

2020 - 2021 ANNUAL REPORT

Cree Outfitting and Tourism Association



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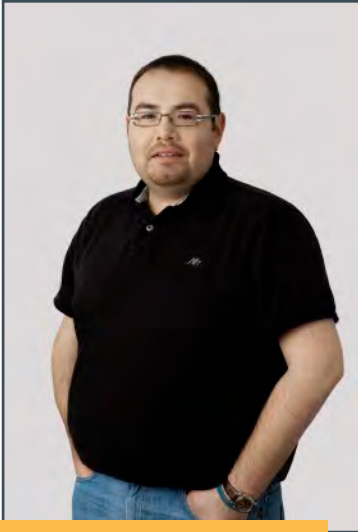
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President's Message



Titus Shecapio

The past year was a special one for the Cree Outfitting and Tourism Association (COTA) as we celebrated our 20th anniversary. Since our founding, we've worked with determination to achieve our vision for a sustainable tourism industry in Eeyou Istchee. Looking back on our many achievements has certainly been encouraging, especially in a year in which we've dealt with the many impacts of the pandemic on our lives and livelihoods.

Empowered by its status as a treaty obligation under the James Bay Northern Quebec Agreement (JBNQA), COTA has been able to exert control over tourism development, enabling us to oversee planning, strategy, marketing, implementation, and — above all — sustainability. For us, sustainability is inseparable from our way of life. Much more than a catchword, it has always been central to everything we do, including, of course, economic development.

We owe our 20-year success to our dedicated staff, board of directors, and members. Thank you for your valuable work! I would also like to acknowledge the contributions made by two people who live on in our memory.

Norman Gull was COTA's first President, from 2001 to 2005. Under his guidance, COTA began its rapid transformation into today's fully operational tourism organization. He rightly believed that a robust and sustainable tourism industry would make major contributions to our economy and promote Cree culture worldwide. He played a pivotal role in setting our Association's orientation and building its foundation.

Sherman Herodier was COTA's President from 2006 to 2009, prior to which he devoted six years to the Association's Board of Directors. Sherman was proud of his Cree heritage and firmly believed that tourism would offer Cree, especially our youth, a rewarding livelihood and foster greater understanding and appreciation of our way of life. Sherman's deep love and extensive knowledge of the James Bay coast was instrumental in building the foundation for the launch of the Wiinipaakw Tours Solidarity Cooperative. We know he would be proud of how far this initiative has come.

Today, we continue to build on the accomplishments of Norman and Sherman, inspired by their example of forging ahead in a rapidly changing world while preserving the qualities that have always defined us.

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Executive Director's Message



Robin McGinley

In 2020, COTA marked a special anniversary – our twentieth! Over the course of two decades, we have faced and overcome many challenges, but maybe none greater than the COVID-19 pandemic. Its effect on our industry has been significant. This unprecedented situation, however, has brought out the best in our staff and partners, who responded with determination, creativity, and flexibility. Together, we forged ahead and accomplished a great deal.

While travel bans made it impossible to pursue some activities as well as some aspects of project development, we were able to make progress on several fronts, including training programs, the Visitor Experience project, and initiatives to restructure Eeyou Istchee Baie-James Travel.

Training programs, including the Sustainable Hotel and Restaurant Management program at CEGEP St-Félicien and the Microprogram in Indigenous Tourism Management at Université du Québec en Abitibi-Témiscamingue, were reorganized for the virtual classroom and delivered online.

The Visitor Experience project provided yet another example of a successful adjustment to challenging conditions. Initially, the project was designed to train participants on site in Oujé-Bougoumou. Pandemic-related restrictions, however, also made it necessary to reorganize this program for online delivery. Not only did the trainer, Diane Attendu, have to develop strategies to provide enriching e-learning sessions, she had to master the required technology. Participants in the program matched her commitment and efforts, and, as a group, they were able to put in the time and energy needed to keep the project moving forward.

In the past year, we had an opportunity to restructure the region's dedicated travel agency. As of this March, the travel agency is officially a non-profit organization with COTA as the sole voting member. Another important goal of this initiative was to improve Eeyou Istchee Baie-James Travel's delivery of services by acquiring and installing a more productive IT system.

In addition, we formed strategic alliances with regional organizations and bolstered our working relationships with Cree and Jamesian tourism providers so as to foster innovation, prioritize visitor experience, and enhance the appeal of indigenous tourism within the region, throughout the province, and around the world.

In closing, I would like to acknowledge our community members' solidarity and responsible conduct throughout the pandemic which kept us all safe and healthy.

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ABOUT COTA

COTA at 20: A History of Growth and Achievement

In December 2020, the Cree Outfitting and Tourism Association marked its twentieth anniversary. In light of what we've achieved in two decades of operation, this milestone is cause for celebration. Working closely with members, businesses, partners, and all our communities, we're creating a uniquely appealing tourism sector that contributes to sustainable economic development efforts in Eeyou Istchee.

Pre-COTA Tourism Involvement

While COTA has played a key role in putting our region on the map, efforts to create our own tourism industry started long before our Association was founded. As early as the 1950s and continuing into the 60s, Cree guides operated government-controlled outfitting camps. The popularity of these camps prompted more non-Cree to launch outfitting operations. Naturally, it also generated a growing desire among our people to gain independence over tourism planning and development in our region.

Building the Legal Foundation for Cree Tourism

The negotiations that led to the James Bay and Northern Québec Agreement in 1975 provided the platform for ensuring Cree control over tourism in Eeyou Istchee. The JBNQA provided us with a legal framework for overseeing tourism development in our region. Crucially, the Agreement also called for the creation of COTA (as an obligation under Sections 28.4 and 28.6) to achieve this objective. As a result, COTA was incorporated on December 7, 2000 as a not-for-profit corporation under Part II of the Canadian Corporations Act.

Establishing COTA's Presence and Influence

In COTA's early years, we concentrated our efforts on identifying our responsibilities and activities, establishing our presence in the region (including opening a permanent office in Oujé-Bougoumou), launching our web site, implementing our first strategic marketing plan for the years 2003 to 2006, and attending trade shows in Canada and the United States. These initiatives motivated Cree interest and involvement in tourism, which grew year after year. They also helped to lay the groundwork for major developments in our industry.

Major Steps Forward

More recently, our efforts have led to developments that represent key milestones for our evolving industry: Eeyou Istchee Tourism (EIT) became the province's twenty-second Regional Tourism Association (RTA) in 2007; Eeyou Istchee Baie-James Travel, a regional in-bound travel agency, was launched in 2017; and Wiinipaakw Tours Solidarity Cooperative (WTSC) became, in 2018, our region's first-ever tourism co-op.

EIT's official recognition as an RTA put us on an equal footing with the province's other tourism regions, leading to funding and networking opportunities, greater visibility, enhanced member services, and a stronger voice in shaping the province's tourism strategy.

As a Cree-owned travel agency, Eeyou Istchee Baie-James Travel focuses on creating and selling tourism packages built around the travel experiences that Eeyou Istchee is renowned for, including immersion in an authentic traditional culture, ecotourism, adventure tourism, and observation of fauna and flora.

WTSC is a critical addition to our tourism sector since its mission is to develop sustainable coastal and marine tourism in keeping with our culture and values and in harmony with nature. The vision for WTSC originated with Sherman Herodier, a proud ambassador of Cree culture who worked hard to reveal the beauty of our region to visitors.

Looking Back with Pride and Looking Ahead with Determination

We view our past achievements as successes to celebrate and a foundation to build on. Our next milestone anniversary is only five years away. Between now and then, while striving to advance on all fronts, we'll focus our efforts on:

- Ensuring that the first Creetopia sites become fully operational
- Helping Wiinipaakw Tours operate with maximum efficiency and high visitor satisfaction
- Making it easy for Cree tourism businesses to sell their travel experiences through Eeyou Istchee Baie-James Travel

Who knows —with targeted efforts and coordination, we may reach these objectives well before COTA turns 25.

