

EYYOU ISTCHEE TOURIST REGION

**REGIONAL TOURISM
PARTNERSHIP AGREEMENT**

2020-2022

PROMOTER'S GUIDE
COMPONENT 3

Support for tourism development projects



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PROMOTER'S GUIDE

1. INTRODUCTION

The Regional Tourism Partnership Agreement (RTPA) reflects the intention of the **Ministère du Tourisme (MTO)**, of **Eeyou Istchee Tourism** and of the **Société de développement de la Baie-James** to work with local partners and businesses to carry out projects to develop the regional tourism offer in accordance with the destination's development priorities.

More specifically, the purpose of the Agreement is to define the commitments of the parties and the terms of support for projects that develop the tourism offer in the Eeyou Istchee tourist region.

2. APPLICATION FRAMEWORK

Call for tenders and analysis process will be governed by the rules set out in this document. Project promoters are encouraged to read it carefully.

3. PURPOSE AND OBJECTIVES OF THE PARTNERSHIP AGREEMENT

Purpose: To support and stimulate the development, renewal and structure of the tourism offer in the **Eeyou Istchee** tourist region.

The **Partners** agree to work collaboratively, in accordance with their respective mandates, to renew and improve the tourism offer in the regions, taking into account measures identified in the tourism industry health response plan or the sector health plans produced by industry partners (ATR-ATS-AITQ).

The projects must be structuring and help to revitalize and improve the region's tourism offer. They must aim to achieve the following objectives:

- Stimulate the regional economy by:
 - maintaining the quality in the tourism offer;
 - promoting an innovative tourism offer;
 - developing new niches for tourism businesses.
- Encourage the development of an original, complimentary tourist offer that respects the sustainable development.

4. PROGRAM ALLOCATION RULES

ELIGIBLE CLIENTELE:

- Tourism SMEs:
 - For-profit organizations (FPOs) legally constituted in Québec;
 - Non-profit organizations (NPOs) legally constituted in Québec;
 - Cooperatives legally constituted in Québec;
- Municipalities;¹
- Indigenous communities, organizations and nations recognized by the National Assembly;
- All groups of this clientele;
- **Regional tourism associations (ATR)**, are eligible only for project studies and structuring the regional tourism supply, and must have financial partners for each of the projects submitted.

ELIGIBLE PROJECT CATEGORIES:

- Attractions, activities and equipment;
- Studies;
- Structuring the regional tourism offer;
- Accommodations;
- Festivals and events;
- Consulting services;
- Digital business development.

¹ The designation of municipality includes the municipalities, cities, towns, villages, parishes, townships, united townships, northern villages, unorganized territories, regional county municipalities (RCM), metropolitan communities, inter-municipal boards and the corporations or organizations where a municipal corporation appoints the majority of its members or contributes to more than half of its financing, the groups of such municipalities, corporations or organizations.

DEFINITIONS AND DESCRIPTIONS OF CATEGORIES:

Projects must comply with one of the following seven categories. Also eligible in each of these categories, the majors projects requiring the adaptation to the new sanitation measures.

Attractions, activities and facilities

This category refers to all components including in the area's tourism offer.

Eligible initiatives:

- Projects for the consolidation, implementation, expansion or modernization of an attraction, facility, activity or tourist services.
- Projects involving construction, expansion or improvement of a tourist infrastructure.

Minimum eligible project cost: **\$15,000**

Maximum financial support per project: **\$100,000**

Studies

Financial assistance may be granted for conducting studies that require specific expertise to increase the development of the tourism offer and to validate the financial viability of a project. The project under study must support regional priorities and have an impact on tourism development in the area. The study must be conducted by a consulting firm or a recognized organization in the tourism and/or economic industry, following a call for tenders.

Are excluded; the business plan, marketing plan, local and regional development plans as well as studies and surveys required for funding applications in other programs or to meet another department's requirements.

Minimum eligible project cost: **\$15,000**

Maximum financial support per project: **\$50,000**

Structuring the regional tourism offer

To support the regional development priorities of the tourism offer, identified in the ATR development plan, one-time financial assistance may be granted to regional structuring projects. The theme must be representative of the region and have an impact on more than one community. The project must demonstrate an ability to generate benefits for a number of partners. It must be coordinated by the ATR or any other entity recognized or accepted by the management committee. These projects must have the financial support of various organizations or businesses in the area.

