has major impacts on economic sectors. For the tourism industry, the shockwave was quasi-instantaneous following the temporary closure of borders in 2020, the temporary shut-down of non-essential enterprises and the implementation of various containment measures. And these challenges, which lasted throughout 2020-2021, limited the tourism seasons to a restricted, targeted and local clientele. Nevertheless, this forced downtime for enterprises allowed the consolidation, adaptation and innovation of tourism offers. ITQ's team offered tailored support to Indigenous communities and developers to turn the tide by transforming their respective challenges into opportunities.

Prior to the ongoing pandemic, the tourism industry had been growing strongly in Quebec for the past ten years. In fact, practically all the indicators were trending upwards: number of enterprises, number of Nations/communities involved, number of jobs, economic benefits, etc. As of March 31, 2020, more than 220 Indigenous-owned enterprises were operating in the tourism industry and sharing our rich cultures with visitors from everywhere. In January 2021, there were 247 enterprises across Quebec in 40 of the 55 communities and in 17 of the 21 tourism regions. This inspiring outcome draws from relentless efforts of Indigenous stakeholders and strategic partners.

Although the tourism industry has been one of the most impacted by the pandemic, it clearly showed the resilience of the Indigenous tourism industry and its readiness to face the challenges brought about by the crisis. ITQ is pleased to end the year 2021-2022 with 10 new members—showing continued trust in the association, built on targeted professional initiatives that are deeply appreciated by our membership.

INDIGENOUS TOURISM QUEBEC SINCE 2011



MEMBER ENTERPRISES

TOTAL MEMBERSHIP

FOCUS AREA: DEVELOPMENT

2021-2022 HIGHLIGHTS

MANDATES WITH QUEBEC'S MINISTRY OF TOURISM, INDIGENOUS SERVICES CANADA, CANADA ECONOMIC DEVELOPMENT AND INDIGENOUS TOURISM ASSOCIATION OF CANADA

DEVELOPMENT OF THE TOURISM OFFER: PRIORITIES

Fostering the growth and development of the offer and contributing to the vitality of Indigenous cultural tourism at the gateways of Quebec and its regions.

Change of direction for this project after discussions with the host Nation—project no longer meets the objectives of contributing to the dynamism of Quebec's gateways. Parks Canada remains an important partner with whom ITQ wishes to pursue its collaboration. ITQ is in talks with two major regional partners to develop 11 Nations spaces at the gateways.

In September 2021, the ITQ team initiated a strategic development tour in the Abitibi-Témiscamingue region where they had fruitful exchanges and discussions with the Kitigan Zibi and Pikogan communities, the Shabogamak and Minwashin organizations and the regional tourism association (ATR) on the various projects underway in the region and on collaboration opportunities.

Following this field trip, it was determined, among other things, that the Shaboogamak organization will benefit from sustained guidance for the implementation of its adventurenature tourism project and that the resource responsible for tourism development in Pikogan would get support for remarketing the outfitter newly acquired by the community.

In the fall, collaborative meetings with members of the Mauricie and Saguenay Lac St-Jean regions were also on the agenda, in addition to a visit to the community of Opitciwan and Mashteuiatsh where several projects are in the pipeline. Moreover, several virtual meetings with tourism enterprises were held throughout the year to revitalize the sector.

SUPPORT TO TOURISM ENTERPRISES: PRIORITIES

ITQ continued to implement its business support plan based on actual needs of its members and the industry, and comprising different levels and aspects:





Direct support to enterprises

An unprecedented amount of support was provided to our membership. More than 100 enterprises have benefitted from ITQ's services this year: from emergency funding or contextual business advice to technical advice on the sanitary measures. This now-recurring initiative of ITQ enabled tourism enterprises to propose structuring projects under the Tourism Development Support Program. This fund made it possible to support 41 of the 75 projects submitted from 9 Nations and 11 different regions.

The analysis committee was principally made up of ITQ Development Advisor Marie-Pierre Lainé and representatives from the Secretariat aux Affaires autochtones and Quebec's Ministry of Tourism. We consider that this selection exercise is very relevant for our partners. It is an opportunity to witness the innovation deployed in the field and to support enterprises with benevolence, concretely and financially. The analysis committee used 5 key criteria to evaluate projects: anticipated benefits, consistency with program objectives, project feasibility within deadline, innovation/creativity and investment relevance.

In total, over \$250 000 has been deployed to support enterprises. This funding was made possible through the financial support of Tourisme Québec and the Indigenous Tourism Association of Canada.



Expert support with specialized resources

Direct and continued support was provided to 16 enterprises in managing the impacts of the pandemic on their activities in order to ensure business continuity. ITQ offered enterprises the possibility of receiving expert support services in four targeted areas: human resources management, financial management, legal services and tourism advisory services.

The ITQ team also provided continued support to enterprises regarding decision-making, financial aid options, submission of applications, adaptation of the tourism experience, compliance with health regulations, etc.