Objectives

Implement Section 28.6 of the JBNQA

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

Community Awareness and Capacity Building

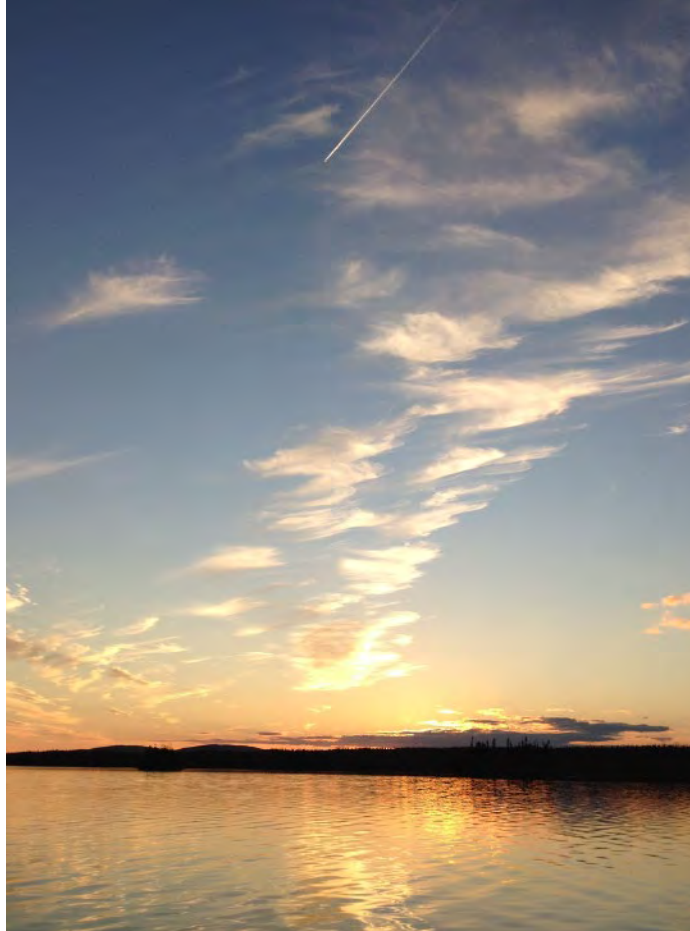
- Place a priority on increasing awareness of tourism as a sustainable economic development opportunity.
- Increase the capacity of local and regional institutions to provide services by improving access to information.
- Support and undertake training and skill development initiatives that recognize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

Industry Development

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

Marketing

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



Communications

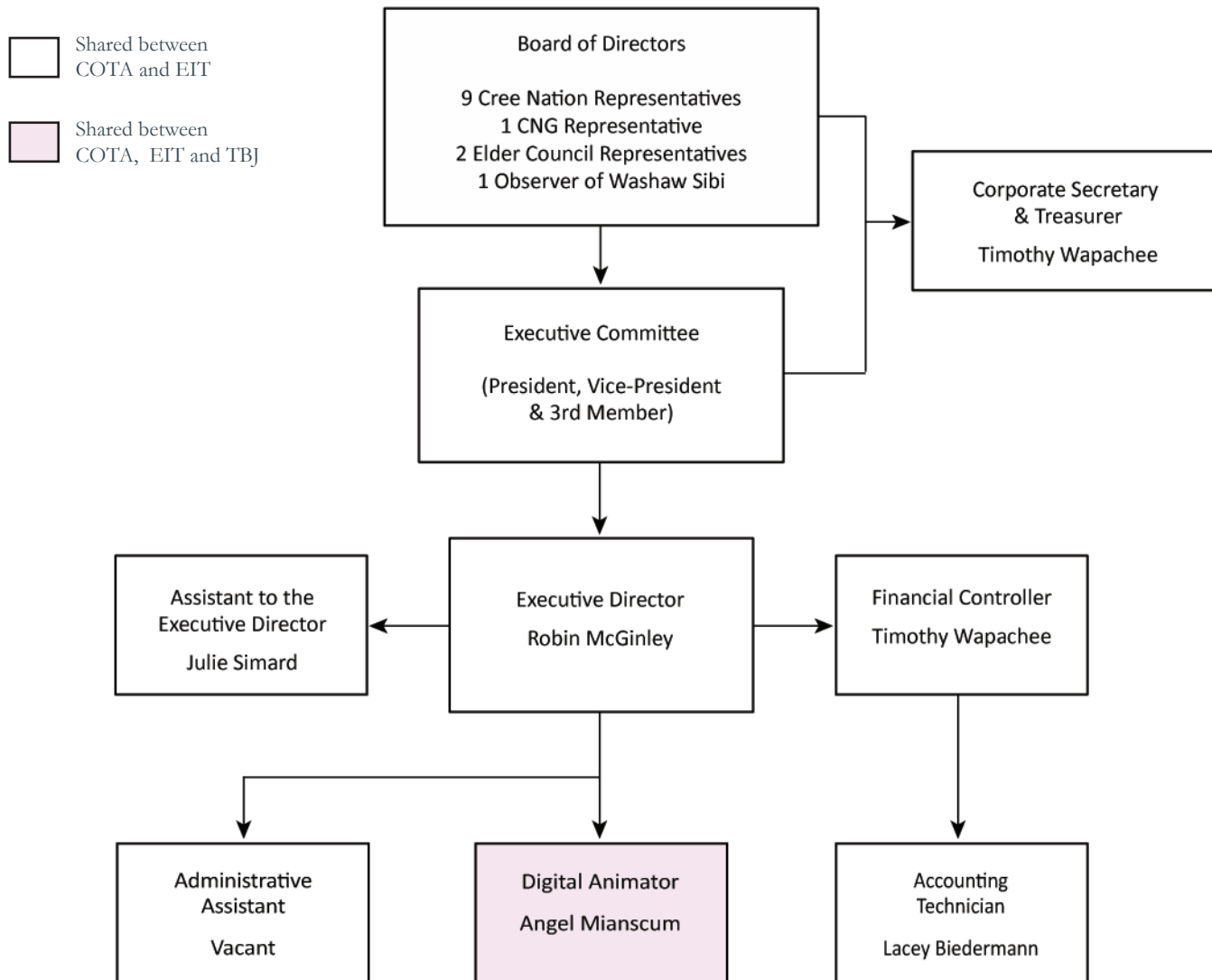
- Ensure effective communications with Cree stakeholders including Tallymen, governments, communities, and industry.
- Promote COTA's vision, objectives, activities, and accomplishments.
- Promote a positive image of the membership.
- Develop alliances and coordinate with other tourism and indigenous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

Financial Development

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

Organizational Chart and Board of Directors

The chart below illustrates COTA's organizational structure as of March 31, 2021



COTA's Current Board of Directors are:

Titus Shecapio – President & Mistissini Representative, Jamie Moses – Vice-President & Eastmain Representative
Anderson P. Jolly (Nemaska), Isaac Masty (Whapmagoostui), Jerry Rupert (Chisasibi), Chuck Matches (Wemindji),
Irene Otter (Waswanipi), Ron Simard (Oujé-Bougoumou), Jimmy Tim Whiskeychan (Waskaganish)

Johnny Saganash and Louisa B. Saganash (Elders Representatives), Michael Mapachee (Observer Washaw Sibi),
Alexander Moses (Cree Nation Government Representative)

Our Year in Review

2020-2021 Project Summaries

1. Annual General Meeting and Tourism Conference

In 2020, due to COVID-19 related travel restrictions, our Annual General Meeting (AGM) was held virtually. Despite the pandemic we had good participation with several of our members attending. Given the many restrictions still in place and the uncertainty regarding large gatherings, the decision was made to hold the 2021 AGM virtually again this year.

At this year's meeting, the audited financial statements and minutes from the previous AGM were submitted for review and approval in accordance with the standard protocol. COTA's Executive Director Robin McGinley presented the 2019-2020 COTA and EIT annual reports. In addition, the members of the Board of Directors were re-elected during the Election/Terms of Office process.

With the support of our members, moving forward, we will be seeking annual approval from Corporations Canada to extend the

deadline for our AGM from September 30th to November 30th. Having the option to hold the AGM and Tourism Conference in the late fall will facilitate attendance since members are no longer as busy with their summer tourism-related obligations.

Our next in-person AGM and Tourism Conference is scheduled to take place in the fall of 2022.

Our AGM and Tourism Conference provides a great opportunity for members and others involved in Cree tourism to work together to achieve our collective goal of creating a sustainable and dynamic tourism industry.





Geoparks are established to protect and make use of geological heritage sites in a sustainable way, thereby promoting the economic well-being of the people who live close to them. Geoparks offer countless opportunities for exploring, showcasing, preserving and learning about unique natural heritage.