Projects associated with implementing tourist routes and circuits, developing a themed product or any other project demonstrating a structuring of the tourism offer. The sustainability of the project must be demonstrated and spread over more than three (3) years.

Minimum eligible project cost: **\$15,000**

Maximum financial support per project: **\$100,000**

Accommodations

Submitted projects must give structure to a specific area, raise the quality level of the accommodation sector, extend the period of stay or offer new services adapted to clientele.

It should be noted that an accommodation project in the context of a vacation product in a natural setting, i.e. a stay in a natural environment with various forms of tourist accommodations (outfitter, hotel, inn, camping, yurt, non-traditional accommodation, etc.) and offering the possibility of discovering a region through adventure activities, cultural activities and regional products is favoured.

Minimum eligible project cost: **\$15,000**

Maximum financial support per project: **\$100,000**

Festivals and events

Financial assistance to hold the event could be granted to festivals and events considered to be relevant at the regional level.

A tourist festival or event refers to a public event, produced and held in Québec, organized around a theme and/or a program of activities that generate significant visitor traffic (excursionists and tourists) and that animate the destination. One-time festivals and events that demonstrate a capacity to generate significant visitor traffic (excursionists and tourists) and that animate the destination could be considered.

For festival and event infrastructure projects, refer to the elements described under “Attractions, activities and equipment.”

Minimum eligible project cost: **\$15,000**

Maximum financial support per project: **\$50,000**

Consulting services

Financial assistance may be granted to hire a consultant for coaching, for consulting services to assist in adopting better business practices, developing workforce competencies, improving the quality of client services, supporting the development of a new project or activity.

Minimum eligible project cost: **\$15,000**

Maximum financial support per project: **\$50,000**

Digital business development

Financial assistance for the digital development of a business to increase virtual/digital interactions (reduce physical contact and health risks) with clients while maintaining emphasis on the customer experience.

This includes the implementation of digital applications (e.g. automated pay station, virtual card, check-in terminal, robot for delivery, etc.).

Minimum eligible project cost: **\$15,000**

Maximum financial support per project: **\$50,000**

INELIGIBLE PROJECTS

- Restaurant service and retail business projects;
- Tourism signs and hospitality projects;
- Projects already completed or in the process of being completed at the time of application;
- Development of training content;
- Projects in the gaming sector;
- Projects related to the sale and consumption of alcohol.

Notwithstanding the foregoing, financial assistance may take into account, in the context of an agritourism or culinary tourism project, the work related to the facilities and equipment required to sell products from these types of projects, these components being essential to the visitor experience in this area.

ELIGIBLE COSTS FOR EACH PROJECT CATEGORY

Attractions, activities, equipment and accommodations:

- Professional fees for construction plans and specifications, interior or exterior design, conceptual design (exhibition, show, facility), specialized studies (soil, environment, structure, equipment) and other relevant elements;
- Construction work (new, expansion, restoration, recycling, access for persons with reduced mobility, etc.);
- Interior or exterior renovation work;
- Purchase and installation of specialized equipment or furniture;
- Purchase of land;
- Costs related to the Politique d'intégration des arts à l'architecture (art and architecture integration policy);
- Professional fees of specialized firms or consultants;
- The non-refundable portion of taxes related to eligible costs.

Studies and consulting services:

- Professional fees of specialized firms or consultants to conduct specific studies on the development of a region's tourism offer or guidance to support the improvement of the quality of services and products;
- The non-refundable portion of taxes related to eligible costs.

Structuring the regional tourism supply:

- Professional fees of specialized firms or consultants;
- Travel costs (comparable to those of the ATR), overhead expenses, salaries and employee benefits of the promoter's human resources specifically assigned to carry out the project;
- The non-refundable portion of taxes related to eligible costs.