Post-pandemic support for entrepreneurs to close the digital divide

Given that last year more than 60 members benefited from a diagnosis of their digital transformation needs, this initiative was not deemed relevant for the current year as the needs in this area were met last year. That notwithstanding, the contribution of Indigenous Services Canada (ISC) towards digital initiatives helped support 10 Indigenous tourism enterprises in staying competitive by adapting to digital requirements accelerated by the pandemic:

- Accelerate development of skill sets
- Stimulate digital transformation
- Create innovative content that inspires and engages visitors and enriches post-pandemic visitor experience

This phase two of the project with ISC has enabled the implementation of structuring initiatives through concrete actions, relevant support and adequate training allowing Indigenous tourism enterprises to improve their post-pandemic digital performance: online booking system, sales progress tool, transactional store, virtual tour, etc. There was already a digital divide among tourism enterprises before the current situation.

This innovative initiative made it possible to digitally and concretely support:

- Kahnawake Pow Wow
- Hébergement aux cinq sens
- Sagamité Hotels
- The Native Craftsmen of Quebec
- Onquata
- Tourisme Wendake
- Essipit Enterprises
- Cree Outfitting and Tourism Association
- Huron Traditional Site

ISC also made it possible to fund a transition plan for the digital transformation of our finance and administrative functions through the use of tools like QuickBooks and Zoho. Another very important digital step forward to ensure a sustainable and precise administration of our organization.

Supporting sustainable development for Indigenous tourism

Under the Tourism Development Support Program, a component for sustainable development projects was created. When it comes to building the tourism offer, Indigenous promoters generally deploy an integrated and community-based approach that englobes environmental, economic and social aspects. ITQ has, therefore, granted specific support for sustainable tourism development. Through this component,9 projects were supported



Post-pandemic, specific support for events, powwows and festivals

After several years of opening pow wows to the public in Quebec and implementing related cultural initiatives (festivals and Indigenous events), it is now time to professionalize this type of event in order to bring a unique and common signature to all of these highlight moments. A distinctive seal, identifiable by the public, which guarantees a memorable experience through discovering the culture of each community. It is in this spirit that ITQ offered training and coaching to 25 event members to support them in developing an experiential strategy for virtual and hybrid events and in revamping in-person events. The training helped develop the necessary reflexes for a relevant and value-added revival for a greater impact. Participants benefited from personalized support offered by experts before the training.

Fostering the development of the Indigenous cultural tourism offer by highlighting traditional occupations, authentic knowhow and heritage via the ÉCONOMUSÉE® network.

To support the development of an ÉCONOMUSÉE project around paddles with Onquata enterprise in Wendake, various mentoring initiatives were undertaken. Several meetings were held—including one in Onquata's workshop in Wendake—with the stakeholders, namely the ÉCONOMUSÉE Network Society, ITQ and Onquata. In addition to a letter of support, guided steps toward project funding are in the works. Onquata makes hand-painted paddles inspired by First Nations cultures; the creations are steeped in tradition and draw from ancestral knowhow. ITQ believes that the expansion project will contribute to the current tourism offer and bring about economic benefits to the community. The initiative also opened up talks about a potential project with the Cree and the Innu of Mashteuiatsh.

On July 2021, at the renowned Atikuss shop, the upcoming opening of ÉCONOMUSÉE® Kapishakanassinitsheshiht in the Innu community of Uashat was officially announced. This first Indigenous ÉCONOMUSÉE will offer visitors the opportunity of exploring Innu culture and the traditional techniques used in making pearl leather moccasins.



Seizing new opportunities

In the scope of the summer 2021 contest Les Coups de Cœur de votre Road Trip Côte-Nord, ITQ took the opportunity of working with the Innu communities to design a culturally adapted tool for road signage.

Premium support

An initiative of the Secrétariat aux affaires autochtones via the Nogom 8abek project Current action plans and funding enable the association to provide only specific one-time support. However, tourism experiences and their entailing needs are on the rise. More and more enterprises request premium, interdisciplinary support over several months and/ or require niche expertise. ITQ has leveraged this agreement to provide continued quality support to several promoters, for various project phases, guiding them toward market-ready, or even export-ready, status.

This structured support has helped seven Indigenous tourism enterprises (on-reserve or in urban settings) to update, adapt or digitalize their tourism offer for visitors. Our initiatives have also helped to extend the tourism season for some, mitigate staffing issues, increase revenues and more.

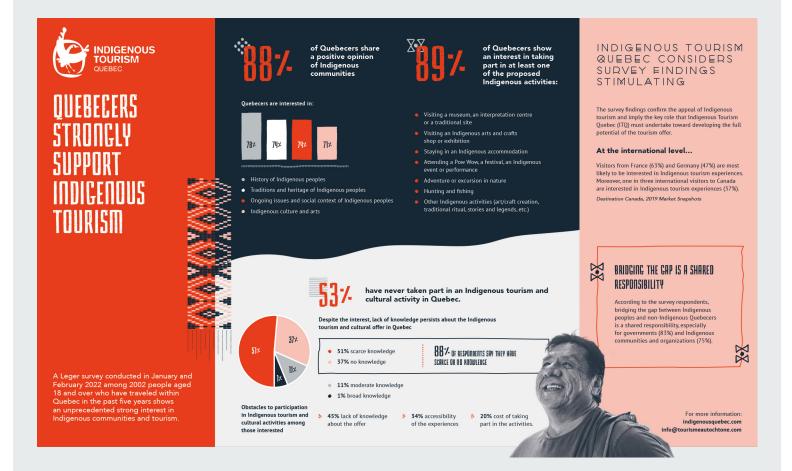
These targeted projects should drive and demonstrate a positive impact on tourism revenue, the implementation of new offers, seasonality and job creation.

