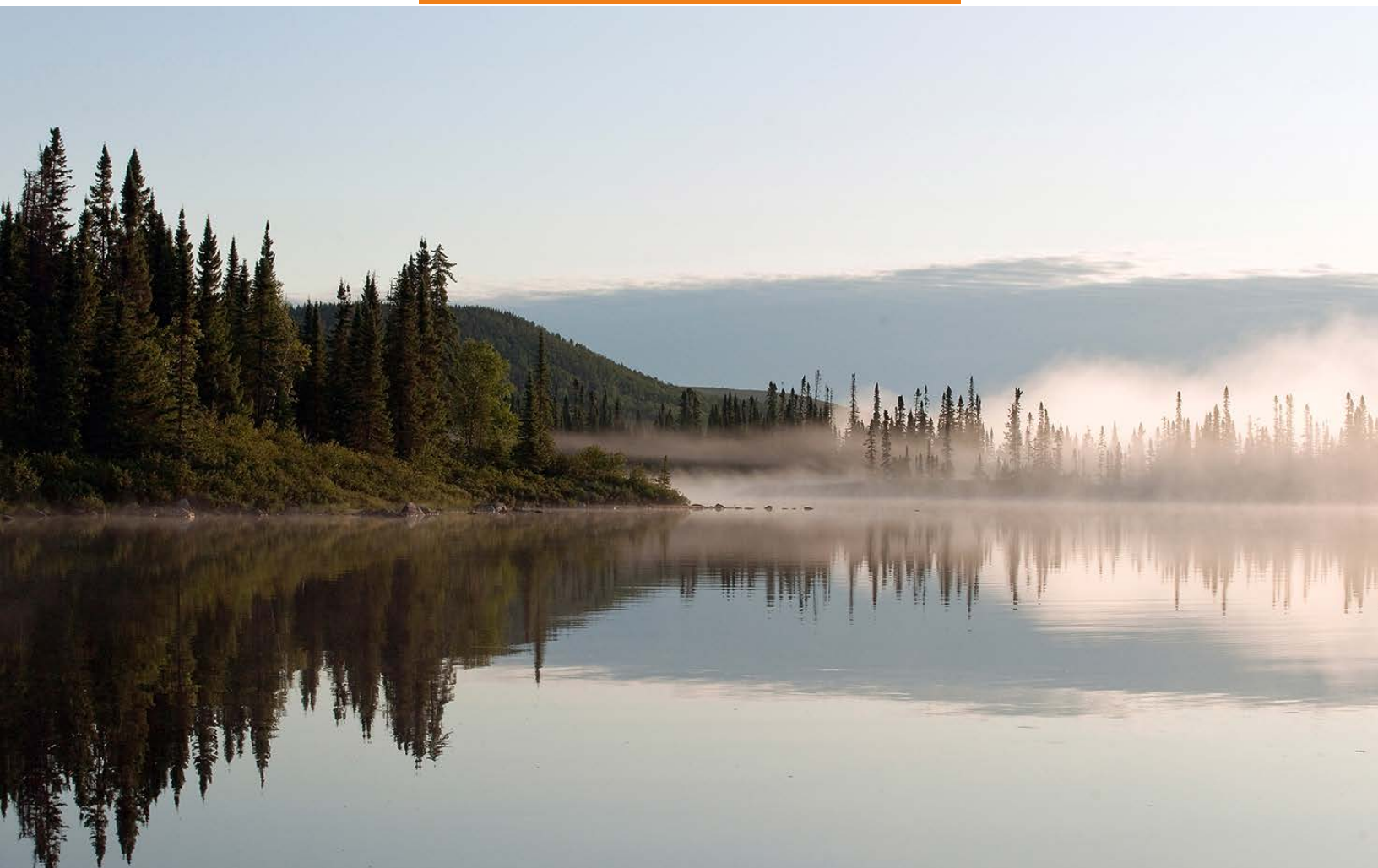


# EEYOU ISTCHEE TOURISM ASSOCIATION 2019-2020

## ANNUAL REPORT



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# ABOUT EIT

In 2007, COTA created Eeyou Istchee Tourism as a separate organization to play the role of a Regional Tourism Association (RTA) as defined by the Quebec government. As an RTA, EIT markets our region and tourism operators, supports the development of a regional tourism offer, makes tourism information more readily available, and works with other RTAs to shape Quebec's tourism policy.

## [ OUR HISTORY ]

On August 15, 2007 the Government of Québec granted RTA status to the Cree Outfitting and Tourism Association (COTA).

Given the considerable difference between the RTA and COTA in terms of roles and responsibilities, a decision was made to create a separate organization, namely Eeyou Istchee Tourism to provide for proper fulfilment of the RTA's mandate.

As set out in the formal agreement between EIT and the Government of Québec, the role of the RTA is to promote tourism and regional operators, support the development of new products, make information more readily available to tourists, and cooperate with other RTAs in creating a Québec-wide tourism policy.

The core objectives of EIT are to:

- Position and promote Eeyou Istchee as a key destination for cultural tourism, outdoor and adventure tourism, and outfitter services.
- Support the development of marketable tourism products and the upgrading of existing products with a view to contributing to regional economic growth and development of the tourism industry.

- Enhance the regional tourism infrastructure by facilitating access to information relating to tourism products and services.
- Develop a tourism industry based on the principles of sustainable development and designed to have a positive impact on youth, elders and cultural life in the region.

EIT works closely with COTA and their members to make sustainable tourism an economic reality in Eeyou Istchee Baie-James.

### Membership

Dues-paying COTA members automatically become members of EIT. Some of the additional benefits for our members offered by EIT include a listing in the Regional Tourism Guide, access to targeted funding and eligibility for the cooperative marketing program.