Festivals and events:

- Travel costs (comparable to those of the ATR), overhead expenses, salaries and employee benefits of the promoter's human resources;
- Programming costs;
- Costs related to site design;
- Equipment rental costs;
- Actual operating costs;
- Promotion, advertising and marketing costs;
- The non-refundable portion of taxes related to eligible costs.

Digital business development:

In terms of preliminary support:

- Professional fees of specialized firms or consultants for conducting specific studies on digital development for a business;
- Travel costs of the firm or consultant to carry out the project;
- The non-refundable portion of taxes related to eligible costs.

In terms of implementation:

- Professional fees for supporting and implementing proposed solutions;
- Purchases of technological or other equipment to use as the solution;
- Subscription to “cloud computing” services if the solution is available in this technology;
- Purchase of hardware or software or mobile application to increase the level of client interaction;
- Purchase of an ERP system;
- Purchase of e-commerce software;
- Travel costs (comparable to those of the ATR), overhead expenses, salaries and employee benefits of the proponent’s human resources specifically assigned to carry out the project;
- Professional fees related to the training or development of human resources responsible for or related to the implementation of the digital development project;
- The non-refundable portion of taxes related to eligible costs;
- For the infrastructure projects, refer to the elements described in “Attractions, activities and equipment.”

INELIGIBLE COSTS

Attractions, activities, equipment and accommodations:

- Costs related to working capital, debt service, operating losses, capital losses or the redemption of capital;
- Costs related to compliance with standards (other than those issued in health plans proposed by the Gouvernement du Québec or a partner thereof), asset maintenance and compliance with regulations;
- Donations and contributions in kind or in services;
- Transfer of assets;
- Purchase of vehicles or rolling stock;
- Rights of way, easements and other related costs;
- Salaries and the promoter’s regular operating and management costs;
- Promotion, advertising and marketing costs;
- The refundable portion of taxes related to eligible costs.

Studies and consulting services:

- Salaries and the promoter's regular or project-related operating and management costs;
- Donations and contributions in kind or in services;
- The refundable portion of taxes related to eligible costs.

Structuring the regional tourism offer:

- Costs related to working capital, debt service, operating losses, capital losses or the redemption of capital;
- Donations and contributions in kind or in services;
- Purchase of vehicles or rolling stock;
- Technology development such as mobile applications;
- The refundable portion of taxes related to eligible costs;
- Specifically, for structuring projects, promotion, advertising and marketing costs are not eligible.

Digital business development:

- Costs related to working capital, debt service, operating losses, capital losses or the redemption of capital;
- Costs related to compliance with standards (other than those issued in health plans proposed by the Gouvernement du Québec or a partner thereof), asset maintenance and compliance with regulations;
- Salaries and the promoter's regular operating and management costs;
- The costs to purchase or lease land, buildings or facilities;
- Capital expenditures related to the acquisition of equipment;
- The costs to purchase bandwidth;
- Costs related to a sales commission on online sales or booking platforms are excluded;
- Development of video games and technology infrastructure;
- The implementation of server rooms;
- Donations and contributions in kind or in services;
- Transfer of assets;
- Cost overruns;
- Legal costs.

MINIMUM ELIGIBILITY CONDITIONS:

The project must be carried out in the **Eeyou Istchee** tourist region;

The target market of the project must be predominantly tourist clientele;

A comprehensive business plan demonstrating financial viability must be included;

The promoter must provide a minimum capital outlay contribution of 10% or 5% (Indigenous community, organization or nation) of the total cost of the project submitted;

The project must comply with the laws and regulations in force in Québec.

DESCRIPTION OF FINANCIAL ASSISTANCE:

The RTPA's financial contribution is **a grant**.

Capital outlay

The financing of each project must include a capital outlay from non-governmental sources (a private-sector contribution) from the beneficiary of at least 10% of the total cost of the project.

In the case of an organization from an Indigenous community or nation, the minimum capital outlay required is 5%.

The capital outlay from the promoter, including that of its partners (community, private sponsorships), if applicable, cannot be from:

- Sources considered in the total government assistance, detailed below;
- A transfer of assets;
- A contribution in kind or in services.