2. Geopark

UNESCO Global Geoparks are settings that are overseen and managed through a comprehensive protection, education, and sustainable development concept that involves local communities. These settings include sites of geological, archeological, wildlife, environmental, historical, folkloric, and cultural interest. Currently, there are 147 UNESCO Geoparks worldwide, five of which are located in Canada.

Why a Geopark in Eeyou Istchee Baie-James?

Since it is home to some of the world's oldest rocks, Eeyou Istchee Baie-James is an ideal candidate for a UNESCO Geopark. Some rocks in our region date back to the Archean age, which occurred between 4.3 and 2.5 billion years ago. Developing a Geopark in Eeyou Istchee Baie-James is in line with our commitment to high-quality, sustainable tourism that reflects Cree values and enhances the economic well-being of local residents.

Working in partnership with Tourisme Baie-James, we are conducting a feasibility study to assess the potential for creating a UNESCO Global Geopark in Eeyou Istchee Baie-James. The Geopark location will be selected for its geological significance and will include a central pavilion and at least 20 locations in close proximity that showcase our geomorphological history and features. The additional sites will be linked to the Geopark by geo-routes to highlight the geology across the region.

Among the sites being considered are:

- Pointe au Bouleau in Oujé-Bougoumou
- Waapushukamikw in Mistissini

Funding for this initiative was provided by Ministère des affaires municipales et de l'habitation (MAMH) – Programme Fond d'appui au rayonnement des régions (FARR).

3. Sustainable Non-Timber Forest Product Project to Increase the Quality of the Visitor's Experiences

At COTA, we are always searching for opportunities to expand our region's tourism offerings in culturally meaningful ways. The potential use of non-timber forest products, or NTFPs for short, may provide such an opportunity.

NTFPs refer to products other than timber that are naturally produced in forests and can be harvested for human use without cutting down trees. Berries, mushrooms, tree bark, medicinal plants, and Labrador tea are just a few examples of the NTFPs found in Eeyou Istchee.

Launching the NTFP Pilot Project

In 2020, a pilot project was launched to identify NTFPs in two Eeyou Istchee communities —Mistissini and Waswanipi— and to assess their availability. As part of its mandate, FaunENord is coordinating the project and conducting an inventory of non-timber forest products found in and around the participating communities.

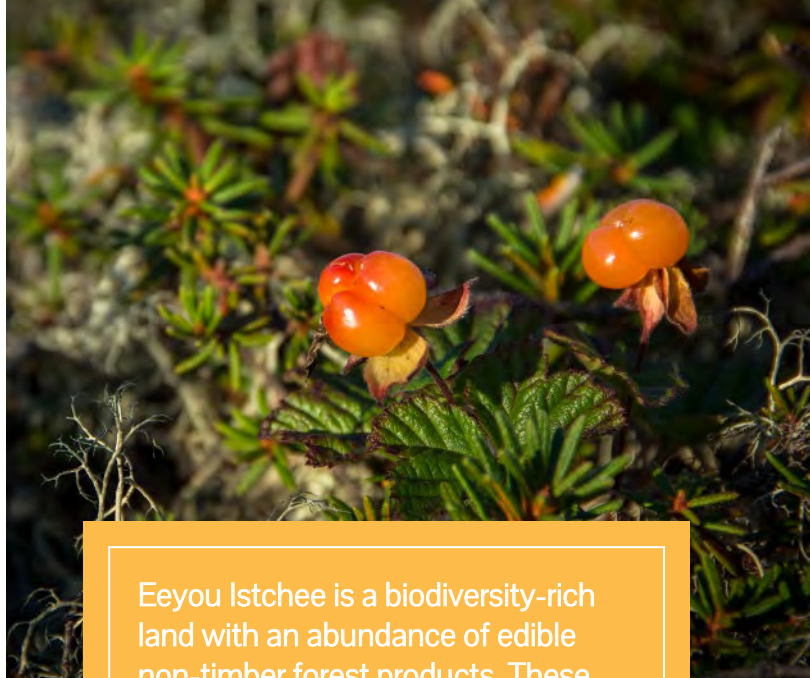
The pilot project is designed to enable us to:

1. Determine the “picking potential” of 10 NTFP species.
2. Select 7 highlight NTFP species for each community.
3. Validate the picking potential for each highlight NTFP species.

To meet the goals of this project, the following methodology was deployed in both communities:

1. To determine NTFP picking potential, geomatics and mapping was used.
2. To select highlight NTFP species, consultations were conducted with tallymen to arrive at an NTFP species inventory and identify trapline locations where these species can be found.
3. To validate each highlight NTFP species' picking potential, field technicians assessed the information gathered through geomatics and mapping and consultations with tallymen and evaluated geographical accessibility for tourism and commercial purposes.

It's important to note that the selection of NTFPs will reflect the respective values, desires, and needs of each community.



Eeyou Istchee is a biodiversity-rich land with an abundance of edible non-timber forest products. These NTFPs can be sustainably harvested for use as ingredients in new signature dishes unique to the region and can form the basis of visitor experiences led by local guides.

Using Initial Findings

Based on our findings, we will evaluate how to use NTFPs to enhance visitor experiences in a variety of ways. As a starting point, we will encourage local restaurants to create menus that include meals prepared with ingredients sourced from sustainably harvested NTFPs, including mushrooms, berries, and tree bark. Additionally, we will offer training to Cree tourism officers and local tourism guides on NTFPs found in their community enabling them to create visitor experiences that encompass forest exploration and learning about the NTFP in the boreal forest.

Next Steps

Our initial goals for the pilot project were to (1) meet all the objectives mentioned above and (2) develop a rigorous protocol that can be applied elsewhere in Eeyou Istchee. Following the completion of Phase 1 we have secured funding to launch Phase 2 of the pilot project. The objectives of Phase 2 are the same as in Phase 1 but will take place in the coastal communities of Wemindji and Chisasibi. Phase 2 is still in the early stages of planning and is scheduled for completion on March 31st, 2022.

Funding for Phase 1 of this project was provided by Indigenous Services Canada. For Phase 2, we have secured additional funding from Indigenous Services Canada's Strategic Partnership Initiative.

4. Creetopia

At the 2019 AGM and Tourism Conference, after almost three years of planning and product development, we launched the first official full-scale prototype of the Creetopia “ready-to-camp” tent. Launching the prototype was a major milestone, and we are excited to move forward on this important initiative.

With the support of a landscape architecture firm and working closely with local tallymen, we have finalized the site plan for what will be the first of several Creetopia base camps. The layout includes ten furnished Creetopia “ready-to-camp” tents as well as the dining area and activity center housed in a traditional Cree structure. The initial camp will be located on the shore of the Rupert River at Kilometer 48 of the Waskaganish access road and will be operated by Wiinipaakw Tours in partnership with Kaapeshii Iyiyuu Ihtuwin.

To date we have done the following:

- Conducted site surveys and assessed inventory needs
- Developed a base camp plan
- Prepared a detailed budget
- Created an architectural rendering of the site layout

Unfortunately, because of travel restrictions due to the COVID-19 pandemic, the official opening of our first Creetopia site has been delayed a year to the summer of 2022.

Funding for this project is being provided by COTA.

Creetopia is an innovative product developed with Huttopia, a very successful “ready-to-camp” concept developed in France. The Huttopia brand is well-established worldwide, giving Creetopia the potential to attract international tourists. The design is inspired by, and promotes, traditional Cree culture and architecture. Creetopia will be set up at designated sites throughout the region. Creetopia is trademarked and is exclusive to Eeyou Istchee.



5. Ecotourism in Protected Areas

Sustainable tourism can take many forms, including protecting certain areas from industrial development and reserving them as sites for ecotourism activities. Initial efforts to develop ecotourism in protected areas are under way in Eeyou Istchee. To date, COTA has conducted consultations on this issue in three communities: Wemindji, Waskaganish, and Chisasibi.

The consultations —involving community members, tallymen, and tourism officers— have enabled us to:

- Identify seasonal tourism activities that are appropriate for each proposed protected area, including canoeing, snowshoeing, wildlife-viewing, and flora exploration.
- Evaluate the viability of proposed ecotourism activities based on available infrastructure.
- Assess the level of readiness in each community for developing ecotourism activities.
- Uncover challenges, constraints, and opportunities associated with the proposed activities.
- Determine the feasibility of the proposed activities.

Why Promote Ecotourism in Protected Areas?