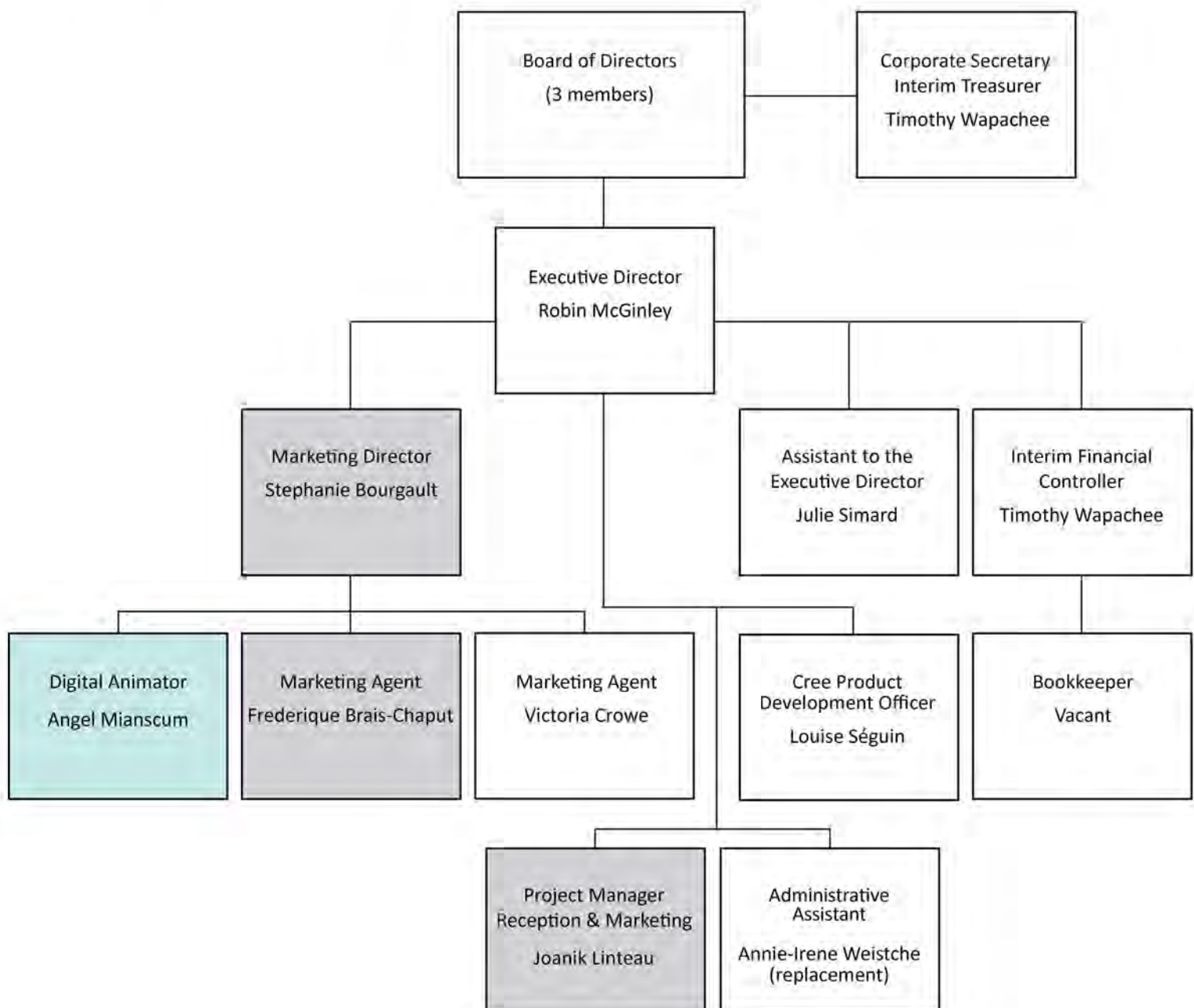
### EIT Board of Directors

- President - Titus Shecapio
- Vice-President - Jamie Moses
- Third member - Ron Simard

# [ ORGANIZATIONAL CHART ]

The chart below illustrates EIT's organizational structure to March 31, 2020. All staff positions with the exception of Cree Product Development Officer and Marketing Agent are shared with EIT and COTA

- Shared between EIT and TBJ
- Shared between COTA, EIT and TBJ



# OUR YEAR IN REVIEW

## 2019-2020 Project Summaries

Tourism has the potential to provide many social and economic benefits. As the tourism industry in Eeyou Istchee continues to develop and grow, we hope that more and more Cree will see the potential of the industry to offer not just a livelihood but an opportunity to share our culture in an open and meaningful way.

### 1. Human Resources Funding: Cree Product Development Officer

In 2013, as part of ongoing efforts to support and promote regional tourism development, we created the position of Cree Product Development Officer.

The Officer's role is to help Cree tourism entrepreneurs, businesses, and communities develop new tourism products or improve existing ones that meet our quality standards and sustainability principles. More specifically, the Officer helps businesses striving to develop products that target niche tourism market segments.

The Cree Product Development Officer works closely with community representatives to:

- Assist in their local tourism development and marketing efforts.
- Initiate the development of tourism information services.
- Help tourism businesses become market-ready and comply with AEQ safety standards.
- Support EIT and TBJ regional projects.

Below is a summary of the Officer's main activities from the period of April 1, 2019 to March 31, 2020:

- Assisted Wiinipaakw Tours Solidarity Cooperative (WTSC) in its start-up and operations.
- Coordinated Marine Captain Training sessions in Waskaganish and Wemindji.

- Helped coastal communities' kayak-trail assessment and training projects.
- Initiated discussions and coordinated a regional information tour with the Canadian Coast Guard on Coast Guard Auxiliary Services.

Other projects and initiatives include:

- Development of a base-camp project and packages for WTSC.
- Assistance in tour operators' Risk Management and Emergency Response Plans and training programs.
- Public Relations for WTSC partners and members.
- Management of the Regional Tourism Partnership Agreement funding program.

Given its scope, this position is key to tourism development in our region. Funding is provided by Ministère du Tourisme.



## 2. Implementation of the 2019-2022 Marketing Plan

The 2019-2022 Marketing Plan for the destination of Eeyou Istchee Baie-James is aligned with the objectives and orientations set out both in the 2012-2020 Tourism Industry Development Plan and Quebec's Tourism Strategy for areas north of the 49th Parallel, which aim to make this region a world-class sustainable tourism destination. The Marketing Plan targets the following markets: Quebec, Ontario, Northeast United States, and France. Eeyou Istchee Baie-James's market positioning and flagship products (Cree culture, nature and adventure, snowmobiling, fishing in outfitting camps) will be deployed in conjunction with Alliance de l'industrie touristique du Québec, the organization in charge of coordinating, implementing, and gauging the success of promotion and marketing initiatives for destinations beyond Quebec's borders. We are fortunate to benefit from the financial support of Canada Economic Development and Tourisme Quebec.

The Plan's priorities are to:

- Enhance the Eeyou Istchee Baie-James brand by increasing the number of direct clicks leading to the destination's web site by 3.5%. This can be achieved through B2C and B2M campaigns focusing on the destination flagship experiences – including outfitter fishing, snowmobile and Aboriginal culture, outdoor pursuits, festivals, and events) so as to make as big an impact as possible on target markets.