- Kina8at
- Hôtel-Musée Premières Nations
- Chalets Shaboogamak, Centre d'entraide et d'amitié autochtone de Senneterre
- Kahnawake Tourism
- Leaf River Outfitter
- Onhwa' Lumina
- Wendake

SECTORAL EXPERTISE: PRIORITIES

Carrying out a complete survey of the sector in Quebec in order to identify the actions to be prioritized and update our strategic action plans

ITQ partnered with Raymond Chabot Grant Thornton and the firm Leger Marketing to carry out a pan-Quebec survey involving 2000 respondents to determine the appeal potential of Indigenous cultural tourism in Quebec. The representative sample of the Quebec population consisted of people aged 18 and over who had traveled to Quebec in the past five years. The survey findings clearly indicated that Quebecers are not only open to better understand Quebec's Indigenous cultures but are also keen on meeting Indigenous peoples: there is a strong interest in Indigenous communities and tourism!



Nearly 90% of the respondents share a positive opinion of Indigenous communities, as well as an interest in taking part in an Indigenous activity. Open-minded travellers, adventure seekers and culture enthusiasts—young and old alike—are mainly interested in discovering Indigenous history and culture, celebrating traditions and immersing themselves in nature. Attractions topping their list include visiting a museum or a boutique, attending a pow wow or a festival, or staying in traditional accommodation. Surprisingly, 53% of those surveyed have never taken part in an Indigenous activity despite their keen interest!

ITQ is thus embarking on a new phase in its mission to build awareness around this oftenforgotten side of our shared Quebec culture to foster dialogue and mutual understanding between Quebecers and the province's Indigenous communities.



A summary is available on ITQ's website:

https://indigenousquebec.com/corporate-space/statistics-and-links

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Membership survey

ITQ also took the opportunity to survey its active members. In light of the 2022-2027 strategic planning and after two pandemic years which have greatly impacted the tourism industry, a membership survey was a must. The aim being to assess the satisfaction level and expectations of Indigenous tourism enterprises in order to better meet their needs. The mandate of carrying out the survey was therefore entrusted to Raymond Chabot Grant Thornton (hereinafter "RCGT") and its partner Leger.

The satisfaction survey aimed to achieve the following objectives:

- Establish the profile of current ITQ members.
- Assess the impact of the pandemic on members based on key indicators.
- Measure members' satisfaction level with regard to the various services currently offered.
- Highlight members' specific needs and expectations with respect to ITQ in the context of tourism recovery.

The methodology used by both surveys was pre-approved by Tourisme Québec. The survey findings are available on request from the ITQ development team.



Reflecting on and developing authenticity norms for Indigenous tourism in Quebec

This year as well, ITQ took part in the nationwide initiative of developing and deploying the RISE accreditation program. Remote meetings were held in that regard with representatives from various provinces. The RISE initiative, driven by the Indigenous Tourism Association of Canada (ITAC), recognizes the country's cream-of-the-crop Indigenous tourism experiences, based on quality standards by and for Indigenous tourism operators and stakeholders.

The RISE program equips ITAC with consistent and equitable criteria to officially qualify Indigenous enterprises as being market-ready. ITQ was also consulted by the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC) in the scope of the latter's branding initiative following a motion from the Assembly of First Nations Quebec-Labrador (AFNQL). The branding aims to prevent cultural appropriation.

Free to use, it will protect and promote First Nations' endeavours relating to economic development. The branding will inform Canadians and foreign visitors looking for authenticity. As a leader in Indigenous tourism, ITQ's alignment with the branding will help it serve its purpose as an added benefit to all.

The branding was launched at the Grand Economic Circle of Indigenous People and Quebec, held on November 25-26, 2021. ITQ will contribute to the implementation of the initiative by promoting the branding with its membership.



Study on the integration of sustainable development criteria within enterprises of Quebec's nature-adventure sector

ITQ provided a letter of support to the First Nations of Quebec and Labrador Sustainable Development Institute (FNQLSDI) for their project under Natural Resources Canada's Smart Renewables and Electrification Pathways Program (SREPs).

Sustainable tourism being a priority for the association, we firmly believe that our mutual expertise will drive the energy transition forward as an innovation engine. It remains vital to deploy concerted actions to optimize impacts, and ITQ will put to use its communication tools and promotional funding (up to \$5000) to support this FNQLSDI project.

ITQ took part in the project for the integration of sustainable development criteria within enterprises of Quebec's nature-adventure sector—building the reference frame with Aventure Écotourisme Québec (AEQ) and the Quebec Outfitters Federation (QOF), under the leadership of CIRADD.



FOCUS AREA: DARKETIG AND FOTOTICATION

2021-22 HIGHLIGHTS

BASED ON FUNDING PROVIDED BY INDIGENOUS SERVICES CANADA, THE ALLIANCE DE L'INDUSTRIE TOURISTIQUE AND VIA THE AGREEMENT WITH THE INDIGENOUS TOURISM ASSOCIATION OF CANADA.