Total government and ATR assistance

The total financial assistance consists of the contributions from municipal entities, all departments and agencies of the Gouvernement du Québec and the federal government, including repayable financial assistance considered at 50% of its value, granted specifically for the project.

The following table summarizes the percentages applicable to the capital outlay and the stacking rules according to the eligible clientele.

Eligible clientele	Minimum capital outlay	Maximum total of government assistance
FPO	10%	90%
NPO	10%	90%
Cooperative	10%	90%
Indigenous community, organization or nation	5%	95%
Grouping of clienteles	10%	Depending on the type of organization, the lowest % applies

RTPA level of financial assistance

The maximum percentage of financial assistance granted to a project is 70%.

Minimum eligible costs

The RTPA assistance is calculated on eligible project costs.

Increase in financial assistance

Under no circumstances may the financial assistance be increased to offset cost overruns on approved projects.

Memorandum of understanding

Selected projects will be subject to a memorandum of understanding between the lender and the promoter. This memorandum of understanding will set forth the conditions for payment of financial assistance and the obligations of the parties. An example of the memorandum of understanding is available upon request.

Special rules

If applicable, the projects are subject to the following rules, detailed in Appendix 3:

▪ RULES CONCERNING THE AWARDING OF CONTRACTS

The financial assistance granted to a project is subject to the obligation to proceed with a request for public tender for the awarding of a construction contract when it is of \$100,000 or more.

▪ POLITIQUE D'INTÉGRATION DES ARTS À L'ARCHITECTURE

All construction or expansion projects (of which the cost is \$150,000 or more) of a building or site that is open to the public, in totality or in part, for the purposes of information, recreation or obtaining a product or service are subject to the policy.

▪ EQUAL ACCESS PROGRAM

Financial assistance of \$100,000 or more granted to an FPO with more than 100 employees must include a stipulation committing the organization to implement an equal access program in accordance with the Charter of human rights and freedoms.

▪ SUSTAINABLE DEVELOPMENT PRINCIPLES

Projects must demonstrate that they address the broad themes of sustainable development, i.e. economic, social and environmental.

SELECTION CRITERIA

Each eligible project will be evaluated according to the following criteria:

- Alignment between the project and the objectives aimed by this program (see points 3 of this guide);
- Project's structuring character (drawing power, local, regional and sector-based scope, tangible benefits, collaboration with other partners, job creation, extension of the season, etc.);
- Project's innovative character (new dimension added to current tourism offer, new trends not offered by the competition);
- Project quality in terms of concept, product and services;
- Project's structure and financing package (promoter's contribution, thorough search for financing, the pertinence of the assistance requested, financial health

- of the business or the promoter, reliable and realistic financial data, self-financing perspectives, community support, etc.);
- Project suitability (significant tourist clientele and its diversification, large enough market to justify the project, competition, quality of the offer, marketing strategy, significant benefits, networking, etc.);
 - Project feasibility (realistic schedule, marketing strategy, quality of the business plan or study design, proponent's expertise and experience);
 - Consideration of the principles of sustainable development;
 - The promoter must be a Cree beneficiary under the James Bay and Northern Québec Agreement and must be 18 years of age OR the organisation must be Cree owned (more than 50% of the business).

5. HOW TO APPLY

To submit an application for funding under this program, you must return the complete form: "RTPA 2020-2022 – Application for Financial Assistance – Component 3" available from the Eeyou Istchee Tourism, along with the required documents.

The application form for financial assistance must be sent to:
jsimard@creetourism.ca

The ATR receives the applications for financial assistance on a continuous basis. However, for each year, the specific calls for projects deadlines are as follows:

- the January 15th;
- the March 31st,
- the September 16th,

An incomplete file at the start date of the analysis period will not be processed by the management committee. It will be carried over to the next period.