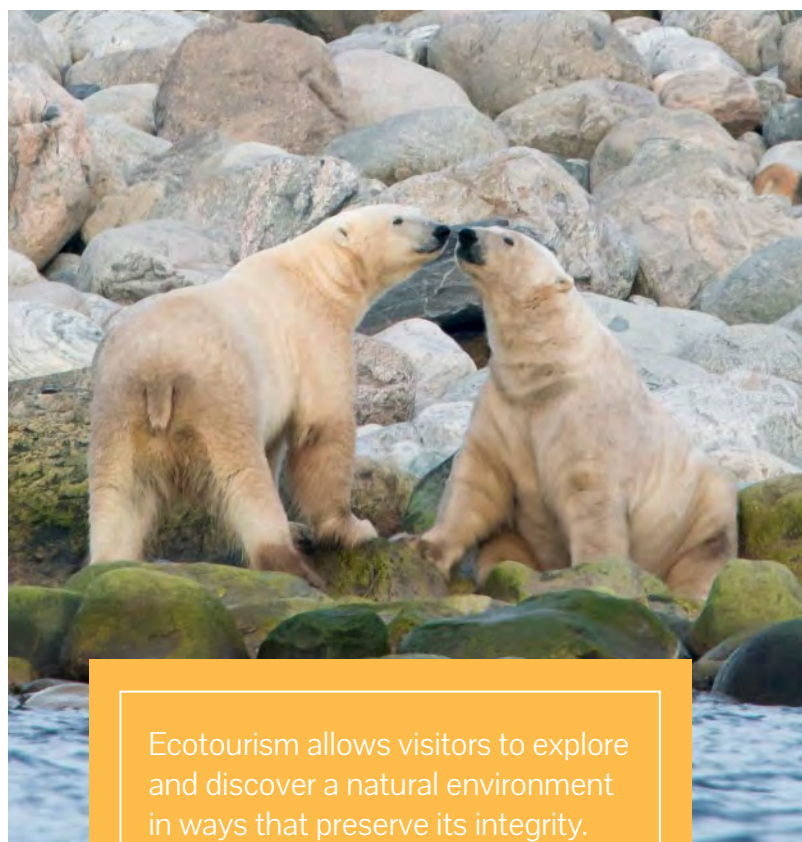
Promoting ecotourism in protected areas of Eeyou Istchee is key to developing a sustainable green economy while preserving biodiversity. Well-managed ecotourism in protected areas can:

- Protect and enhance natural, historical, and cultural resources.
- Produce long-term socio-economic benefits for current and future generations, while minimizing negative impacts.
- Create employment in host communities and improve the quality of life of local people.
- Contribute to high-quality tourism experiences.
- Promote cultural respect and environmental responsibility.

Traditional Cree Rights in Protected Areas

It's important to note that initiatives to develop ecotourism in protected areas are in keeping with Cree values and rights. As a result, we can continue to practice traditional activities such as hunting, fishing, and trapping because our right to do so prevails over other land-use laws that may be in effect in protected areas.

This project was undertaken with the financial support of the Government of Canada through the federal Department of Environment and Climate Change.



Ecotourism allows visitors to explore and discover a natural environment in ways that preserve its integrity. Typically, ecotourism includes nature and biodiversity interpretation activities. It promotes respect for nature, encourages sustainability, and produces socio-economic benefits for local and regional communities. Since industrial development, including commercial forestry, mining, and hydroelectricity, is not permitted in protected areas, fostering ecotourism activities at these sites supports local visions of growth and preserves natural and cultural values.

6. The Cree Heritage Festival

Eeyou Istchee is home to a rich diversity of cultural and artistic talent. The creativity and accomplishments of Cree artisans and performers are deserving of much wider recognition. That is why COTA, the Cree Native Arts and Crafts Association (CNACA), and the Cree Trappers' Association (CTA) are working closely together to launch the Cree Heritage Festival in summer 2022.

Our Vision for the Cree Heritage Festival

The festival is planned as an event that offers authentic Cree heritage experiences to visitors and creates potential for tourism growth. The event is designed to be an engaging and fun multi-disciplinary occasion for bringing Cree and visitors together for three days of sharing and learning. It will feature a variety of handicraft, culinary, and other workshops as well as opportunities for visitors to learn about wildlife conservation and harvesting practices and take part in traditional activities such as portaging, tea-boiling, and goose plucking.

Phase 1: Planning the Event

To ensure a successful launch, COTA, CNACA, and CTA—working in conjunction with event coordinator Stéphane Parent—have chosen a two-phased organizational approach. Phase 1 covered the period from September 2020 to November 2021. Representatives from the three Cree associations and the event coordinator began by assembling an inventory of Cree artists who would be interested in taking part in the festival. Work is underway on a distinctive logo and signature, a program for the event and the infrastructure needs, including the use of mobile workshops and stage trailers. The next step is to prepare a detailed budget for the festival. To secure financing, we will approach regional, provincial, and national-level funders.

Another key task in this initial phase will be to create tourism packages with Eeyou Istchee Baie-James Travel to attract a broader range of visitors. In addition to being an attraction in its own right, the festival can also be bundled into a package that delivers a more diverse travel experience. A tourism package may, for instance, include festival attendance along with a fishing trip or a two-night stay at a culture camp.

Also, as part of Phase 1, the organizers will develop a marketing and communications strategy for the festival's first three editions and are looking at strategies to ensure it adheres to COTA's green standards.

Phase 2: Hosting the Festival

The project's follow-up phase will run from December 2021 to the end of November 2022. It will focus on the logistical issues, including appropriate workforce training, on which the event's successful launch and operation depend.

COTA has always championed diversity as a crucial ingredient in the development of a healthy and sustainable tourism sector in Eeyou Istchee. The Cree Heritage Festival is yet one more tangible offering designed to provide visitors with a distinctive and memorable travel and cultural experience in our region.

We would like to extend our appreciation to the Minister of Canadian Heritage for funding this important initiative.



7. Économusée in Mistissini on Moosehide Tanning-Heritage Space

With our partner, the Cree Nation of Mistissini, we have continued to make progress on our Économusée initiative despite setbacks caused by the COVID-19 pandemic. Eeyou Istchee's first-ever Économusée – Heritage Space will be located in Mistissini and focus on the traditional techniques of moose-hide tanning. In addition, it will provide a welcoming setting for Cree artisans to share their craft with visitors from within Quebec and elsewhere.

Selecting an Inaugural Site and Completing Building Plans

Selection, in the past year, of a potential site for the Économusée in Mistissini provided both a milestone for the project and renewed motivation to move it forward. Completing architectural plans for the future Économusée building was yet another key achievement.

Conducting a Forward-Looking Market Study

The next step in this development process is to carry out a market study. The study calls for detailed analysis to help prepare the ground for future Économusées in Eeyou Istchee to complement the inaugural site in Mistissini. It will also help make this promising tourism offering as attractive as possible to potential visitors. The market study will be completed by March 31, 2022.

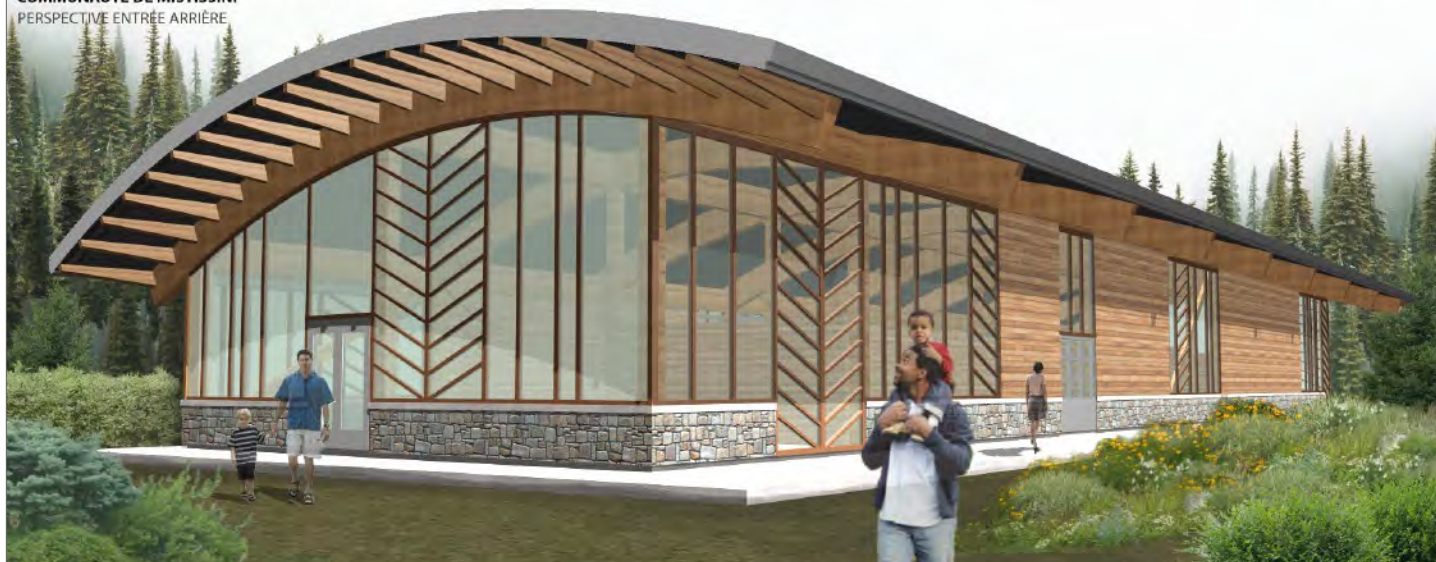
Funding for this initiative was provided by Ministère des affaires municipales et de l'habitation (MAMH) – Programme Fond d'appui au rayonnement des régions (FARR).