Tourism is a key tool for driving this conjuncture of reconciliation which took on its full meaning for Indigenous enterprises through neighbourliness and the urge to learn about others during the first pandemic tourism season.

By targeting Quebecers, Canadians and markets in and around Quebec, ITQ initiated, launched and participated in a number of campaigns and promotional activities to inspire the clientele to add an Indigenous aspect to their vacation. Due to the pandemic, our 2021-2022 campaigns could not be targeted at international visitors mainly, but the possibility of recovery guided our actions in giving a promising start to the sector.



MEDIA FAIRS AND MARKETPLACES ACCORDING TO THE ACTION PLAN ESTABLISHED WITH THE ALLIANCE DE L'INDUSTRIE TOURISTIQUE DU QUÉBEC

Rendez-vous Canada 2021 – May 2021: 56 virtual appointments with travel agencies, receptive tour operators and the media in various international markets. Several new acquaintances, along with reconnecting opportunities with the network.

Takeover USA webinar (AAA agency) – September 2021: Virtual training on the Indigenous tourism offer with 80 American tour operators from the AAA agency.

3

Intra — Bourse des médias (winter edition) – October 2021: Participation in the virtual edition of the Bourse des médias. 23 appointments with Quebec media resulting in several collaborations with the regional tourism associations (ATR) (e.g., Au Québ, Prêts pour la Route, Kamille DG, etc.)

International Media Marketplace in New York - January 2022:

In-person registration, but virtual participation due to an increase in COVID-19 cases in Quebec and the United States. Virtual meetings with 31 US media in February 2022. Interest in Indigenous tourism is even more felt. Several tour possibilities are being explored for 2022-2023.

BTOURISM INDUSTRY TRADE SHOWS AND MISSIONS (ABROAD)

Bonjour Québec mission in Paris - November 2021:

Reconnection mission with the French market after more than 18 months of absence. The mission included 1 Media, Influencer and Trade (B2B) event, in addition to a training session with travel agencies.

2

Bonjour Québec mission in Toronto - December 2021:

Events to reconnect with tourism professionals, the media, and influencers in the Greater Toronto Area. Positioning the Indigenous tourism offer close to the Ontario market. ITQ also sponsored 2 door prizes for the media and travel trade.

3

Bonjour Québec mission in France - March 2022:

Following ITQ's mission in November 2021, this mission aimed to reconnect with key players in the industry, offer workshops on what's new and invite them to relaunch the destination with their customers.



We visited the cities of Paris and Lyon to reach a greater number of key accounts and create business opportunities with the Belgians and the Swiss.

MEDIA VISIBILITY AND RESULTS OF INITIATIVES

Through its press relations and initiatives in international markets, ITQ fosters a genuine connection based on trust and respect with journalists and key magazines, who remain an important source of information for various audiences.

A few examples:

- Food & Travel Magazine Canada and USA
- Canadian Geographic Canada
- Désirs de Voyages French-speaking Europe
- Québec l'Essentiel French-speaking Europe
- CTV The morning show What to do in Québec this summer USA

ITQ maintains a complete press review of the media coverage.



COLLABORATIVE PROJECT – INDIGENOUS TRADITIONS AND LIVING STORIES

This project is one of the outcomes of the work carried out by CED, the Alliance de l'industrie touristique du Québec and its five partners consisting of regional and sectoral tourism associations: Nunavik Tourism, Eeyou Istchee Tourism, Destination Québec Cité, Québec Maritime and Indigenous Tourism Quebec. The collaborative group has the mandate to develop promotional activities targeting travellers, the travel trade and the media in the market outside Quebec with a view to encouraging trips to Quebec and marketing the Indigenous Traditions experience.

Actions carried out in 2021-2022:

Content partnership with Québec Le Mag

- Content platform with a collection of articles on Indigenous Traditions
- An immersion article for all participating partners
- One article per participating partner (total of 5)
- Banners and promotional block per participating partner
- A newsletter dedicated to Indigenous Traditions and collecting a customer database
- Updates to member files
- A 40-minute webinar broadcast in real time on Facebook
- A podcast per participating partner broadcast on podcasting platforms (Spotify, Deezer, Apple ...)
- A double page on Indigenous Traditions in the travel guide Québec l'Éssentiel
- An Indigenous Traditions ad page in the Petit futé

Virtual reality project in 360 for the Hoppin' project and training on the offer

- Essipit
- Wendake
- Nunavik Winter and Autumn
- Micmac Interpretation Site of Gespeg

40 Onquata mini decorative paddles

• Distributed during the Paris & Toronto trade missions

BOOSTING THE DEVELOPMENT OF ENTERPRISES AND PROMOTING THEM VIA CONTENT CREATION AND PRESS TOURS

To boost the development of Indigenous tourism enterprises and promote them, we hold press tours and photo/video shoots in several regions of Quebec in collaboration with various fund providers and strategic partners. In 2021-2022, we organized and supported 15 photo/video shoots and 10 press tours.