- Increase the number of nightly stays in the region's lodgings by 2%. This can be achieved by changing preconceived notions about the region and creating tangible and attractive additions to the packages offered by Eeyou Istchee Baie-James Travel.
- Increase the number of tourists from all markets beyond Quebec by 2%. This can be achieved by targeting international markets and by engaging in more projects in conjunction with Eeyou Istchee Baie-James Travel.

We're confident that our marketing efforts are taking us in the right direction. Our web site's performance and our following on social media platforms are increasing each year.

The number of unique visitors to our promotional website at [www.escapelikeneverbefore.com](http://www.escapelikeneverbefore.com) is on an upswing, as shown in the table below:

2018-2019	2019-2020	Change
75,100	133,800	+78,16%

Similarly, our social media campaigns are producing positive results with increased interest from the public, as shown by the figures below:

Platform	2018-2019	2019-2020	Change
Facebook*	16,308	17,493	+7,27%
Facebook**	749	1,134	+3.4%
Twitter	294	300	+2.04%
Instagram	3,346	4,193	+25.3%
YouTube	48	116	+141.67%
Vimeo	21	29	+38.1%

\*Eeyou Istchee Baie-James's promotional Facebook page

\*\*Eeyou Istchee Baie-James's "Your Adventure" Facebook page

## 2.1 Marketing Initiatives Specific to Eeyou Istchee

Eeyou Istchee Tourism has secured three years of funding from 2019 to 2022 from Canada Economic Development to employ a Marketing Agent to promote Cree culture and undertake strategic marketing actions beyond Quebec. The Marketing Agent:

- Takes part in trade shows in Canada and the US
- Makes targeted media placements
- Creates and distributes promotional materials
- Organizes familiarization (FAM) tours and media tours
- Attends business-to-business events
- Organizes press tours
- Gives interviews to journalists from around the world

In 2019 the Marketing Agent once again attended Rendez-Vous Canada which is considered to be Canada's premier event for inbound tour operators and wholesalers. The event's most recent edition took place in Toronto, Ontario from May 28 to 31, 2019. This year, more than 1,500 tourism professionals representing the global tourism marketplace attended the event providing an excellent opportunity to promote Cree tourism to an international market.

EIT also participated in the Summer Solstice Indigenous Festival which is an annual event and the Northern Lights Conference which takes place every other year.

The Summer Solstice Indigenous Festival helps Canadians from all walks of life recognize the enormous contributions that Inuit, First Nations, and Métis peoples have made to Canada. The Summer Solstice Indigenous Festival is a family-oriented multi-disciplinary arts festival that attracts over 40,000 visitors a year. The event always celebrates true diversity each year by including headliners and workshop leaders from the Métis, Inuit, and First Nations communities

With more than 1,200 participants and 200 exhibitors for its 2020 edition, the Northern Lights conference has emerged as Canada's leading Arctic and Nordic event. This year there were 470 booths with over 1,900 delegates. Of these, there were 32 indigenous booths with 68 delegates.





Targeted advertisements and press coverage specific to Cree tourism included:

- Advertisement in KANADA, a German magazine with a distribution of over 25,000 copies per issue in Germany, Switzerland, and Benelux
- Two features in Canadian Geographic Magazine

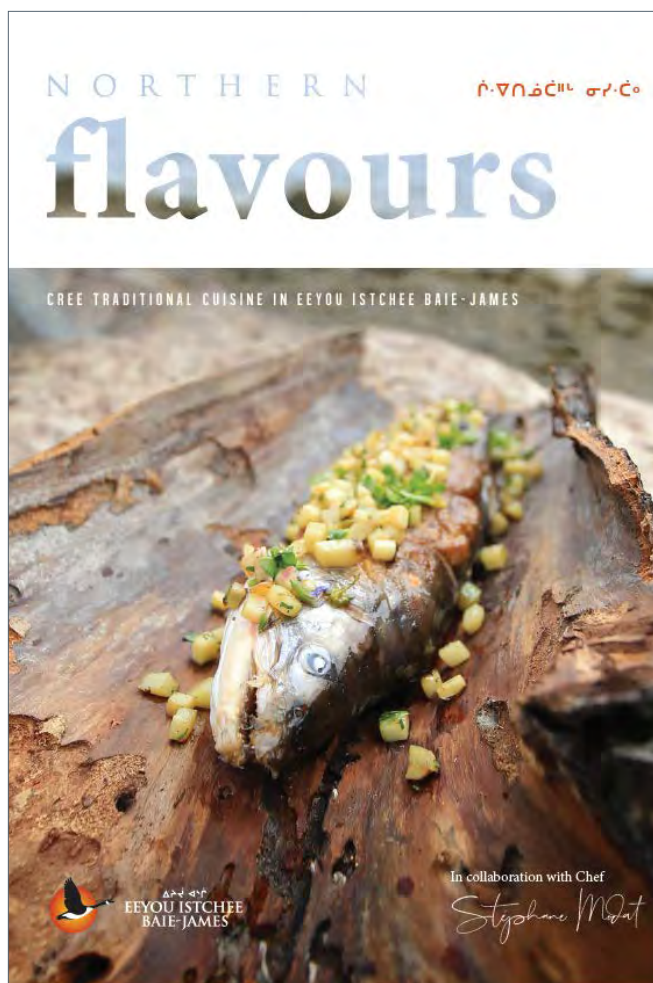
Another fun and creative initiative is the development of Nordic Flavours. In collaboration with COTA, the Indigenous Tourism Association of Canada, Tourisme Autochtone Québec and the Cree Nation of Chisasibi, a book of recipes titled Nordic Flavours was created in partnership with Château Frontenac's renowned Chef, Stéphane Modat, and photographer Frédéric Laroche. The community of Chisasibi invited Stéphane Modat and Frédéric Laroche for Mamoweedow to experience Cree culinary traditions up close. The goal of this cultural exchange was to produce a book of recipes inspired by Cree cuisine and Nordic ingredients – the beginning of a beautiful partnership. The book will be published in summer 2020 and be available on our web site and at Château Frontenac.

With the growing importance of culinary tourism we are confident this book of authentic Cree recipes, will create more awareness about Eeyou Istchee. In the words of Keith Henry, President and CEO of the Indigenous Tourism Association of Canada:

"Food is a powerful way to connect people with place, and it also plays an integral role in tourism. Providing a platform for communities and regions to develop and share Indigenous culinary experiences will result in greater awareness and appreciation for Canada's talented Indigenous chefs and offer international visitors more reasons to explore our Indigenous communities and heritage."

