



ADMINISTRATIVE GUIDE

(April 2015)

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Note to reader : This Administrative Guide only applies to projects submitted to Niskamoon Corporation for funding under the various programs offered, and does not apply to the Training & Employment Program.

CHAPTER 1 - MISSION STATEMENT AND CORE VALUES

1.1 MISSION STATEMENT

Niskamoon Corporation provides an efficient framework for cooperation between the Crees and Hydro-Québec in respect to the implementation of the Cree-Hydro-Québec Agreements, by continuously facilitating and simplifying access to funds and programs for Crees, Cree communities and Cree entities.

Niskamoon Corporation seeks to develop projects in close collaboration with Cree land users and other beneficiaries that alleviate the impacts of hydroelectric development in Eeyou Istchee.

1.2 CORE VALUES

Niskamoon Corporation funds projects that adhere to our main core values:

1. Projects that ensure the autonomy and self-sufficiency of Cree land users over time.
2. Projects that promote and enhance the passing of traditional Cree knowledge to future generations.
3. Projects that maximize the benefits for as many Crees as possible.
4. Projects that enhance and promote the continued use of lands impacted by hydroelectric development.

CHAPTER 2 - REMEDIAL WORKS

2.1 FUNDING PRIORITIES

Niskamoon Corporation seeks to implement funding programs that alleviate the impacts caused by hydro-electric development in Eeyou Istchee, to promote traditional Cree land use practices, to encourage the transfer of traditional knowledge to younger generations and to help Cree communities adapt to the ongoing and ever-changing effects of this form of development.

Although Niskamoon Corporation can potentially fund a wide range of projects and programs, the organization prioritizes those that apply the following principles:

- Sustainability: projects that provide the means to pursue an activity over the long-term in a self-sufficient manner;
- Community involvement: projects that maximize the benefits for as many community members as possible
- Youth involvement: projects that ensure the participation of as many youth as possible and the transmission of Cree traditional values, customs, practices and knowledge.

2.2 TRAPLINE PROJECTS

Niskamoon Corporation applies the following priorities in regards to the allocation of Remedial Works based on the level of impact caused by hydro-electric development on individual traplines:

- **Directly impacted traplines**

Traplines that have a physical Hydro-Québec infrastructure within their boundaries, such as: reservoirs, dykes, dams, power stations, substations, transmission lines, hydrometric stations, roads and rivers with reduced flow or increased flow, as shown on *Hydro-Québec Infrastructure by Cree Traplines and Community Map*, December 2009, (scale 1:1 000 000).

- **Indirectly impacted traplines**

Any traplines that are not considered as directly impacted.

2.2.1 DIRECTLY IMPACTED TRAPLINES

Priorities for Remedial Works on directly impacted traplines are allocated according to the level of impact hereby described. The following table serves as a guideline; the Board may authorize projects exceeding these amounts, particularly in light of the principles outlined in Section 2.1. It should be noted that these amounts are non-transferable from year to year.

<p style="text-align: center;">Level 1</p> <p style="text-align: center;"><i>Recommended limit:</i></p> <p style="text-align: center;">\$60,000 per year</p>	<p style="text-align: center;">Directly Impacted</p> <ul style="list-style-type: none"> • Reservoirs, dykes, dams, queries • Roads • Production facilities, garbage dumps, Hydro-Québec Residences • 375-kV Transport Substations • Reduced flow, Increased flow • Airports
<p style="text-align: center;">Level 2</p> <p style="text-align: center;"><i>Recommended limit:</i></p> <p style="text-align: center;">\$40,000 per year</p>	<p style="text-align: center;">Directly Impacted</p> <ul style="list-style-type: none"> • Transmission Line(s)
<p style="text-align: center;">Level 3</p> <p style="text-align: center;"><i>Recommended limit:</i></p> <p style="text-align: center;">\$20,000 per year</p>	<p style="text-align: center;">Minimal Impact</p> <ul style="list-style-type: none"> • Hydrometric, snowfall and rainfall stations, • Weather station, helicopter pad, telecommunications towers

2.2.2 POLICY ON REMEDIAL WORKS FOR INDIRECTLY IMPACTED TRAPLINES

Niskamoon Corporation may at its sole discretion consider approving Remedial Works for indirectly impacted traplines, depending on the funds available and considering the principles outlined in Section 2.1 as well as the following:

- proponent's contribution to the project;
- community benefits created (employment generation, accessibility to community members).