An Économusée involves the small-scale production of goods in a workshop setting in a way that preserves and perpetuates traditional skills and craftsmanship. It provides not only a valuable learning experience to visitors but also serves to promote the works of local craftspeople and artisans, create employment, and uphold traditional craft-making methods.



 **Artisans at work**
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ESPACE PATRIMOINE - MOOSE HIDE TANNING
COMMUNAUTÉ DE MISTISSINI
PERSPECTIVE ENTRÉE ARRIÈRE

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CHARPENTIER
ARCHITECTES





8. Structuration of the Snowmobile and Quad Experience Eeyou Istchee Baie-James

With the establishment of EIT, a Regional Tourism Association, in 2007, we began working collaboratively with TBJ. Working together we are better positioned to undertake projects and initiatives that benefit tourism development throughout the region and therefore increase tourism revenue. To this effect the position of Project Manager, Snowmobile and Quad (PMSQ) was created.

An important mandate of the PMSQ is to support the development of the Innovative Snowmobile Circuit which, in part, prioritizes the creation of permanent snowmobile trails in Eeyou Istchee and examines the viability of developing an electric snowmobile package.

The Project Manager must:

- Ensure the sustainability of the region's snowmobile trails
- Relocate trails that use forestry roads
- Upgrade current trails
- Develop new segments to offer snowmobile experiences that contribute to the economic well-being of all communities in the region of Eeyou Istchee Baie-James
- Collect data on the off-road vehicle industry

To meet the objectives above, the Project Manager will work with regional stakeholders to:

- Relocate the Chibougamau-Mistissini snowmobile trail along Route 167 North
- Relocate snowmobile trail T93 connecting Chapais and Desmaraisville to provide access to the community of Waswanipi
- Upgrade Oujé-Bougoumou's snowmobile trail and undertake the necessary procedures with the community and Fédération des clubs de motoneiges du Québec to ensure the trail is recognized
- Develop a regional snowmobile trail segment that connects the communities of Mistissini and Oujé-Bougoumou

This position is being funded by the Regional Tourism Partnership Agreement of Tourisme Baie-James (EPRT).



9. Creation of an Innovative Snowmobile Circuit

This initiative, which was introduced in the 2019-2020 annual report, consists of creating a series of federated snowmobile trails linking the Cree communities of Mistissini, Oujé-Bougoumou, and Waswanipi to the existing federated trail between Chibougamau and Chapais and neighbouring regions. The trails would also connect with the system of federated trails that winds its way through much of southern Quebec.

Importantly, in line with efforts to implement sustainable tourism practices, this project also aims to develop an electric snowmobiling package as an added offering designed to capitalize on winter tourism potential.

In early 2020, a feasibility study was conducted to assess the project's economic potential and identify and address constraints. The study included consultations with tallymen and land users from the affected communities as well as extensive field work surveys. In February 2021, a preliminary report detailing the results of this study was released.

The preliminary report:

- Provides an overview of current trends in the snowmobiling industry
- Highlights the project's economic benefits for the region
- Presents two case studies documenting the successful implementation of electric snowmobile packages (Revelstoke, British Columbia and Lapland, Finland)
- Summarizes the results of community consultations in Mistissini, Oujé-Bougoumou, and Waswanipi
- Considers the potential impact of forestry and mining activities on snowmobile-trail development
- Introduces the proposed plans and specifications for project implementation
- Offers recommendations for the next phase of planning, including obtaining the required permits for construction, marketing actions, network management, and the development of a "signage master plan"

Funding was provided by the Ministère de l'Économie et de l'Innovation (MEI) ACCORD Program.

The project is being undertaken in partnership with Cree Nation of Waswanipi, Cree Nation of Mistissini, Cree Nation of Oujé-Bougoumou, Tourisme Baie-James and Ville de Chibougamau.



Creating a system of dependable snowmobile trails leading to Cree communities will enable businesses, such as hotels, restaurants, and gas stations, to benefit financially from this popular winter tourism activity.

In 2020-2021, we were pleased to offer a number of training opportunities and personal development initiatives. Four such initiatives are highlighted here.

1. Visitor Experiences

This training program, developed in partnership with CNACA, was designed to enable Cree artisans to create and deliver “visitor experience” workshops. More specifically, participants learned to develop the techniques to provide visitors with personalized and unforgettable experiences, thereby building a consistent and memorable brand. The goals of this training initiative are to:

- Teach artisans how to create active hands-on workshops
- Provide visitors with an immersive and enriching experience
- Create an opportunity for artisans to sell their works
- Foster economic sustainability in the arts and crafts sector

The project was designed to train participants on-site; however, due to travel restrictions, the program was restructured and delivered primarily online. To date, three training modules have been delivered. The fourth and final module is set for autumn 2021, and we hope to do this one in-person. Modules 1 and 2 consisted of three 2.5-hour sessions each, while module 3 consisted of two 3.5-hour sessions. Each module was delivered over the course of two days, specifically Saturday and Sunday to accommodate work schedules. In all, fifteen artisans and craftspeople took part.

Funding was generously provided by the Cree Nation Government.

2. Microprogram in Indigenous Tourism Management

This year, 10 individuals had the opportunity to participate in a training program offered by Université du Québec en Abitibi-Témiscamingue (UQAT): the Indigenous Tourism Management microprogram. This 15-credit undergraduate-level program is designed to meet the training needs of entrepreneurs and managers in the tourism sector.

The UQAT microprogram provides tourism entrepreneurs with a practical and comprehensive approach for operating a business in their industry. Since it focuses on economic, cultural, social, political, and environmental issues specific to Indigenous tourism, the program is tailored to the training needs of Cree students. This targeted approach motivates and inspires students and enables them to develop valuable business-management skill sets.



We would like to thank everyone who participated in the Visitor Experiences training initiative. While we would have preferred to offer the training in-person, it was, nevertheless, an enriching and rewarding experience. We appreciate the dedication and patience of all involved.

Due to COVID-19-related restrictions, the program was available to Cree students online in a virtual classroom setting. Despite living far apart in different communities, students created a friendly learning atmosphere in their virtual classroom that was conducive to teamwork and cooperative problem-solving. According to our feedback, students who have completed the program feel better equipped and more empowered to achieve their tourism career goals and take on a leadership role in their field.

More on the Microprogram: Courses and Electives

The program, which is offered over three semesters, consists of four mandatory courses and one elective. Each course is worth three credits, for a total of 15. The mandatory courses include:

- The Tourism Industry and its Environment
- Marketing in Aboriginal Tourism
- Starting a Tourism Business in an Aboriginal Context
- Development of Aboriginal Tourism Experiences: Culture, Nature and Adventure

Some of the topics covered in the four mandatory courses are:

- Factors that make a destination attractive; tourism experiences and trends; knowledge and critical analysis of tourism products; parameters of Aboriginal tourism

- Issues and challenges of sustainable tourism
- Mastering the basic elements needed to create a viable tourism business in an Aboriginal context
- Identifying Aboriginal communities' potential for attracting visitors; understanding the concept of marketing orientations with regard to geography
- Distinguishing between the concepts of nature tourism, adventure tourism, and ecotourism; identifying the types of impact tourism has on communities and on the environment

Graduates of the program receive an attestation issued by the Ministère de l'Éducation et de l'Enseignement supérieur du Québec.