We also organized a photo shoot with photographer Annie-Claude Roberge, which took place during the Annual General meeting and Tourism Conference in July. Her photographs are a wonderful addition to our image bank.

We would like to acknowledge the financial support of CED for many of the initiatives carried out by our Cree marketing agent.





## 2.2 Marketing Initiatives in Partnership with Tourisme Baie-James

Our partnership with Tourisme Baie-James is designed to promote the region in a productive and responsible manner. To that end, we engage in a number of initiatives that are beneficial to tourism in our region, including: (i) inviting media and the press to cover Cree communities and outfitting camps as a way of publicizing our region's tourism offerings; (ii) promoting motorcycle tourism; and (iii) promoting snowmobile tourism.

### 2.2.1 Media and Press Tours

Eight initiatives targeting the media were organized, including visits to Cree communities and outfitting camps.

1. **Lydiane Autour du Monde:** Popular influencer Lydiane St-Onge travelled to Oujé-Bougoumou where she visited Aanischaaukamikw and took part in a workshop hosted by Cree artisan Harold Bosum who specializes in making tamarack geese and birch-bark canoes. With thousands of followers, Her facebook posts highlighting her travels to Eeyou Istchee had a reach of over 327,000 while her Instagram stories had a reach of over 209,000.
2. **Hooké:** A partnership involving FPQ, TAQ, the Broadback Outfitting Camp, the Cree Nation of Mistissini, and the region of Nunavik enabled representatives from Hooké (a Quebec-based brand dedicated to responsible hunting and fishing practices) to enjoy stays at Northern Quebec outfitting camps. This group took part in fishing at Broadback Outfitting Camp and Osprey Lodge. This turned out to be an enriching experience that led to high-quality web content on a new site: [destinationnord.ca](http://destinationnord.ca) launched in conjunction with Fédération des pourvoiries du Québec and Ministère des forêts, de la faune et des parcs.
3. **Mordus de la pêche:** Cyril Chauquet, the popular angler who hosts this TV show, visited Osprey Lodge's fishing camp and Lake Mistassini to shoot an episode set to air in spring 2020.
4. A team from **Lonely Planet** toured Aanischaaukamikw and included this attraction in its list of top things to do in Eeyou Istchee Baie-James.
5. **Supertrax**, the world's leading snowmobiling magazine, published an article that positioned Quebec – including Eeyou Istchee Baie-James – as a superior snowmobiling destination and recommended Hotel Matagami and the Capissisit Lodge as great places to stay.

6. The highly regarded Quebec daily, **Le Devoir**, published an article in January 2020 that promoted Eeyou Istchee as an ideal destination for travellers seeking adventure and a totally new tourism experience.
7. "In Search of Promised Lands" which appeared in the March 2020 edition of **Canadian Geographic** and featured an in-depth interview with Abel Bosum, Grand Chief of the Grand Council of the Crees
8. **Canadian Geographic** also produced a podcast that looked back on the 350-year history of the Hudson's Bay Company (HBC). Part 1 of the podcast focused on the Cree Nation of Waskaganish, where the first ever HBC trading post was established.



Photo credit: Christian Fleury

### 2.2.2 Promoting Snowmobile Tourism

The 20,000 copies of the Snowmobile Trails Map distributed more than a year ago continue to provide the region's many snowmobile trails with visibility in the travel and tourism sectors. In addition to its availability at trade shows in Quebec, Ontario, and the U.S. Northeast, snowmobile fans can also find the map at the online tourism showcase À l'affiche 2000. Copies were also inserted in the magazine Motoneige Québec and in locations near the Abitibi-Témiscamingue and Mauricie regions. Of course, the map is also available on the web, in stores, and at snowmobile dealerships.

Since October 2018, the region's snowmobile trails and participating members have been displayed on the destination's web site, the FCMQ web site, and at snowmobil-einquebec.com (which is managed by Alliance de l'industrie touristique du Québec). Our regional trails also appear on the Imotoneige app, which encompasses all trails in Quebec along with information on snowmobiling conditions. All of this provides optimized visibility to service points across EIBJ and our snowmobile trails. As noted in the Cree Outfitting and Tourism portion of the annual report, we are working to improve access to and the reliability of, snowmobile trails in the southern part of Eeyou Istchee. We are also exploring

### 2.2.3 Promoting Motorcycle Tourism

Last year, we reported that the Quebec motorcycle guide had included a feature on Eeyou Istchee Baie-James with highlights of travel along James Bay Highway, the Transtaiga Route, and Routes 113 and 167. The region continues to enjoy this visibility for motorcycle tourism thanks to this content, since it now appears on the Motorcycling Quebec web site.



### 2.2.4 VanLife Nordic

VanLife MTL and Voyages Eeyou Istchee Baie-James joined forces to provide a product that's new to Eeyou Istchee Baie-James: campervan rentals. VanLife Nordic offers two road-trip packages in the region in campervans provided by VanLife MTL. These packages primarily target European markets.



## 2.3 Cooperative Marketing Program

The Cooperative Marketing Program (CMP) was introduced in 2013 to provide financial incentives to EIT and TBJ members to form alliances and develop and publicize tourism products and packages. Alliances allow members to promote regional tourism more effectively. The goal of this program is to promote tourism within and beyond the province. The CMP also supports and encourages participation at travel and tourism trade shows and festivals.

Approved promotional strategies receive a grant for up to 50% of applicable costs. To be eligible, applicants must be members of EIT or TBJ and their products must be market-ready.

Advertisements supported under the CMP in 2019-2020 include placements in publications such as but not limited to:

- *Aventure Chasse et Pêche*
- *Guide de la pourvoirie 2019-2020*
- *Quebec Outfitters magazine*
- *Magazine Origine*



Tradeshows attended with the support of the CMP in 2019-2020 include:

- Salon chasse pêche Montréal (Oujé-Bougoumou Tourism)
- Great American outdoor show - Harrisburg Pennsylvania (Oujé-Bougoumou Tourism)
- Salon de la pourvoirie de Laval (Mistissini Tourism)
- Salon de la pourvoirie St-Hyacinthe (Mistissini Tourism)
- Salon chasse pêche Québec (Mistissini Tourism)

The CMP is funded by Canada Economic Development and Tourisme Québec.