Because in any given year there are more projects submitted than funds available, a waiting list will be maintained by the Niskamoon Local Coordinators.

2.3 COMMUNITY PROJECTS

2.3.1 POLICY ON WOOD CUTTING PROGRAMS

Wood-cutting programs are used exclusively for assisting those who are no longer able to conduct such activities themselves (elders, widows, etc). Moreover, Niskamoon Corporation considers such an activity first and foremost should be conducted on a voluntary basis by family and community members. Nevertheless, Niskamoon Corporation would consider funding Proposals for wood cutting programs up to a maximum amount of \$25,000.

Proposals for wood cutting programs shall provide detailed information on the project and related budget. In addition, proposals should include a list of beneficiaries for the wood cutting

program and the locations of their camps.

There will be a limit of one (1) wood cutting program per Cree community per year.

CHAPTER 3 - FISHERIES ENHANCEMENT PROGRAM

3.1 FUNDING PRIORITIES

The Fisheries Enhancement Program aims to promote projects that:

- ensure the sustainable, long-term use of aquatic resources valued by Crees;
- restore fishing practices through the development of fishing installations and methods traditionally used by Crees;
- strengthen Cree fisheries through initiatives that foster long-term and self-sufficient activities and pursuits.

The following priorities shall be followed for funding:

- self-sustainability;
- community involvement;
- respect and promotion of traditional values;
- increasing health benefits through fish consumption;
- involvement of youth.

3.2 PROGRAM GUIDELINES

Fisheries Enhancement projects should emphasize teaching a variety of different fishing techniques, during different seasons and in different types of water bodies as possible to promote the teaching of different fishing techniques and knowledge.

Proponents should be encouraged to develop submissions in line with the following guidelines as much as possible to avoid delays in approval.

- a) The identification and recruitment of instructors to teach traditional fishing practices will be done by the Local Coordinator, who may utilize local resources such as the cultural department, the school, CTA and elders councils to assist them in this task.
- b) There is a maximum of two instructors for each project. The instructors can designate a third person who will act as an administrative assistant, who will document the project, maintain a log book/diary regarding the daily activities of the group and monitor catches (total length and mass). The administrative assistant must submit relevant documentation to the Local Coordinator as soon as the fishing campaign is completed. Trainees should be encouraged to participate in the diaries and to provide feedback to the concerned Local Coordinator regarding the techniques they learned.
- c) Each project will have a minimum of four (4) and a maximum of six (6) trainees. Trainees will be paid a maximum daily stipend of \$75 for their participation, corresponding to the current ISP rates.
- d) Instructors and candidates need to be identified in advance to ensure equal access for

all community-members. These names should be provided to the Local Coordinator prior to submitting the project proposal to the Board of Directors. Any replacements need to be approved beforehand by the Local Coordinator.

- e) Each program will last no less than seven (7) days and no longer than fourteen (14) days, including mobilization/demobilization and camp set-up.
- f) Wherever possible, groups are strongly encouraged to use ground or boat transportation to reach the camp where the program will take place.
- g) Instructors will be free to implement the program based on their own traditional practices and customs, but will be required to implement a minimum of elements contained in the list provided by the Local Coordinator.
- h) The distribution of fish caught as part of these programs should follow Section 3.3 of the Niskamoon Administrative Guide.
- i) As stated in Section 3.4 of the Niskamoon Administrative Guide, all final reports must include the catch data for each project in order to be complete.
- j) The number of trainees, instructors and the duration of the project can be altered subject to additional contributions from other entities or groups independent of Niskamoon Corporation.
- k) The Niskamoon Board of Directors may decide to fund projects that do not follow these guidelines at their discretion, so long as these projects abide by the priorities outlined in Section 3.1 of the Administrative Guide.

3.3 POLICY ON DISTRIBUTION OF FISH HARVESTING

Fish harvested from projects funded by Niskamoon Corporation should be distributed to Cree beneficiaries in accordance with local traditions and customs. In addition, fish caught as part of a Niskamoon-funded project should not be sold under any circumstances.