Funding for this training was generously provided by Apatisiwin Skills Development. Services Québec provided a salary subsidy to the employers of students attending the training program.

3. Sustainable Hotel and Restaurant Management (CEGEP St-Félicien)

Supporting Cree tourism businesses at the local level has always been and remains central to COTA's mission. That's why, in collaboration with CEGEP St-Félicien, we have developed a comprehensive three-year training program to empower Cree hotel and restaurant industry managers and assistant managers.

At our 2019 tourism conference, we worked with hotel managers to review the curriculum and adjust it to meet their specific needs. The three-year training initiative focuses on a specific topic each year. Students who complete the training receive an Attestation of College Studies recognized by Ministère de l'Éducation.

The training program encompasses national and international best practices toward sustainable management in the hotel and restaurant sectors. Critically, the program relies on fostering practical experience, with about 10 hours a week of hands-on, on-the-job training over the course of the three-year program. The program includes courses on:

- Hotel and restaurant management and regulations
- Heritage, culture, and sustainable development
- Classic and traditional menus
- Hotel and restaurant accounting and budgeting
- Sustainable management in hotels and restaurants
- Sustainable hotel and restaurant development
- Communication in other languages
- Responsible sourcing of goods and services
- Event management I and II

The program also teaches students about the importance of eco-friendly management practices as well as environmental certification programs in the food and hospitality sectors.

Due to restrictions resulting from the COVID-19 pandemic, the program was adapted to an online learning format. The on-the-job training portion of the program, however, requires that students have access to a workplace such as a hotel, restaurant or any establishment offering reception or catering services.

Funding for this training initiative was generously provided by the Ministère de l'Éducation and Apatisiwin Skills Development.

4. Digital Animator Coaching Year 3

2020-2021 marks the third and final year of the Digital Animator Coaching program. This year, the program, which is offered by Bishop's University, focused on developing the following skills:

- Visual graphic tools and design
- Marketing and planning
- Optimization of social media and web platforms
- Web auditing and product development platforms
- Communication and training

Angel Mianscum who has been working as our digital animator since the position was created in 2014, also completed the following courses:

- Purposes of Accounting
- Principles of Economics: Macroeconomics

By completing the training, Angel has earned a Certificate in Business Administration.

Funding for this training was generously provided by Apatisiwin Skills Development and Oujé-Bougoumou Cree Nation.

"It has been a challenging year but we have come this far, and we must continue to attain our goals. This past year gave me an opportunity to upgrade and improve my skills to better assist members in our future development. Thank you COTA and EIT for the continuous support."

Angel Mianscum
Digital Animator



**Cree Outfitting and Tourism
Association
Financial Statements
March 31, 2021**

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Independent Auditor's Report

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

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To the Directors of
Cree Outfitting and Tourism Association

Opinion

We have audited the financial statements of Cree Outfitting and Tourism Association (hereafter "the Organization"), which comprise the statement of financial position as at March 31, 2021, 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 supplementary information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for opinion

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

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

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

1

Raymond Chabot Brant Thornton LLP

Val-d'Or
August 25, 2021

¹ CPA auditor, CA public accountancy permit no. A116128

Cree Outfitting and Tourism Association Operations

Year ended March 31, 2021

	2021	2020
	\$	\$
Revenues (Schedule A)	1,504,739	1,588,923
Expenses		
Salaries and employee benefits	301,416	316,590
Contributions to Eeyou Istchee Baie-James Travel	343,441	
Contributions to Eeyou Istchee Tourism projects	38,750	159,002
Contributions to Wiinipaakw Tours, Solidarity Cooperative	10,749	
Professional fees	49,636	68,058
Rental expenses	53,831	41,136
Sponsorship		5,396
Memberships and subscriptions	13,742	6,658
Telecommunications	12,210	6,803
Vehicles expenses	9,750	7,830
Maintenance and repairs	9,556	11,457
Board meeting expenses	3,227	47,550
Supplies and office expenses	6,796	13,629
Utilities and fees	8,371	5,098
Annual report	7,729	8,164
Travel	7,313	60,469
Gifts and donations	6,501	3,383
Insurance	5,833	6,918
Advertising	2,829	7,788
Meeting expenses	1,619	11,625
Social events	1,592	4,627
Bank charges	3,029	2,780
Gain on disposal of tangible capital assets	(7,549)	
Loss on disposal of investment	150,000	
Amortization of tangible capital assets	19,114	63,637
	1,059,485	858,598
Project expenses	469,707	672,164
	1,529,192	1,530,762
Excess (deficiency) of revenues over expenses	(24,453)	58,161

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

Cree Outfitting and Tourism Association

Changes in Net Assets

Year ended March 31, 2021

	2021		2020
	Unappropriated	Appropriated capital assets	Total
	\$	\$	\$
Balance, beginning of year	2,080,205		2,022,044
Net earnings	(24,453)		58,161
Funds appropriation	(800,000)	800,000	
Balance, end of year	1,255,752	800,000	2,055,752

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

Cree Outfitting and Tourism Association Cash Flows

Year ended March 31, 2021

	<u>2021</u>	<u>2020</u>
	\$	\$
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	(24,453)	58,161
Non-cash items		
Amortization of tangible capital assets	19,114	63,637
Gain on disposal of tangible capital assets	(7,549)	
Loss on disposal of investment	<u>150,000</u>	
	137,112	121,798
Changes in working capital items and deferred contributions	<u>(63,179)</u>	<u>(205,119)</u>
Cash flows from (used in) operating activities	<u>73,933</u>	<u>(83,321)</u>
INVESTING ACTIVITIES		
Term deposit		(400,603)
Receipt of term deposit	401,586	400,603
Net change in advances to Eeyou Istchee Tourism	669,905	(308,821)
Disposal of tangible capital assets	13,613	
Acquisition of tangible capital assets	(9,577)	(14,412)
Investment in a subsidiary		<u>(50,000)</u>
Cash flows used in investing activities	<u>1,075,527</u>	<u>(373,233)</u>
FINANCING ACTIVITIES		
Net change in due to Eeyou Istchee Tourism and cash flows from financing activities	<u>49,219</u>	
Net increase (decrease) in cash	<u>1,198,679</u>	(456,554)
Cash, beginning of year	<u>248,859</u>	705,413
Cash, end of year	<u>1,447,538</u>	<u>248,859</u>

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

Cree Outfitting and Tourism Association

Financial Position

March 31, 2021

	<u>2021</u>	<u>2020</u>
	\$	\$
ASSETS		
Current		
Cash	1,447,538	248,859
Term deposit, 1.6%		401,586
Trade and other receivables (Note 3)	418,001	362,879
Contributions and partnerships receivable (Note 4)	367,483	416,331
Prepaid expenses	13,133	3,889
	<u>2,246,155</u>	1,433,544
Long-term		
Advances to Eeyou Istchee Tourism, without interest		669,905
Investment in a subsidiary (Note 5)		150,000
Tangible capital assets (Note 6)	52,345	67,946
	<u>2,298,500</u>	2,321,395
LIABILITIES		
Current		
Trade payables and other operating liabilities (Note 8)	160,110	162,001
Long-term		
Deferred contributions (Note 9)	33,419	79,189
Due to Eeyou Istchee Tourism, without interest or repayment terms	49,219	
	<u>242,748</u>	241,190
NET ASSETS		
Unappropriated	1,255,752	2,080,205
Appropriated capital assets	800,000	
	<u>2,055,752</u>	2,080,205
	<u>2,298,500</u>	2,321,395

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

On behalf of the Board,



Director



Director

Cree Outfitting and Tourism Association

Notes to Financial Statements

March 31, 2021

1 - GOVERNING STATUTES AND PURPOSE OF THE ORGANISATION

The Organization, was incorporated under Part III of the Canada Corporations 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 - 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.

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 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.

Partnerships

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

Cree Outfitting and Tourism Association

Notes to Financial Statements

March 31, 2021

2 - SUMMARY OF ACCOUNTING POLICIES (Continued)

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

Tangible capital assets

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

Amortization

Tangible capital assets are amortized over their estimated useful lives according to the following methods, annual rates and period:

	<u>Methods</u>	<u>Rates and period</u>
Office equipment	Diminishing balance	20%
Vehicles	Diminishing balance	30%
Computer equipment	Straight-line	3-year

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 the statement of operations and cannot be reversed.