### 3. Eeyou Istchee Tourism Assessment for Sea Kayak Tours and Tourism Experiences

The purpose of this project is to determine the viability of creating sea kayak tours for the communities of Wemindji, Waskaganish, Mistissini and Whapmagoostui. As part of this assessment, in addition to an exploratory tour of potential kayaking routes in each community, interested Cree from each of these communities were invited to participate in sea kayaking level 1 training session that included:

- Kayak transportation
- Familiarization with paddling gears and kayak parts
- Kayak launching and docking techniques
- Basic kayaking skills and techniques such as forward and sweep strokes, paddling backwards, carving turns and moving sideways
- Exiting a capsized kayak and assisted kayak emptying and heel hook rescue
- Basic security on the water

In all, five participants completed the “Pratiquant I from Canot-kayak Québec” training session. To develop their proficiency and become certified sea kayaking guides, these participants will be invited to complete two additional levels of training. The next level of training was scheduled to take place in the summer of 2020 but due to COVID-19 we will have to reschedule.

Based on our initial findings, we are confident that there is significant potential for creating sea kayaking tours

in all four communities. This initiative will create both employment and business opportunities. Preliminary travel routes and potential itineraries have been developed for each community and we look forward to continuing development on this initiative.

This initiative was funded by Canada Economic Development.



### 4. Accord Director

In an effort to support northern tourism development within the ACCORD Niche of Excellence and in partnership with TBJ, the position of ACCORD Director was established in 2012.

The ACCORD Director provides project management expertise in support of promoters and businesses operating within the niche of excellence as well as projects designed to deploy the niche's strategy and action plan. Additionally, the ACCORD Director assists tourism entrepreneurs in locating appropriate funding sources for their tourism-related projects.

The ACCORD Director actively participates in the development of regional tourism in Eeyou Istchee Baie-James by carrying out all required studies, developing action plans and strategies, and implementing all potential means of fostering partnership and cooperation in collaboration with EIT, COTA and TBJ as well as with Cree entrepreneurs.

This past year, Creetopia and the snowmobile circuit benefited from funding from the ACCORD niche program. Other Key activities of the Accord Director are:

- Communication and videoconferencing with cluster directors from other regions in efforts to achieve projects involving two or more clusters

- Training programs with cluster directors (project management)
- Present ACCORD procedures
- Present funding programs available to the Cree
- Organize and lead a cluster committee meeting involving multiple entrepreneurs from across the region
- Prepare a special cluster committee meeting in Chisasibi

Funding for this position is provided by the Ministère de l'Économie, et de l'Innovation (MEI) and Tourisme Québec.

## 5. Eeyou Istchee Baie-James Regional Map

The Eeyou Istchee Baie-James regional map – available in both French and English – will be a comprehensive travel guide to the region. Currently, no such paper map exists, and with limited mobile phone service, travellers cannot rely on online maps. The regional map will include all Cree communities, towns and cities throughout Eeyou Istchee James Bay. Travel routes will clearly indicate paved and gravel roads and a distance chart will enable travellers to plan their visits especially if they intend to visit more than one community.

The regional map will also feature important information such as the locations of rest stops and picnic areas, emergency phones, tourist information centres, and gas stations along with sites of interest. The map includes necessary security precautions when travelling long stretches of remote highways and roads and indicates land categories.

The map, available free of charge, will be ready for distribution in 2021 and can be picked up at tourist information centres and tourism businesses throughout the region. It can also be ordered online by visiting [escapelikeneverbefore.ca](http://escapelikeneverbefore.ca).

Funding for the Eeyou Istchee Baie-James regional map was provided by the Ministère des affaires municipales et de l'habitation (MAMH) under the FARR program (Fond d'Appui au Rayonnement des Régions).

## 6. Regional Tourism Guide

As part of its partnership agreement with the Ministère du Tourisme, EIT must undertake to develop a regional tourism guide in accordance with the provincial guidelines and standards. The guide is produced jointly with Tourisme Baie-James. This past year, we produced our eleventh edition. The full-colour guide highlights the many tourism attractions and activities available throughout the region and includes a profile of each Cree community.

The guide is an essential source of information for travellers to the region. In addition to providing information about accommodations and restaurants, the guide highlights the attractions, events, and tourism activities available throughout Eeyou Istchee Baie-James.

This year, due to COVID 19, we will be using the current edition until 2022.

The Regional Tourism Guide is now available online at [www.escapelikeneverbefore.com](http://www.escapelikeneverbefore.com).





**Eeyou Istchee Tourism**  
**Financial Statements**  
**March 31, 2020**

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## 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

### Qualified 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, 2020, 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, except for the effects of the matter described in the "Basis for qualified opinion" section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2020, 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 qualified opinion

The investment in a company subject to significant influence is recorded at cost, which constitute a departure from Canadian accounting standards for not-for-profit organizations. This investment should have been recorded at equity value and the relative disclosure should have been presented. The financial effect of this departure for the year ended March 31, 2020 is to overestimate the excess of revenues over expenses of an amount of \$9,724 (\$12,528 as at March 31, 2019) and to overestimate the net assets and the assets of an amount of \$31,124 (\$21,400 as at March 31, 2019).

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 qualified 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.

1

*Raymond Chabot Grant Thornton LLP*

Val-d'Or

September 28, 2020

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<sup>1</sup> CPA auditor, CA public accountancy permit no. A116128



## Eeyou Istchee Tourism Operations

Year ended March 31, 2020

	2020	2019
	\$	\$
<b>Revenues (Schedule A)</b>	<b>1,169,100</b>	<b>1,204,099</b>
<b>Expenses</b>		
Services agreements	141,320	131,336
Professional fees	50,376	43,198
Partnership expenses TBJ / EIT	41,646	13,769
Meetings and conventions	17,109	8,748
Legal fees	13,474	21,807
Subscriptions and memberships	6,264	5,062
Advertising	3,848	5,389
Travel	4,547	8,985
Rental expenses	227	
Supplies and office expenses	182	525
Taxes and permits	55	54
Training	6	
Insurance	(301)	3,539
Bank charges	831	1,272
Amortization of tangible capital assets	2,356	3,365
	<b>281,940</b>	<b>247,049</b>
Project expenses	542,302	549,116
Project disbursements RTPA	171,026	337,946
	<b>995,268</b>	<b>1,134,111</b>
<b>Excess of revenues over expenses</b>	<b>173,832</b>	<b>69,988</b>

The accompanying notes and schedules are an integral part of the financial statements.