Photo/video shoots and press tours:

- Adventure Cities USA & UK
- Seeing Canada with Brandy Yanchyk Amazon Prime (USA, Canada)
- Griff's Canadian Adventure UK
- Fly Brother USA
- Québec à vol d'oiseau (QVO) TVA Sport (Quebec), TV5 Monde (Frenchspeaking Europe)
- Quebec's Côte-Nord region SEDUM, La Famille Lalo, Moisi-Nipissis Outfitter
- Eeyou Istchee Baie-James Goéland Outfitter Quebec and France
- Hooké Nibiischii Corporation Canada
- Documentary (VAOLO) Canada
- Carnaval du Québec Multi-market
- Uapuanan documentary Uapishka Station France
- Hooké X Northshore Fly Fishing Nabisipi Outfitter Canada
- Stéphane Modat Côte Nord cookbook
- Metropolitan Orchestra of Montreal Tou.tv Quebec
- ARTE TV Alexis Sarini France
- Entrée Destination Multi-market

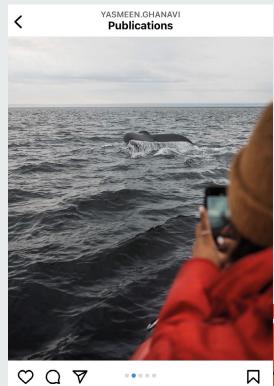


PRESS AND FAMILIARIZATION TOURS

With some public health restrictions still in effect, press tours were mainly focused on Quebec and rest of Canada markets for the year 2021-2022.

Media and influencers

- Chris Ryall Vacayou.ca Canada
- Liz Flamming Charming Québec City Canada
- Debbie Olsen Canada
- Canadian Geographic Susan Nerberg Canada
- Virtuoso USA
- Figaro Magazine France
- Yasmeen Ghavani Quebec
- Prêts pour la route Quebec
- Au Québ Quebec
- Kamille DG Quebec



Aimé par cotenordquebec et d'autres personnes

yasmeen.ghanavi Un highlight de l'année — sans aucun doute! 🐋

Il n'y a pas de mots assez forts pour décrire notre croisière en zodiac avec @essipit à Grandes-Bergeronnes, sur la @cotenordquebec 🍛 Nous avons



ORIGIN(E) – THE TOURISM MAGAZINE FOR INDIGENOUS QUEBEC (124 PAGES)

ONE-THIRD OF A PAGE DEDICATED TO EACH ACTIVE MEMBER in good standing featuring their photo, contact details, description and the services they offer.

CONTACT DETAILS of associate and delegate members.

Offered free of charge to local and international tourists through members and partners, border crossings, tourist information centres in Quebec City and Montreal, the Alliance de l'industrie touristique du Québec network, professionals of the industry and major local and international trade and consumer shows.

Online version of the magazine available at indigenousquebec.com.

Renewed and diverse editorial content in the first part, plus a guide by region in the second part.



The distribution of Origin(e) magazine was cautiously managed given the uncertainty surrounding the tourism recovery. Initially, 16,000 copies were printed and distributed both locally and internationally. A request for printing 5000 additional copies had to be quickly sent to our supplier in order to meet greater than expected demand.

For the 10th issue of the magazine, ITQ chose a cover picture that symbolizes the path traveled and the one that needs to be mapped out, in the footsteps of our ancestors. It is an invitation to explore the cultures and connect with Indigenous Quebec's 11 Nations.

Published by Colab Studio with ever richer and more diverse editorial content and a guide section to facilitate planning by region, this 124-page long issue of Origin(e) aims at engaging and inspiring tourists. The magazine highlights the distinctive appeal of Indigenous tourism in Quebec. Publishing was made possible through funding from Indigenous Services Canada.

DEDICATED CAMPAIGN TARGETING LOCAL CLIENTELE (WITHIN QC) TO REBOOT INDIGENOUS TOURISM

The results of the 2021-2022 intra-Quebec campaign underline the role of Indigenous tourism in the reconciliation process between the province's Indigenous and non-Indigenous people. With this perspective in mind, marketing initiatives were strengthened by renewing or building new partnerships with regional and national associations. The easing of pandemic-related public health measures allowed normal operations to be carried out such as trade missions, photo/video shoots, press and fam tours.

Intra-Quebec Campaign

Social media campaign—Add an Indigenous flavour to your holidays

July 23 to August 27, 2021

Following through with the success of the 2021 digital campaign and the gradual reopening of the tourism industry, ITQ collaborated with the Récréation agency to run a digital campaign that highlights Quebec's Indigenous tourism experiences. The theme around adding an Indigenous flavour to your holidays was retained under "Add an authentic flavour to your holidays".

A video was produced in English, in French and in both languages. It was promoted on social media by means of a carousel ad. Unlike the year before where we targeted specific regions and attractions, the messaging this year was more general and inspiring to build the branding. The campaign targeted the province for maximized visibility and reach. It ran on Facebook and Instagram from July 23 to August 27, 2021.

STATISTICS impressions: <u>5,270,473</u> **Reach:** 1.390.055 **Engagement:** 359.529

Partnership plan— Alliance de l'industrie touristique du Québec

For the second year in a row, we collaborated with the Alliance de l'industrie touristique du Québec and regional tourism associations to set up a marketing strategy targeting Quebecers.