The following documents must accompany the application:

- Copy of the form completed electronically and signed with any relevant visual elements attached, if applicable, (photographs of existing site, project sketches, etc.);
- Copy of the corporate charter;
- Copy of the financial statements for the last two (2) years and the most recent interim financial statements, if the business already exists;
- Copies of confirmations from financial partners, if available;
- Resolution from the organization or business authorizing the signatory of the application for funding under the program and any other document relevant to the application;

- Demonstrate the support of the community with a letter or band council resolution
- Copy of the full business plan for investment and/or infrastructure projects, structuring projects and festival and event projects (see Appendix 2);
- Copy of tender specifications for study projects or consulting services, including the following elements:
 - Description of the issue;
 - Nature and objectives of the study;
 - Proposed methodology;
 - Work schedule;
 - Deliverables.
- Copies of at least two professional service proposals for project studies and consulting services;
- Confirmation from the Ministère de la Culture et des Communications in relation to the application or not of the project to the [Politique d'intégration des arts à l'architecture](#) (see appendix 3);
- List of authorizations, attestations, certificates or permits required by law, regulation or other. For example, Canadian Environmental Protection Act, Québec Environment Quality Act, Act respecting land use planning and development, Act respecting tourist accommodation establishments, etc.:
 - Specify the status of the actions you have undertaken (applications submitted, files under evaluation and authorizations obtained).

Distribution of documents

The form will be given to each member of the management committee and will serve as the principal basis for evaluation. We encourage you to pay particular attention to it. The business plan, including the proponent's financial data, will be studied by the analysts assigned to the file and their findings will be shared with the members of the management committee. The proponent can also count on the restricted distribution of their data.

6. ASSISTANCE IN PREPARING APPLICATIONS

For more information, please contact the Assistant to the Executive Director at Eeyou Istchee Tourism.

Julie Simard
Assistant to the Executive Director
205 Opemiska meskino P.O. Box 1168

☎ :418-745-2220; 4225

📠 :418-745-2240

Email: jsimard@creetourism.ca

7. PROJECT REVIEW PROCESS

- Continuous project submission;
- Verification of the project's eligibility and request for clarification from the promoter by Eeyou Istchee Tourism;
- Upon predetermined dates, relevance and financial analysis of the project;
- Project analysis by the management committee;
- Recommendation of the management committee;
- Decision by the lenders and the forwarding of a letter to the promoter (notification letter with the amount granted or rejection letter);
- Signature of a financial assistance agreement for the selected projects.

APPENDIX 1

Definition of terms

STRUCTURING PROJECT: Project that has a regional or even wider impact. It has the capacity to generate other projects and/or foster regional collaboration, has the support of the community and can develop jobs.

TOURIST PRODUCT: A tourist product is a set of tangible services (accommodations, restaurant services, activities, etc.) or intangible services (ambiance, hospitality, activities, etc.) that offers tourists a multitude of stay opportunities.

LOSS LEADER: A loss leader is the main trigger of a tourism experience. It boasts a strong reputation and is the primary motivation for visitor travel.

TOURIST: A tourist is a person who makes a trip outside his/her town/city that lasts one night or more but not more than one year, and who lodges in a commercial or private accommodation.

EXCURSIONIST: An excursionist is a person who makes a return trip the same day outside his/her town/city and travels at least 40 km each way.

TOURISM DEVELOPMENT: Tourism development refers to the notions of implementation (establishment and emergence), consolidation and diversification of a tourist product or service.

STRUCTURING THE TOURISM OFFER: Structuring the tourism offer allows for the development, networking, and/or combining of distinct elements in an integrated system, which becomes a tourism product for marketing.

SUSTAINABLE DEVELOPMENT: Sustainable development is defined as a development model that meets the needs of the present without endangering the ability of future generations to satisfy their own needs. Such development addresses environmental, economic and sociological issues and is now part of every component of the tourism industry.

APPENDIX 2

Business plan - Template

Business contact information

- Company name
- Commercial name
- Full address
- Telephone number
- Fax number
- Email

Executive summary

Description of the business and project

- Mission of the business
- History of the business
- Legal form of the business
- Information on the proponents and owners
- Description of the project:
 - Nature of the project
 - Activity sector
- Location of the project
- Description of products/services offered: target market, target area, methods of distribution or products/services offered
- Stages of the project and the forecast date of completion for each stage
- Advertising brochure (if already existing)