3.4 POLICY ON MONITORING OF FISH CATCH

The fish catch must be logged for every fishing program funded by Niskamoon Corporation. This is to ensure the perpetuity of fish stocks throughout the territory as well as to monitor fishing trends by communities over the long-term. The Local Coordinator is responsible to ensure that data collection is done during the fishing project. One person on the fishing team should be made responsible for this task, as well as to provide the completed Catch Log to the Local Coordinator at the completion of the project. Blank Data Catch Logs can be requested from the Local Coordinator.

Fish catch information should be included in the final activity report for all fishing projects as well as provided to the Environment Director. **Failure to do so may hinder the possibility for the community to receive funding for fishing projects in the future.**

CHAPTER 4 - DRAFTING AND SUBMISSION OF PROJECTS

4.1 INTRODUCTION

The Niskamoon Corporation does not have a fixed form for the drafting of proposals. However, there is a minimum amount of information required to allow the Board of Directors to make a decision on a proposal.

Proposals which do not contain the following minimum components shall not be considered by the Board of Directors:

- proponents (contact person, entity)
- project
- description
- budget
- starting and finishing date
- authorization

The Local Coordinators are expected to play a primary role in the development of proposals, such as:

- promoting Niskamoon funding programs at the local level through presentations and related activities;
- soliciting proposals from community members and local entities;
- providing assistance to community members in the drafting of proposals.

A checklist has been provided to assist the Local Coordinators to ensure that the required information has been collected (attached herewith as Appendix "A").

4.2 PROPONENT

The Corporation requires the identification of a proponent for each proposal. A proponent of a project is an entity or an individual who is expected to be responsible for the carrying out of a project and to report.

Example of an entity: "Cree Nation of Eastmain", "Waskaganish Women's Association".

4.3 CONTACT PERSON

Each proposal that is approved will require the conclusion of a "funding agreement". A contact person must be identified prior to the project submission so that the signatory of the "funding agreement" can be identified. This person will be responsible for the proper administration of the project.

4.4 PROJECT DESCRIPTION

Each proposal must be accompanied by a brief description clearly explaining the activity that is being undertaken.

Further, it is advisable to include a brief description of the benefit or the objectives to be achieved by the project which will assist the Board of Directors in identifying the source of funding that could be used for the project. This could include information as to whether the benefit refers to an individual, community or portion of the community.

Any activities taking place outside communities must be accompanied with a map indicating the location of the work in question.

4.5 BUDGET

A budget is required in order for the evaluation and justification of the amount of funds that are being requested, and to assist the proponent in the planning and execution of the project.

Chapter 5 of this Administrative Guide contains information with regards to rates that Local Coordinators are strongly encouraged to follow in order for projects to be quickly evaluated at the Board meeting. In the case where Local Coordinators do not feel that the rates adequately represent a given cost for an activity (for example, if the forest is very dense such that cutting through the forest costs more than the recommended rates), they must clearly justify this in the project description.

It is important to have budgets developed as accurately as possible to ensure that there are no significant shortfalls or surpluses.

The budgets accompanying proposals must contain sufficient information to allow the Board of Directors to properly determine how the funds are being expended.

For example, divisions of the budget into labour, equipment, capital and/or professionals costs are important for the Board of Directors in determining the acceptability of projects. Aside from the divisions, it is also important to pay attention to the order of items that have an impact on the final amount of the budget; for example, the item of contingency fee should come before the item of administrative fee.

4.6 DATES

Each proposal must contain the starting date and the projected finishing date of each project. These dates are required to enter the starting date of the funding agreement and the expected concluding date.

The finishing date is required so that the Corporation will know when to require a financial report for the concerned project.

The Local Coordinator should advise the Regional Coordinator, in writing, regarding any changes to the finishing date of a project.

Further, the provision of these dates will allow the Corporation to appreciate the budget in relation to the decision.

4.7 AUTHORIZATIONS

There are a number of authorizations that may be required for projects to be undertaken in Cree territory.