Cree Outfitting and Tourism Association

Notes to Financial Statements

March 31, 2021

2 - SUMMARY OF ACCOUNTING POLICIES (Continued)

Pension plan

The Plan, which is a multi-employer defined benefit plan, is accounted for in accordance with the recommendations on defined contribution plans since the Organization has insufficient information to apply defined benefits plan accounting. The pension expense is equal to the amount of contribution paid by the employer during the period.

3 - TRADE AND OTHER RECEIVABLES

	2021	2020
	\$	\$
Trade accounts receivable	8,952	55,193
Trade accounts receivable from an organization under common control	329,576	261,181
Sales taxes receivable	78,417	46,505
	416,945	362,879
Allowance for doubtful accounts	(1,056)	
	418,001	362,879

4 - CONTRIBUTIONS AND PARTNERSHIPS RECEIVABLE

	2021	2020
	\$	\$
Québec Government		
Ministère de l'Économie et de l'Innovation	52,143	54,693
Société du Plan Nord		64,420
Ministère des Affaires Municipales et de l'Habitation	19,455	19,455
	71,598	138,568
Indigenous Services Canada	104,787	60,072
Nature Conservancy of Canada	5,500	19,135
Cree Nation Government	445	18,330
Tourisme Baie-James	13,940	
Apatisiwin Skills Development	7,462	
Partnerships	163,751	176,610
Others		616
	367,483	413,331

Cree Outfitting and Tourism Association
Notes to Financial Statements
 March 31, 2021

5 - INVESTMENT IN A SUBSIDIARY

	<u>2021</u>	<u>2020</u>
	\$	\$
150,000 class "A" shares of Eeyou Istchee Baie-James Travel Inc. in 2020	-	150,000

On March 31, 2021 the subsidiary changed its statutes from an incorporated corporation under the Canadian Business Corporation Act to a non-profit corporation under the Part III of the Canadian Corporations Act. This resulted in the cancellation of the issued shares, and in a loss on disposal of investment of \$150,000 for the Organization.

6 - TANGIBLE CAPITAL ASSETS

	<u>2021</u>	<u>2020</u>
	Net carrying amount	Net carrying amount
	\$	\$
Cost	Accumulated amortization	
\$	\$	
Office equipment	119,693	107,808
Vehicles	130,360	101,740
Computer equipment	169,327	157,487
	<u>419,380</u>	<u>367,035</u>
	11,885	22,436
	28,620	40,885
	11,840	4,625
	<u>52,345</u>	<u>67,946</u>

7 - BANK LOAN AUTHORIZED

The bank loan, for an authorized amount of \$65,000, bears interest at prime plus 1.75% (4.20%) and is renegotiable annually in July.

The bank loan is secured by a movable hypothec for a principal amount of \$150,000 covering the universality of claims, including accounts receivables. Under the credit agreement, the Organization is required to respect certain covenants.

8 - TRADE PAYABLES AND OTHER OPERATING LIABILITIES

	<u>2021</u>	<u>2020</u>
	\$	\$
Accounts payable and accrued liabilities	87,546	72,187
Salaries and vacations payable	72,564	89,814
	<u>160,110</u>	<u>162,001</u>

Government remittances total \$9,705 as at March 31, 2021 (\$10,318 as at March 31, 2020).

Cree Outfitting and Tourism Association

Notes to Financial Statements

March 31, 2021

9 - DEFERRED CONTRIBUTIONS

The deferred revenues represent contributions to cover project expenses for the following year.

	2021	2020
	\$	\$
EIBJ Regional Map		
Balance, beginning of year	10,525	
Received relating to the following year - Ministère des Affaires Municipales et de l'Habitation		10,525
Recognized as revenue	(10,525)	
Balance, end of year	-	10,525
Economusée - Mistissini		
Balance, beginning of year	24,940	
Received relating to the following year - Ministère des Affaires Municipales et de l'Habitation		24,940
Recognized as revenue	13,687	
Balance, end of year	11,253	24,940
Geopark in EIBJ		
Received relating to the following year - Ministère des Affaires Municipales et de l'Habitation	7,967	
Balance, end of year	7,967	-
Ecotourism in Protected Areas		
Received relating to the following year - Cree Nation Government	7,923	
Balance, end of year	7,923	-
EIBJ Sustainable Tourism Destination		
Balance, beginning of year		19,159
Recognized as revenue		(19,159)
Balance, end of year	-	-
Cree Heritage Festival		
Received relating to the following year - Partnership	6,276	
Balance, end of year	6,276	-
Snowmobile ATV Manager		
Balance, beginning of year	25,989	
Received relating to the following year - Tourisme Baie-James		25,989
Recognized as revenue	(25,989)	
Balance, end of year	-	25,989
Creation Innovative Snowmobile Circuit		
Balance, beginning of year	17,735	
Received relating to the following year - Partnership		17,735
Recognized as revenue	(17,735)	
Balance, end of year	-	17,735
	33,419	79,189

Cree Outfitting and Tourism Association

Notes to Financial Statements

March 31, 2021

10 - PENSION PLAN

Cree Outfitting and Tourism Association is a member in a contributory, multiemployer defined benefit pension plan with 24 different participating employers for all their employees who satisfy certain eligibility conditions. The Plan is called James Bay Cree-Naskapi Québec Pension Plan. The obligation under the Plan is determined using the projected benefit method prorated on service and funding actuarial assumptions.

Participating employers pay current service cost as revealed by actuarial valuations conducted on a regular basis. If there is a going concern deficit in the Plan, contributions may be required from all participating employers in proportion to their share of the liabilities of the Plan in addition to current service contributions.

The last complete actuarial valuation of the Plan was conducted as at December 31, 2018. This actuarial valuation reveals a total solvency deficit of \$10,173,000 using the prescribed solvency basis as at December 31, 2018.

Significant long-term actuarial assumptions used in the last triennial actuarial valuations issued are the following :

	December 31, 2018
	\$
Asset rate of return (net of fees)	5.35%
Salary escalation rate	4%
Indexation of retirement income	1.80%

The expense for the Organization's pension plan for the year was \$68,824 (\$75,126 as at March 31, 2020).

11 - 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 and other receivables, excluding sales taxes receivable and contributions and partnerships 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 and liabilities bearing fixed and variable interest rates.

The authorized bank loan bears interest at a variable rate and the Organization is, therefore, exposed to the cash flow risks resulting from interest rate fluctuations.

Cree Outfitting and Tourism Association

Notes to Financial Statements

March 31, 2021

11 - FINANCIAL RISKS (Continued)

Liquidity risk

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

12 - RELATED PARTY TRANSACTIONS

Transaction in the normal course of operations

	<u>2021</u>	<u>2020</u>
	\$	\$
Revenues		
Contributions from an organization under common control		25,169
Expenses		
Project expenses with an organization under common control	38,750	159,002
Project expenses with a subsidiary	325,047	75,325

These transactions were measured at the exchange amount.

13 - COMMITMENTS

The Organization has entered into long-term lease agreement for the rental of housing units which calls for minimum lease payments of \$57,630. This lease expires on August 31, 2022 and contains a renewal option for three additional periods of one year each which the Organization may exercise by giving a 90-day notice.

Also, the Organization has entered into long-term lease agreement for the rental of office spaces which calls for minimum lease payments of \$114,308. This lease expires on March 31, 2024 and contains a renewal option for three additional periods of one year each which the Organization may exercise by giving a 90-day notice.

Minimum lease payments for the next three years are \$76,605 in 2022, \$56,141 in 2023 and \$39,192 in 2024.