Through partnerships, we were able to obtain high-quality marketing opportunities at low cost. Several adverts were run in summer and fall, although those scheduled in winter on CBC and in the "l'actualité" magazine were postponed to spring 2022 due to a tightening of public health measures relating to the Omicron variant. The new signature or branding of "Bonjour Québec!" was present in the messaging to align with the province's tourism industry. The ad results ranked among top industry performers in terms of click rates and engagement statistics.

- Salut Bonjour! Weekend with Bonjour to Indigenous cultures: Add an Indigenous flavour to your summer and Bonjour to northern lights: in collaboration with Nunavik Tourism and Eeyou Istchee Baie-James Tourism
- Rouge 107.3 web banners and radio show
- "L'actualité" magazine and CBC



Côte-Nord Road Trip campaign and contest

To support the regional tourism association Tourisme Côte-Nord in promoting the rich culture of the Innu people on the Côte-Nord region, we have, for the second consecutive year, invested in their Côte-Nord Road-Trip campaign.

This campaign highlighted the Indigenous tourism offer of the Côte-Nord region in several marketing initiatives including:

Banners on the Météo Média site 60,000 IMPRESSIONS

out of 269,726

Facebook carousels – 7 creative ones for **680,128 IMPRESSIONS** out of 2,438,885

Facebook amplification

Facebook contest 263,715 IMPRESSIONS out of 527,430

Moreover, we postponed a trip to Tourisme Winipeukut Nature for 2022-2023.

Trade shows and virtual events within Quebec

Due to the exceptional circumstances brought on by the pandemic, the professional and consumer shows (B2B and B2C) which we planned to attend had all been canceled or postponed. As for professional events, the following were held in virtual mode:

- Bienvenue Québec
- Bourse des médias
- RVC 2021 (virtual)

Participation in festivals and events in Quebec

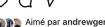
- Fêtes de la Nouvelle-France
- Montréal en lumière

Photo/video shoots and content creation

During the year, we were able to welcome several camera crews throughout Quebec. These photo/video shoots provide an incredible showcase for Indigenous tourism in addition to creating photo and video content for our new media library.

- Seeing Canada CANADA
- QVO Côte-Nord Quebec and France
- QVO Eeyou Istchee Baie-James Goéland Outfitter Quebec and France
- Hooké Nibiishii Corporation Canada
- VAOLO Documentary Canada
- Carnaval du Québec Quebec
- Nabisipi River Quebec •
- Stéphane Modat Quebec and France
- Metropolitan Orchestra of Montreal Quebec
- Adventure Cities Sandokwa troupe ٠
- Press and fam tours
- Media
- Prêts pour la route
- Au Québ





🏟 🅦 Aimé par andrewgermain et 210 autres personnes

quebec_a_vol_doiseau Que du plaisir avec les Cris à pêcher et à se remémorer des périodes de leur enfance quand ils venaient passer leur été sur ce lac en... plus 30 juillet 2021 · Voir la traduction

Developing and communicating the sector's expertise, and partnering with regional and sectoral tourism associations (ATR and ATS) for various one-time research projects

Communication is key for ITQ as a tool for brand building. A bridge with our membership, our partners and visitors, communication helps in curating a clear and positive image for the association.

new: CROWDRIFF

CrowdRiff is a leading visual marketing software platform that uses data to deliver optimal visuals for an impactful yet intuitive experience on your social media. CrowdRiff is the main platform leveraged by 200+ destination marketing organizations (DMO) to research, organize, post and optimize content.

ITQ has signed an agreement with CrowdRiff to extend the benefits of optimized visual assets to its membership in reaching out to their network.



Follow this link to a treasure trove of high-impact images and videos depicting Indigenous Quebec: https://platform.crowdriff.com/m/ITQ-TAQ

ITQ WEBSITE

The maintenance of our newly revamped website and its content is crucial to our day-today. In close collaboration with the firm Spektrum, we have made sure that our website meets our expectations and those of our members, associations and visitors throughout the year.

TEU: GOOGLE AD GRANTS CAMPAIGN

Google Ad grants is a practical means of increasing the brand awareness of a non-profit organization. ITQ collaborated with HINT digital marketing agency to set up a campaign ensuring our online presence through relevant, industry-related keywords. This keyword optimization served as a base for other digital campaigns scheduled later over the year.

We are pleased to report that the website is meeting the expectations of online visitors and tourists. There were 90,000+ visitors to the website over the course of the year and over 300,000 page views, peaking in August. For deeper insight, the number of visitors climbed by more than 30% while page views grew over 60%. Bounce rates came down by more than 15%. This means that once on the website, the visitor shows high interest in discovering more about Indigenous Quebec. Not surprisingly, over 85% of visitors were from Canada. This was due to our marketing actions being more locally focused and because of reduced international travel.



SOCIAL MEDIA

Social media followers are a sample that's representative of the clientele. Ensuring active engagement with social media users has many advantages for our association. More than ever considered as a valuable source of inspiration, social media are part of the customer journey from decision-making to providing feedback on the experience. They play a significant role in each step of the process. By being in touch with our target clientele on a daily basis, we can consolidate our strengths and improve Indigenous Quebec's offer.