## Eeyou Istchee Tourism Changes in Net Assets

Year ended March 31, 2020

	2020	2019
	\$	\$
Balance, beginning of year	198,023	128,035
Excess of revenues over expenses	173,832	69,988
Balance, end of year	371,855	198,023

The accompanying notes and schedules are an integral part of the financial statements.

## Eeyou Istchee Tourism Cash Flows

Year ended March 31, 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenses	173,832	69,988
Non-cash items		
Amortization of tangible capital assets	2,356	3,365
Changes in working capital items and deferred contributions	<u>(261,709)</u>	<u>5,091</u>
Cash flows from (used in) operating activities	<u>.....(85,521).....</u>	<u>.....78,444.....</u>
<b>INVESTING ACTIVITIES</b>		
Term deposit	(10,091)	(10,000)
Receipt of term deposit	10,060	10,085
Investment in a company subject to significant influence	<u>(10,000)</u>	<u>(10,000)</u>
Cash flows used in investing activities	<u>.....(10,031).....</u>	<u>.....(9,915).....</u>
<b>FINANCING ACTIVITIES</b>		
Due to Cree Outfitting and Tourism Association and cash flows from (used in) financing activities	<u>308,821</u>	<u>(34,112)</u>
<b>Net increase in cash</b>	<u>213,269</u>	<u>34,417</u>
Cash, beginning of year	<u>327,295</u>	<u>292,878</u>
Cash, end of year	<u><u>540,564</u></u>	<u><u>327,295</u></u>

The accompanying notes and schedules are an integral part of the financial statements.

## Eeyou Istchee Tourism Financial Position

March 31, 2020

	2020	2019
	\$	\$
<b>ASSETS</b>		
Current		
Cash	540,564	327,295
Term deposit, 1.3%, maturing in October 2020	10,058	10,027
Trade and other receivables (Note 5)	58,773	31,382
Contributions receivable (Note 6)	894,763	722,840
Prepaid expenses	6,928	7,715
	<u>1,511,086</u>	<u>1,099,259</u>
Long-term		
Investment in a company subject to significant influence (Note 7)	30,000	20,000
Tangible capital assets (Note 8)	5,497	7,853
	<u>1,546,583</u>	<u>1,127,112</u>
<b>LIABILITIES</b>		
Current		
Trade payables and other operating liabilities	56,547	106,585
Deferred contributions (Note 9)	448,276	461,420
	<u>504,823</u>	<u>568,005</u>
Long-term		
Due to Cree Outfitting and Tourism Association, without interest or repayment terms	669,905	361,084
	<u>1,174,728</u>	<u>929,089</u>
<b>NET ASSETS</b>		
Unrestricted	371,855	198,023
	<u>1,546,583</u>	<u>1,127,112</u>

The accompanying notes and schedules are an integral part of the financial statements.

On behalf of the Board,

  
Director

  
Director



# Eeyou Istchee Tourism

## Notes to Financial Statements

March 31, 2020

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### **1 - GOVERNING STATUTES AND PURPOSE OF THE ORGANIZATION**

The Organization was incorporated under Part III of the Companies Act for the purpose of providing support to Cree Outfitters and promoting tourism of North-of-Québec region. It is a not-for-profit organization under the Income Tax Act.

### **2 - IMPACTS RESULTING FROM THE COVID-19 PANDEMIC**

In March 2020, the decree of a COVID-19 state of pandemic and the numerous measures put in place by the federal, provincial and municipal governments to protect the public had impacts on the Organization's operations. Some projects were stopped as of March 25, due to directives issued by the Québec government. This crisis is likely to cause significant changes to the assets or liabilities in the coming year or have a significant impact on future operations.

### **3 - ACCOUNTING CHANGE**

On April 01, 2019, the Organization applied Section 4433, Tangible Capital Assets Held by Not-for-profit Organizations, of Part III of the *CPA Canada Handbook – Accounting*. This section replaces Section 4431 of the same name. In accordance with this new section, not-for-profit organizations are now required to comply with the guidance in Sections 3061, Property, Plant and Equipment, and 3110, Asset Retirement Obligations, and with the reporting requirements of Section 3063, Impairment of Long-lived Assets, of Part II of the *CPA Canada Handbook – Accounting*, except of the guidance in Section 4433.

Application of Section 3061 by not-for-profit organizations now requires that they consider the guidance on componentization of the cost of an item of property, plant and equipment made up of significant separable component parts. For its part, Section 4433 presents new tangible capital assets impairment standards.

In accordance with the transitional provisions, this new section, applicable to years beginning on or after January 1, 2019, has been applied prospectively.

Application of this new section did not have any impact on the Organization's financial statements.

On April 1, 2019, the Organization changed the computer equipment amortization rate and method. Computer equipment, which was previously amortized using the diminishing method at an annual rate of 20%, will now be amortized using the straight-line method on a 3-year period. This change was adopted prospectively.

### **4 - SUMMARY OF ACCOUNTING POLICIES**

#### **Basis of presentation**

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

#### **Investment in a company subject to significant influence**

The Organization has elected to recognize the investment in a company subject to significant influence at cost.

# Eeyou Istchee Tourism

## Notes to Financial Statements

March 31, 2020

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### **4 - SUMMARY OF ACCOUNTING POLICIES (Continued)**

#### **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 best 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.

##### *Memberships*

Memberships are recognized as revenue in accordance with the agreement between the parties, when the services have been provided, when the fees are fixed or determinable and collection is reasonably assured.

#### **Financial assets and liabilities**

##### *Initial measurement*

Upon initial measurement, the Organization's financial assets and liabilities from transactions not concluded with related parties and those from transactions with parties whose sole relationship with the entity is in the capacity of management (and members of the immediate family) are measured at fair value, which, in the case of financial assets or financial liabilities that will be measured subsequently at cost or amortized cost, is increased or decreased by the amount of the related financing fees and transaction costs.

##### *Subsequent measurement*

At each reporting date, the Organization measures its financial assets and liabilities at cost or amortized cost (including any impairment in the case of financial assets).

With respect to financial assets measured at cost or amortized cost, the Company assesses whether there are any indications of impairment. When there is an indication of impairment, and if the Company 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 earnings. The reversal of a previously recognized impairment loss on a financial asset measured at cost or amortized cost is recognized in earnings in the year the reversal occurs.