4.7.1 TRADITIONAL AUTHORIZATION

Due to the existence of the Trapline System in Eeyou Istchee and the Corporation's respect for the traditional authority of the tallymen, the Corporation requires a signed consent from the tallymen for any activity carried out on the Trapline for which they are responsible and are not the proponent.

A form is provided at Appendix "B" to be used by the Coordinators to record a tallyman's consent to the carrying out of a project. This form allows the Coordinators to record the consent which is given by telephone or bush radio.

4.7.2 ENVIRONMENTAL AUTHORIZATION

Niskamoon Corporation must ensure that all projects funded demonstrate that the environment is not negatively impacted. In the case of small-scale projects carried out manually by land users, such a negative impact is unlikely and offset by the benefits of continued use of impacted lands by land users. In the case of projects carried out with heavy machinery, the following aspects must be evaluated prior to carrying out any project in order to determine whether it requires any applicable environmental authorizations:

- Negative effects on fish habitat;
- Negative impact to the topsoil layer (for example, causing erosion);
- Negative effects on existing transportation and navigation routes.

Local Coordinators must provide sufficient details for any project that may impact the above-mentioned elements in order to determine whether or not a permit may be required. On that note, it is important to send in proposals with sufficient time to evaluate this prior to the Board meeting.

4.8 AGREEMENTS WITH LEGAL ENTITIES

Niskamoon Corporation shall execute funding agreements only with legal entities duly incorporated or created by legislation such as one of the Eenou/Eeyou Cree Nations. Niskamoon Corporation does not execute funding agreements for approved projects directly with individuals.

Niskamoon Corporation may, at its sole discretion, execute a funding agreement for an approved project with an individual enterprise, subject to the following conditions:

- a given individual enterprise is duly registered and in good standing with the CSST (being understood that other employees than the owner would work on the project; proof in this regard may be required);

- the individual enterprise is entitled to keep 15% of the actual cost incurred for an approved project for administration and profit. Any amount in excess shall either be returned to or kept by Niskamoon;

Niskamoon Corporation may, at its sole discretion, waive any or all of the above-mentioned conditions.

4.9 SUBMISSION PROCESS

The following outlines the different steps in the submission process once a proposal is complete. Local Coordinators are reminded to consult the checklist in Appendix A to help them complete a proposal.

- Proposals are submitted to the appropriate Director three (3) weeks prior to the upcoming Board meeting (notices are sent out prior to this date to remind Local Coordinators of upcoming deadlines);
- Directors review the proposal; if the proposal is judged incomplete, they may, at their discretion, send it back to the concerned Local Coordinator, along with a justification for their decision and any pertinent recommendations for changes. Local Coordinators have until the Tuesday prior to the up-coming Board meeting to modify the proposal in conformity with modifications requested from the Directors. Late submissions will no longer be accepted after this time;
- Proposals judged complete by the concerned Director are then submitted to the Niskamoon Corporation Board of Directors meeting on the Tuesday of the week before.

4.10 SCHEDULING OF PROJECTS SUBMISSIONS

Niskamoon Corporation always seeks to minimize administrative delays related to the funding of project. Nevertheless, these are unavoidable at times. To avoid any delays in the carrying out of projects, **it is therefore strongly recommended to submit a project one season in advance**. Otherwise, Niskamoon Corporation cannot guarantee that projects that are submitted the same season as when they are to be carried out begin on time. The following table shows when projects can be submitted over the course of one year:

Project Types (examples)	When can be submitted (approximate month of meeting)
Winter projects (ski-doo trails, goose ponds)	Fall (September)
Spring projects (goose corridors, goose ponds)	Winter (December/February)
Summer projects (cultural events, ATV trails)	Spring (April/June)
Fall projects (ATV trails, goose corridors)	Summer (June/July)

CHAPTER 5 - COSTING

This Chapter deals with the methods and rates that can be used in the determination of costs and budget of a proposal.

5.1 RECOMMENDED RATES

The following rates are used as guidelines by the Niskamoon Corporation for the most common elements in a project. Local Coordinators can deviate from these rates in exceptional circumstances so long as they provide clear justification in the project description.