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The leading social media platform for sharing travel photos, Instagram is undeniably a favourite with our audience. There are a number of interactions and we have reached more than 5200 subscribers—a nearly 50% increase. There is no doubt that our efforts and our structuring initiatives are bearing fruit.

In the past year, we got the opportunity to collaborate with various travel influencers and bring Indigenous Quebec to life through the eyes of visitors. By means of breathtaking photos and travel inspirations, we continued to focus on the aspirational to stimulate Indigenous tourism during this tourism recovery period.

On Facebook—a platform that can be leveraged for inspiration and sharing with the tourism community—we count nearly 14,000 subscribers! We make sure to share the posts of our members and partners to enhance their visibility and encourage travellers to include Indigenous tourism experiences in their trip. This year, we mainly targeted the local market with some activity at the international level, mainly in France.

Our Facebook page Groupe Corporatif – Tourisme Autochtone Québec / ITQ – Members Network is where we post important announcements for members and internal information like job postings, press releases, administrative news, and so forth. Throughout the year, there was plenty of sharing and exchanges!



What better than YouTube to delve into Indigenous tourism through videos: 52,333 views since the creation of the account in 2011! Our most popular video, with more than 44,000 views, remains the one that invites viewers to discover Indigenous Quebec. Nearly 500 people have subscribed to our YouTube channel and promotion on this platform looks promising for next year!

MEMBER NEWSLETTER

This year, around 30 newsletters were sent to ITQ's members, partners and contacts. With an average open rate of nearly 50% (some occasions north of 65%), this electronic newsletter is an effective way to maintain communication and to share current news, various development and marketing opportunities, job postings, etc.

It also encourages regular visits to our website which highlights active, delegate and associate members. Given that some of our members still do not have a social media presence, this newsletter remains an essential tool to share information relevant to their enterprises and communicate with them directly and quickly.



SPECIAL PROJECTS

NOGOM 8ABEK PROJECT

This project, made possible thanks to funding from the Secrétariat aux affaires autochtones and Quebec's Ministry of Tourism, targeted Indigenous tourism enterprises from Quebec's II Nations in 17 out of the 22 tourism regions. It was instrumental in enhancing the direct and regional services offered. Two specific actions reviewed and approved in 2021-2022 made it possible to implement ITQ's strategic plan with regard to the team's internal structure:

> Hiring a key resource to support the existing team (Administrative Assistant) till 2022. With the support of this versatile resource, the ITQ team was better prepared in meeting strategic plan objectives.

2

Identifying the communities and enterprises wishing to consolidate and develop Indigenous tourism, putting forward an intervention plan and, above all, offering tailored individual support.

This structuring support has enabled seven Indigenous tourism enterprises (on-reserve or in urban settings) to modernize, adapt their experiences or digitize their attractions, for the benefit of visitors. Our interventions will also make it possible to extend the tourism season for some, alleviate the labour shortage, promote income growth and much more.

The supported projects should drive and demonstrate a positive impact on tourism revenue, the implementation of new offers, seasonality and job creation.

In 2021-2022, the Nogom 8abek project was combined to Indigenous Services Canada's basic operations project to support eligible expenses. The funds granted through this ISC agreement represent salary expenses borne by ISC with the shared objective of supporting the implementation of the strategic and development plans. This does not involve direct supervision of the project, but the contribution of other team members to achieve strategic objectives, particularly regarding representation, communication, planning and development.

THE NORTHERN INCUBATOR-ACCELERATOR PROJECT³

Three sectoral tourism associations covering the nature/culture/adventure offer—Quebec Outfitters Federation (QOF), ITQ and Aventure Écotourisme Québec (AEQ)—kickstarted a collaboration with Quebec's Ministry of Tourism and Société du Plan Nord to develop tourism experiences north of the 49th parallel.

In 2021-2022, the hiring of a project manager by the QOF allowed the deployment of the project after a year of structuring actions. After two calls for projects held in the summer and fall of 2021, some forty entrepreneurs were met and 27 of them are now getting support to propel their projects through the start-up and development phases. ITQ is an active member of the steering and implementation committees of the incubator-accelerator project.

This key project for the province has enabled partners to initiate consultation work with the various stakeholders in the community and to structure the incubator-accelerator intervention model while taking into account local communities and territorial issues. Selection criteria are based on cultural values and sustainable development. Furthermore, the sustainability of the project and knowledge transfer from South to North have been the focus of the steering and implementation committees (which include ITQ).



In 2021-2022, support was provided to 15 Indigenous enterprises offering nature/culture/adventure experiences in 4 of the 5 regions north of the 49th parallel:

Outil de construction de la notoriété de l'entreprise, la communication occupe un rôle clé pour TAQ. Elle nous permet de garder le contact autant avec nos membres qu'avec nos partenaires et visiteurs. Elle est essentielle pour notre organisation d'offrir une image positive et claire à notre auditoire.

Cette année, le secteur de la communication a travaillé plus étroitement que jamais avec le secteur marketing afin d'offrir un retour en force sur les différents marchés touristiques. Plusieurs outils ont été développés afin d'aiguiser notre présence constante et de faire rayonner notre image de marque dans la relance touristique mondiale.