**Eeyou Istchee Tourism**  
**Notes to Financial Statements**  
 March 31, 2020

**4 - SUMMARY OF ACCOUNTING POLICIES (Continued)**

**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 3-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.

**5 - TRADE AND OTHER RECEIVABLES**

	<u>2020</u>	<u>2019</u>
	\$	\$
Trade accounts receivable	31,144	15,799
Sales taxes receivable	<u>27,629</u>	<u>15,583</u>
	<u>58,773</u>	<u>31,382</u>

**6 - CONTRIBUTIONS RECEIVABLE**

	<u>2020</u>	<u>2019</u>
	\$	\$
Ministère du Tourisme - Québec	802,613	628,427
Canada Economic Development	80,000	65,766
Société de Développement de la Baie-James (a)	4,808	25,802
Ministère de l'Économie et de l'Innovation - Québec	3,391	
Tourisme Baie-James	<u>3,951</u>	<u>2,845</u>
	<u>894,763</u>	<u>722,840</u>

(a) This contribution receivable is related to the Regional Tourism Partnership Agreement.

# Eeyou Istchee Tourism

## Notes to Financial Statements

March 31, 2020

### 7 - INVESTMENT IN A COMPANY SUBJECT TO SIGNIFICANT INFLUENCE

	2020	2019
	\$	\$
30,000 class "A" shares of Eeyou Istchee Baie-James Travel Inc. (20,000 in 2019), 14.29% (13.33% in 2019)	30,000	20,000

### 8 - TANGIBLE CAPITAL ASSETS

	2020	2019
	Net carrying amount	Net carrying amount
	\$	\$
Cost	Accumulated amortization	
\$	\$	\$
Computer equipment	18,823	13,326
	5,497	7,853

### 9 - DEFERRED CONTRIBUTIONS

	2020	2019
	\$	\$
Regional Tourism Partnership Agreement Fund (a)	186,259	175,334
Ministère du Tourisme - Québec (a)	108,644	25,587
Cree Nation Government (a)	68,047	93,897
Ministère de l'Économie et de l'Innovation - Québec		21,102
Ministère du Tourisme - Québec	85,326	145,350
Others		150
	448,276	461,420

(a) These deferred contributions are related to the Regional Tourism Partnership Agreement.

### 10 - 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.

#### Interest rate risk

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

The term deposit bears 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 on the statement of financial position.



# Eeyou Istchee Tourism

## Notes to Financial Statements

March 31, 2020

### 11 - COMMITMENTS

As part of the Regional Tourism Partnership Agreement and by resolutions, the Organization has committed an amount of \$170,100 as grants. The outstanding commitment may be effected in accordance with the signed agreement.

	Approved disbursements \$	Amount disbursed \$	Amount to be disbursed \$
<b>Cree Nation of Mistissini - Tourism Division</b>			
Mistissini Outfitting Camps	180,000	108,000	72,000
<b>Cree Nation of Nemaska</b>			
Story of our elders and stairway and boardwalks	65,000	39,000	26,000
<b>Tawich Development Corporation</b>			
Equipment purchases	18,100		18,100
<b>Nibiischii Corporation</b>			
Equipment purchases	54,000		54,000
	<u>317,100</u>	<u>147,000</u>	<u>170,100</u>

The organization has also committed a total amount of \$105,000 to Tourisme Baie-James for its financial participation in marketing programs, payable in 2021.

### 12 - RELATED PARTY TRANSACTIONS

Transactions in the normal course of operations

	2020 \$	2019 \$
Revenues		
Contributions from an organization under common control	159,002	102,764
Contributions from a company subject to a significant influence	556	
Expenses		
Project expenses with an organization under common control	25,169	22,631
Project expenses with a company subject to a significant influence	15,022	

These transactions were measured at the exchange amount.

### 13 - COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

## Eeyou Istchee Tourism Schedule

Year ended March 31, 2020

	<b>SCHEDULE A</b>	
	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUES</b>		
Contributions		
Ministère du Tourisme - Québec	742,735	500,061
Canada Economic Development	80,000	100,000
Ministère de l'Économie et de l'Innovation - Québec	74,561	64,724
Revenue from the territory		
Cree Outfitting and Tourism Association	79,057	169,110
Memberships	15,779	15,718
Apatisiwin Skills Development		10,284
Eeyou Istchee Baie-James Travel Inc.	406	2,139
Others		1,199
Regional Tourism Partnership Agreement (RTPA)		
Regional Tourism Partnership Agreement Fund	67,061	139,684
Cree Nation Government	25,850	35,553
Ministère du Tourisme - Québec	67,061	139,684
Société de Développement de la Baie-James	11,053	23,025
Joint project		
Tourisme Baie-James	3,948	2,845
Others	1,589	73
	<b>1,169,100</b>	<b>1,204,099</b>

# Eeyou Istchee Tourism

## Supplementary Information

ended March 31, 2020

	2020		2019	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
<b>PROJECTS</b>				
<b>International Marketing Program</b>				
Internal contribution EIT	65,000		65,000	
Partnership expenses EIT / TBJ		65,000		65,000
	<u>65,000</u>	<u>65,000</u>	<u>65,000</u>	<u>65,000</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				
<b>Cooperative Advertising Program (promotion Intra-Quebec)</b>				
Internal contribution EIT	40,000		40,000	
Partnership expenses EIT / TBJ		40,000		40,000
	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				
<b>Promotion Multi-Marché</b>				
Internal contribution EIT	18,750		18,750	
Partnership expenses EIT / TBJ		18,750		18,750
	<u>18,750</u>	<u>18,750</u>	<u>18,750</u>	<u>18,750</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				
<b>Promotion de l'expérience de tourisme autochtone</b>				
Internal contribution EIT	16,123			
Partnership expenses EIT / TBJ		16,123		
	<u>16,123</u>	<u>16,123</u>	<u>-</u>	<u>-</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				
<b>Human Resources: Director of ACCORD niche</b>				
Contribution Québec Government				
Ministère de l'Économie et de l'Innovation	74,561		64,724	
Ministère du Tourisme	56,429		35,101	
Contribution Tourisme Baie-James	3,948		2,845	
Internal contribution EIT	(19,416)		(20,260)	
Partnership expenses EIT / TBJ				38,782
Advertising		2,488		569
Services agreements		66,372		31,647
Meeting and convention		1,097		214
Professional fees		13,278		
Telecommunication		540		60
Travel		29,119		7,467
Supplies and office expenses		2,628		3,671
	<u>115,522</u>	<u>115,522</u>	<u>82,410</u>	<u>82,410</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				