Cree Outfitting and Tourism Association Schedules

Year ended March 31, 2021

	SCHEDULE A	
	2021	2020
	\$	\$
REVENUES		
Contributions		
Cree Nation Government	482,297	424,231
Cree Nation Government - Federal New Relationship Agreement	373,791	366,821
Québec Government	71,085	181,921
Apatisiwin Skills Development	22,462	67,835
Nature Conservancy of Canada	4,784	43,053
Indigenous Services Canada	96,687	6,793
Tourisme Baie-James	7,963	6,298
Tourisme Baie-James (RTPA)	39,929	34,071
Eeyou Istchee Tourism (RTPA)		25,169
Canadian Heritage	16,800	
Capital distribution from Eenou-Eeyou Limited Partnership	373,791	366,821
Partnerships	14,524	44,280
Book sales and other revenue	626	21,630
	1,504,739	1,588,923

Cree Outfitting and Tourism Association

Supplementary Information

Year ended March 31, 2021

	2021		2020	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
PROJECTS				
Attestation - Sustainable Management of Hotels & Restaurants in Eeyou Istchee				
Internal contribution COTA			3,239	
Professional fees				1,632
Travel				1,607
	-	-	3,239	3,239
Economusée - Mistissini				
Internal contribution COTA	(14,295)		18,658	
Contribution Québec Government - Ministère des Affaires Municipales et de l'Habitation	13,687		8,314	
Partnership contribution	2,750			
Meeting Expenses				1,805
Professional fees		1,675		15,717
Travel		467		9,450
	2,142	2,142	26,972	26,972
Marine Captain Training				
Internal contribution COTA			14,303	
Contribution Apitisiwin Skills Development			64,875	
Supplies and office expenses				490
Meeting expenses				3,802
Rental expenses				6,019
Professional fees				43,631
Travel				25,236
	-	-	79,178	79,178
Creetopia				
Internal contribution COTA	23,615		42,277	
Contribution Québec Government - Ministère de l'Économie et de l'Innovation			31,593	
Contribution Québec Government - Société du Plan Nord			20,696	
Contribution Eeyou Istchee Tourism (RTPA)			25,169	
Partnership contribution			20,139	
Meeting expenses				480
Supplies and office expenses				59
Professional fees		22,740		124,627
Travel				14,020
Rental expenses				610
Translation		875		78
	23,615	23,615	139,874	139,874
Annual General Meeting & Tourism Conference				
Internal contribution COTA	13,134		73,487	
Contribution Eeyou Istchee Tourism (AGM)	2,283		14,018	
Travel				47,173
Advertising and promotion		619		
Meeting expenses		2,798		27,047
Supplies and office expenses				3,470
Professional fees		12,000		9,815
	15,417	15,417	87,505	87,505

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Year ended March 31, 2021

	2021		2020	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
PROJECTS (continued)				
Microprogram in Aboriginal Tourism in UQAT				
Internal contribution COTA	356			
Contribution Apatisiwin Skills Development	19,189			
Professional fees		13,402		
Supplies and office expenses		5,018		
Others		1,125		
	<u>19,545</u>	<u>19,545</u>	<u>-</u>	<u>-</u>
Digital Animator Coaching				
Internal contribution COTA	698			
Contribution Apatisiwin Skills Development	3,273			
Partnership Contribution	690			
Professional fees		4,661		
	<u>4,661</u>	<u>4,661</u>	<u>-</u>	<u>-</u>
Geopark in EIBJ				
Internal contribution COTA	7,037			
Contribution Québec Government - Ministère des Affaires Municipales et de l'Habitation	28,154			
Professional fees		32,500		
Travel		236		
Administration fee		2,455		
	<u>35,191</u>	<u>35,191</u>	<u>-</u>	<u>-</u>
Hotello/ReservIT				
Internal contribution COTA			461	
Contribution Québec Government - Tourisme Québec			2,141	
Partnership contribution			289	
Partnership expenses				2,891
	<u>-</u>	<u>-</u>	<u>2,891</u>	<u>2,891</u>
Sustainable Non-Timber Forest Products				
Internal contribution COTA	15,089			
Indigenous Services Canada	58,570			
Travel				
Professional fees		73,659		
Supplies and office expenses				
Rental expenses				
	<u>73,659</u>	<u>73,659</u>	<u>-</u>	<u>-</u>
Cree Heritage Festival				
Internal contribution COTA	222			
Contribution Cree Nation Government	445			
Contribution Canadian Heritage	16,800			
Partnership contribution	445			
Professional fees		15,379		
Administration fees		2,533		
	<u>17,912</u>	<u>17,912</u>	<u>-</u>	<u>-</u>

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Year ended March 31, 2021

	2021		2020	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
PROJECTS (continued)				
Ecotourism in Protected Areas				
Internal contribution COTA	(40,689)		47,843	
Contribution Cree Nation Government	50,251			
Contribution Nature Conservancy of Canada	47,836			
Travel		701		
Professional fees		34,427		47,843
Supplies and office expenses		15,503		
Maintenance and repairs		2,200		
Administrative fees		4,567		
	<u>57,398</u>	<u>57,398</u>	<u>47,843</u>	<u>47,843</u>
Snowmobile ATV Manager				
Internal contribution COTA	8,132		7,681	
Contribution Tourisme Baie-James	5,250			
Contribution Tourisme Baie-James (RTPA)	39,929		34,071	
Travel		1,218		882
Rental expenses		3,504		125
Professional fees		39,758		39,777
Supplies and office expenses				912
Meeting expenses				56
Maintenance and repairs		1,156		
Administrative fees		7,675		
	<u>53,311</u>	<u>53,311</u>	<u>41,752</u>	<u>41,752</u>
Creation Innovative Snowmobile Circuit				
Internal contribution COTA	14,345		15,001	
Contribution Québec Government - Ministère de l'Économie et de l'Innovation	29,244		22,899	
Partnership contribution	13,567		15,765	
Travel				199
Professional fees		52,181		53,466
Administration fees		4,975		
	<u>57,156</u>	<u>57,156</u>	<u>53,665</u>	<u>53,665</u>
Visitor Experiences				
Internal contribution COTA	997		3,738	
Contribution Cree Nation Government	19,551		18,330	
Partnership contribution	2,444		2,291	
Travel		399		2,475
Professional fees		20,301		21,784
Supplies and office expenses		2,142		
Meeting expenses				100
Maintenance and repairs		150		
	<u>22,992</u>	<u>22,992</u>	<u>24,359</u>	<u>24,359</u>
Cree Hotel Support				
Internal contribution COTA	12,012			
Professional fees		12,012		
	<u>12,012</u>	<u>12,012</u>	<u>-</u>	<u>-</u>

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Supplementary Information

Year ended March 31, 2021

	2021		2020	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
PROJECTS (continued)				
Sustainable Non-Timber Forest Products - Phase II				
Internal contribution COTA	9,530			
Contribution Cree Nation Government	38,117			
Professional fees		43,322		
Administration fees		4,325		
	<u>47,647</u>	<u>47,647</u>	<u>-</u>	<u>-</u>
Coaching - Creetopia Setup				
Internal contribution COTA	5,280			
Professional fees		5,280		
	<u>5,280</u>	<u>5,280</u>	<u>-</u>	<u>-</u>
Blue Signs				
Internal contribution COTA	21,769			
Professional fees		21,769		
	<u>21,769</u>	<u>21,769</u>	<u>-</u>	<u>-</u>
Tourism Strategy				
Internal contribution COTA			20,523	
Contribution Québec Government - Ministère des Affaires Municipales et de l'Habitation			58,540	
Travel				30,452
Meeting expenses				8,849
Professional fees				39,762
	<u>-</u>	<u>-</u>	<u>79,063</u>	<u>79,063</u>
OHV Coordinator				
Internal contribution COTA			1,875	
Partnership expenses				1,875
	<u>-</u>	<u>-</u>	<u>1,875</u>	<u>1,875</u>
Canoe Training				
Internal contribution COTA			(2,960)	
Contribution Apitisiwin Skills Development			2,960	
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

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Year ended March 31, 2021

	2021		2020	
	Revenues	Expenses	Revenues	Expenses
	\$	\$	\$	\$
PROJECTS (continued)				
EIBJ Sustainable Tourism Destination				
Internal contribution COTA			14,181	
Contribution Québec Government - Ministère des Affaires Municipales et de l'Habitation			18,869	
Indigenous Services Canada			6,793	
Contribution Québec Government - Société du Plan Nord			18,869	
Contribution Tourisme Baie-James			3,145	
Partnership contribution			6,290	
Professional fees				62,080
Travel				1,767
Rental expenses				4,300
	<u>-</u>	<u>-</u>	<u>68,147</u>	<u>68,147</u>
International Indigenous Tourism Conference				
Internal contribution COTA			15,801	
Travel				12,013
Conference expenses				3,788
	<u>-</u>	<u>-</u>	<u>15,801</u>	<u>15,801</u>
	<u>469,707</u>	<u>469,707</u>	<u>672,164</u>	<u>672,164</u>