PART 1 ACCOMPAGNEMENT

Cohort 1, 9 private enterprises, NPOs and

- 1. Aanischaaukamikw Cree Cultural Institute, Eevou Istchee
- 2. Broadback Outfitter, Eeyou Istchee
- 3. Corporation du Mushuau-nipi, Nunavik
- 4. Corporation Nibiischii, Eeyou Istchee
- 5. Cree Nation of Chisasibi, Eeyou Istchee
- 6. Etua's Arctic Adventures, Nunavik
- 7. Nabisipi Uenapeu Outfitter, Côte-Nord
- 8. Nunawild, Nunavik
- 9. Wiinipaakw Tours, Eeyou Istchee

Cohort 2, 6 private enterprises and NPOs

- Athéna Aventure, Côte-Nord
- 2. Aventures Nitassinan, Côte-Nord
- 3. Diana Lake Outfitter, Nunavik
- 4. Festival du conte et de la légende de l'Innucadie, Côte-Nord
- 5. Lac Goéland Outfitter, Eeyou Istchee
- 6. Ungava Polar Eco-Tours, Nunavik

Financial assistance of \$1.4 million in the form of non-refundable grants.

KWE! À LA RENCONTRE DES SAVEURS

KWE! Meet with Indigenous Peoples was held June 18 through 21, 2021. Place Jean-Béliveau at ExpoCité was chosen as the venue to meet social distancing guidelines and public health measures. This public event celebrates First Nations and Inuit cultures, traditions and contemporary way of living. ITQ was in charge of the culinary component at the Grand Marché de Québec on the June 19-20 weekend.

KWE's adapted culinary component for 2021 consisted of three gourmet offers in the form of discovery boxes highlighting the products and/or techniques typically used by one or more Nations. Developed by local chefs (Quebec) paired with Indigenous culinary chefs (3 Nations), the menus had the following themes which are at the heart of the traditional Indigenous diet:

GATHERING

Maxime Lizotte (Wolastoqiyik) and Arnaud Marchand

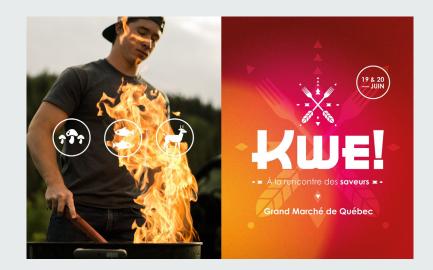


Anora Lia Collier (Huron-Wendat) and Stephane Modat



Norma Condo (Mohawk) and François-Emmanuel Nicol

450 boxes were sold, most of them even before the event took place! Moreover, representatives of each of the Nations involved in the preparation of the boxes were at the takeout booths and shared their experiences and cultures with visitors. An ITQ booth was also set up to guide passers-by to the Kwe! Meet with Indigenous Peoples area and the culinary activities section.





INDIGENOUS TOURISM QUEBEC RECOGNITION GALA 30 YEARS OF SHARING

In the scope of the Grand Economic Circle of Indigenous People and Quebec and ITQ's 30th anniversary, ITQ celebrated, through a gala, the key players of the Indigenous tourism industry and highlighted the wide array of experiences offered by Quebec's 11 Nations.

The Recognition Gala honoured our industry's resilient, dynamic and innovative spirit by recognizing Indigenous enterprises, Indigenous entrepreneurs and strategic partners who have delivered outstanding quality in their tourism offer over the recent years. The event was made possible thanks to the financial support of the First Nations of Quebec and Labrador Economic Development Commission.

Hosted by renowned multidisciplinary Huron-Wendat artist Charles Bender, the gala had the change of seasons as its theme and unfolded in high spirits of celebration and pride. Various dazzling artistic performances added color to the evening to the delight of the circa 250 guests who attended in-person or remotely.

Throughout the evening, awards were presented to the recipients chosen by an independent jury consisting of recognized experts from the industry and the Indigenous sphere. **The winners were:**

EMERGING ENTREPRENEUR AWARD: COOP NITASKINAN

RESILIENCE AND ADAPTATION AWARD: KWAHIATONHK! THE FIRST NATIONS BOOK FAIR

DEVELOPMENT AND INNOVATION AWARD: TOURISME WINIPEUKUT NATURE

MARKETING AND COMMUNICATION AWARD: VACANCES ESSIPIT

RESPONSIBLE AND SUSTAINABLE TOURISM AWARD: HÉBERGEMENT AUX CINQ SENS

ENTERPRISE OF THE YEAR AWARD: ATIKUSS

PARTNER AWARD:

QUEBEC OUTFITTERS FEDERATION AND AVENTURE ÉCOTOURISME QUÉBEC FOR THE NORTHERN INCUBATOR-ACCELERATOR

AURÉLIEN GILL AWARD:

RÉGINALD MOREAU, BERNARD CHAMBERLAND AND DENIS ROSS FROM THE INNU FIRST NATION OF ESSIPIT

ITQ once again extends its congratulations to the winners and finalists, to the participants and to all Indigenous enterprises, Indigenous entrepreneurs and partners for their contribution in offering exceptional and quality tourism experiences over decades.



The 2021-2022 report is published by Indigenous Tourism Quebec.

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