# Eeyou Istchee Tourism

## Supplementary Information

ended March 31, 2020

	2020		2019	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
<b>PROJECTS (continued)</b>				
<b>Human Resources - Product Development Officer</b>				
Contribution Québec Government				
Ministère du Tourisme	72,861		65,790	
Internal contribution EIT	33,450		31,739	
Services agreements		80,459		81,211
Meeting and convention				237
Telecommunication		869		676
Travel		21,789		12,545
Supplies and office expenses		3,194		2,860
	<u>106,311</u>	<u>106,311</u>	<u>97,529</u>	<u>97,529</u>
	-----	-----	-----	-----
<b>Implementation of marketing plan - Product development</b>				
Contribution Canada Economic Development	16,000			
Internal contribution EIT	21,905			
Travel		1,203		
Equipment rental		1,500		
Professional fees		35,202		
	<u>37,905</u>	<u>37,905</u>	<u>-</u>	<u>-</u>
	-----	-----	-----	-----
<b>Implementation of marketing plan</b>				
Contribution Canada Economic Development	64,000		100,000	
Contribution from territory	406		3,338	
Internal contribution EIT	67,912		102,404	
Advertising		20,073		83,876
Tradeshows		7,050		16,788
Press Tour		11,956		
Services agreements		73,937		69,700
Travel		14,452		22,567
Professional fees		3,670		355
Promotional material		553		7,892
Supplies and office expenses				65
Meeting and convention				3,414
Telecommunication		627		1,085
	<u>132,318</u>	<u>132,318</u>	<u>205,742</u>	<u>205,742</u>
	-----	-----	-----	-----
<b>Greeting Services, Info &amp; Promotion to Tourism Officers</b>				
Contribution Apatisiwin Skills Development			3,159	
Internal contribution EIT			4,203	
Travel				5,493
Professional fees				900
Administration fees				969
	<u>-</u>	<u>-</u>	<u>7,362</u>	<u>7,362</u>
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# Eeyou Istchee Tourism

## Supplementary Information

ended March 31, 2020

	2020		2019	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
<b>PROJECTS (continued)</b>				
<b>Online Information Training Capsules</b>				
Contribution Apatisiwin Skills Development			7,125	
Internal contribution EIT	1,874		5,367	
Professional fees		1,874		10,882
Partnership expenses				1,610
	<u>1,874</u>	<u>1,874</u>	<u>12,492</u>	<u>12,492</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				
<b>Tourist Guide Eeyou Istchee Baie-James</b>				
Internal contribution EIT	5,785		3,667	
Partnership expenses		5,785		1,323
Administration fees				2,344
	<u>5,785</u>	<u>5,785</u>	<u>3,667</u>	<u>3,667</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				
<b>Blue Signage</b>				
Internal contribution EIT	464		8,728	
Professional fees		464		8,728
	<u>464</u>	<u>464</u>	<u>8,728</u>	<u>8,728</u>
<b>Records Management</b>				
Internal contribution EIT			4,286	
Professional fees				3,966
Travel				320
	<u>-</u>	<u>-</u>	<u>4,286</u>	<u>4,286</u>
<b>Project Management Digital Development</b>				
Internal contribution EIT	2,250		3,150	
Partnership expenses		2,250		3,150
	<u>2,250</u>	<u>2,250</u>	<u>3,150</u>	<u>3,150</u>
<i>The project was done in partnership with Tourisme Baie-James.</i>				
	<u>542,302</u>	<u>542,302</u>	<u>549,116</u>	<u>549,116</u>



# Eeyou Istchee Tourism

## Supplementary Information

ended March 31, 2020

	2020		2019	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
<b>REGIONAL TOURISM PARTNERSHIP AGREEMENT (RTPA) - PROJECTS</b>				
<b>RTPA - Mistissini Pow Wow</b>				
Regional Tourism Partnership Agreement Fund	5,607		8,445	
Québec Government - Ministère du Tourisme	5,607		8,445	
Cree Nation Government	1,484		2,150	
Société de Développement de la Baie-James	924		1,392	
Project disbursements		12,600		18,900
Administration fees		1,022		1,532
	<u>13,622</u>	<u>13,622</u>	<u>20,432</u>	<u>20,432</u>
<b>RTPA - Nibischii Corporation</b>				
Regional Tourism Partnership Agreement Fund	23,940		36,061	
Québec Government - Ministère du Tourisme	23,940		36,061	
Cree Nation Government	6,334		9,178	
Société de Développement de la Baie-James	3,946		5,944	
Project disbursements		53,800		80,700
Administration fees		4,360		6,544
	<u>58,160</u>	<u>58,160</u>	<u>87,244</u>	<u>87,244</u>
<b>RTPA - Cree Nation of Nemaska</b>				
Regional Tourism Partnership Agreement Fund			17,427	
Québec Government - Ministère du Tourisme			17,427	
Cree Nation Government			4,435	
Société de Développement de la Baie-James			2,873	
Project disbursements				39,000
Administration fees				3,162
	<u>-</u>	<u>-</u>	<u>42,162</u>	<u>42,162</u>
<b>RTPA - Auberge Maanitaaukimikw</b>				
Regional Tourism Partnership Agreement Fund	16,244		29,492	
Québec Government - Ministère du Tourisme	16,244		29,492	
Cree Nation Government	12,403		7,506	
Société de Développement de la Baie-James	2,677		4,861	
Project disbursements		44,000		66,000
Administration fees		3,568		5,351
	<u>47,568</u>	<u>47,568</u>	<u>71,351</u>	<u>71,351</u>
<b>RTPA - COTA (Creetopia)</b>				
Regional Tourism Partnership Agreement Fund	21,271			
Québec Government - Ministère du Tourisme	21,271			
Cree Nation Government	5,629			
Société de Développement de la Baie-James	3,505			
Project disbursements		47,800		
Administration fees		3,876		
	<u>51,676</u>	<u>51,676</u>	<u>-</u>	<u>-</u>

**Eeyou Istchee Tourism**  
**Supplementary Information**  
 ended March 31, 2020

	<b>2020</b>		<b>2019</b>	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
<b>REGIONAL TOURISM PARTNERSHIP AGREEMENT (RTPA) - PROJECTS (continued)</b>				
<b>RTPA - Mistissini Outfitting Camp</b>				
Regional Tourism Partnership Agreement Fund			48,259	
Québec Government - Ministère du Tourisme			48,259	
Cree Nation Government			12,284	
Société de Développement de la Baie-James			7,955	
Project disbursements				108,000
Administration fees				8,757
	-	-	116,757	116,757
	<b>171,026</b>	<b>171,026</b>	<b>337,946</b>	<b>337,946</b>