Market Analysis

- Description of the activity sector:
 - General situation
 - Market trends
 - Opportunities
 - Government regulations
- Target market (socio-demographic data, behaviour, attitudes, needs)
- List of potential clients
- Target area
- Competitors:
 - Description
 - Main strengths and weaknesses
- Competitive advantages
- Potential market (e.g. estimated total annual sales)

Marketing plan

- Price strategy (competitor's prices, gross profit margin, cost)
- Sales and distribution strategy (advertising, telemarketing, Internet and others)
- Promotional activities
- Budget and term

Operating plan

- Quality approach
- Procurement (suppliers, products/services, delivery time)
- Fixed assets to be acquired (building/equipment)
- Human resources needed to carry out the project
- Technology investments
- Environmental standards
- Permits and licences needed to carry out the project

Financial plan

- Projected investment costs and financing required to carry out the project
- Financial statements from the last two years
- Financial forecasts for the first three years of operation, including an income statement, balance sheet and monthly cash budget
- Offers from banking facilities
- Offers from financial partners

Documents

- Promoters' résumés
- Shareholders' agreement (if necessary)

Note: The financial statements and financial forecasts must be prepared according to generally accepted accounting standards in Québec.

APPENDIX 3

1. AWARDING OF CONTRACT RULES

The **Beneficiary** may not be awarded any construction contract of more than \$100,000 without completing a request for public tender. A public tender must, at the very least, respect the following parameters:

- Publication in a regional newspaper or specialized publication;
- In the event that there is no compliant bidder following the publication of a public tender or no bids received, the organization may request the authorization of the **ATR** to proceed with a call for tenders by invitation;
- The contracts must be granted to the lowest compliant bidders.

At the request of the **ATR**, the **Beneficiary** must provide:

- the documents (plans and specifications, publication notice), schedule (publication, submission and opening) and the modifications to public tender(s);
- the contractors or suppliers who obtained the public tender documents;
- the names of the businesses or suppliers (bidders) who responded to the public tender(s);
- the names of the bidders who are compliant with the public tender(s);
- the tender amounts received.

<https://www.quebec.ca/tourisme-et-loisirs/aide-financiere/guide-adjudication-contrats-construction/#c19794>

2. POLITIQUE D'INTÉGRATION DES ARTS À L'ARCHITECTURE ET À L'ENVIRONNEMENT DES BÂTIMENTS ET DES SITES GOUVERNEMENTAUX PUBLICS

All construction or expansion projects of a building or site open to the public, in totality or in part, for the purpose of information, recreation or obtaining a product/service, are subject to the "Politique d'intégration des arts à l'architecture et à l'environnement des bâtiments et des sites gouvernementaux et publics."

This policy applies to any legal entity or organization to which the government or one of its departments or agencies provides a grant for the completion of a construction or expansion project, with a cost of \$150,000 or more. The construction of a building or a site may also include its restoration, redevelopment or repair.

The partners of the RTPA invite the promoters wishing to carry out a construction project and to submit an application for funding under one of these programs to communicate with the Ministère de la Culture et des Communications (MCC) in order to confirm if their project is subject to the “Politique d’intégration des arts à l’architecture.”

The promoters must submit to the MCC a description of the project as well as detailed information on the total cost. The MCC is responsible for validating the eligibility of the project as well as the amount allocated for the work of art, if applicable. It should be noted that the costs related to the art and architecture integration are part of the eligible costs of the project.

For information, please contact:

Direction des programmes - Intégration des arts à l’architecture

Québec: 418 380-2323 extension 6323

Email: integrationdesarts@mcc.gouv.qc.ca

<https://www.mcc.gouv.qc.ca/index.php?id=6089>

3. **CONTRACTUAL OBLIGATION PROGRAM (Employment equity)**

The **Beneficiary** or the Québec subcontractor with a business employing more than 100 employees and the contract or subcontract amounts to \$100,000 or more must submit to the conditions of the equal access employment program. To do this, they must respect the criteria set out in section 5 of the form entitled “Identification et engagement – Programme d’obligation contractuelle – Égalité en emploi” that can be found at the following address:

http://www.tresor.gouv.qc.ca/fileadmin/PDF/faire_affaire_avec_etat/cadre_normatif/form_prog_egalite_emploi.pdf