NISKAMOON PROJECTS RATES	
SALARIES	RATES
Supervisor	\$25.00/hour (8 hours/day) + Fringe benefits of \$2.50/hour Responsible of project realization
Worker	\$20.00/hour (8 hours/day) + Fringe benefits of \$2.00/hour
Student	See Student Policy (Section 5.3)
EQUIPMENT RENTAL & OTHERS	RATES
Snowmobile & ATV	\$65.00/day including gas and oil; not applicable for goose ponds and corridors
Trailer & Sled	\$20.00/day
Boat with Motor	\$50.00/day including gas and oil
Generator (with justification)	\$25.00/day including gas and oil
Paddle Canoe	\$30.00/day – flat rate
Chainsaw and Brushcutter	\$30.00/day including gas and oil
Cabin	Not applicable for goose ponds, goose corridors and crossings. Flat rate of \$250.00 per cabin per project for all other projects.
Food Allowance The rate cannot be applied if the Program or Remedial Project is near the Community and if the workers will be travelling back and forth each day to their homes. The workers or	\$250.00/week for a group of 5 and over \$500.00/ week for a group of 10 and over \$1,000.00/ week for a group of 15 and over

participants also should bring or take in more traditional food	
Vehicle	\$0.50/km South of Matagami \$0.60/km North of Matagami (+ \$0.15/km/additional passenger) including gas and oil
Return Trips	1 trip for projects having a duration exceeding 4 weeks
PROJECTS	RATES
Snowmobiles and ATV Trails	\$1,000.00/km including labor, food, lodging and equipment and excluding transportation to and from work site

5.2 CREE TRADITIONAL AND CULTURAL ACTIVITIES

Traditional and cultural activities encompass any non-denominational activity during the year that promotes Cree culture and the teaching of traditional and cultural customs. They may include, but not be limited to, canoe brigades, winter journeys, summer gatherings and Aboriginal Day festivities.

Niskamoon Corporation will fund traditional and cultural activities for 50% of the total cost per project for a maximum of \$100,000 for 1 year for traditional and cultural activities for each community.

5.3 PARTICIPATION OF STUDENTS

Niskamoon Corporation promotes all forms of education for Cree youth and encourages students to stay in school. Students who wish to participate in Niskamoon projects outside of the school year will be given a stipend corresponding to the daily rates paid through the Income Security Program.

Projects involving the participation of students during the school year should clearly explain how the project will not interfere with school work.

The names of students participating in any Niskamoon-funded project should be included in the proposal and final activity report to inform the Board of Directors.

5.4 CONSULTATION SERVICES

Local Coordinators may encounter projects which require drafting, designing or costing by professionals for projects of a large scale or complex nature. In this situation, the Local Coordinators have to contact the Directors to get access to a professional at the cost of Niskamoon Corporation.

This procedure is the only method for gaining access to consulting or engineering firms at the cost of the Niskamoon Corporation.

This method is mandatory for the reimbursement of the consultation fees by Niskamoon Corporation.

CHAPTER 6 - REPORTING

6.1 INTRODUCTION

The Niskamoon Corporation is legally responsible for the funds it has been mandated to manage. For this reason, the Niskamoon Corporation requires final reports from the individuals or entities that receive funds from the Corporation.

Final Reports should be submitted as soon as possible after a project is completed. Projects for which Final Reports have not been filed within three (3) fiscal years of their carrying out shall be closed, and any holdbacks that may be payable shall be cancelled and returned to their original funds.

6.2 FINAL REPORTS

A Final Report consists of one Activity Report and one Financial Report. Appendix D provides a checklist as well as an example of a typical complete Final Report.

6.2.1 ACTIVITY REPORT

An Activity Report is a brief summary of the activity that has been carried out, which includes a description of the original objectives and pictures. The Board of Directors may require special reporting requirements for projects that require particular monitoring, such as projects that involve harvesting of wildlife.

The Activity Report is to be submitted to reports@niskamoon.org.

6.2.2 FINANCIAL REPORT

A Financial Report outlines the amounts disbursed in the carrying out of the project:

- For projects approved for an amount exceeding \$150,000, the Proponent shall submit an audited financial statement prepared by a Chartered Accountant;
- For projects approved for an amount less than \$150,000, the Proponent shall submit an unaudited financial statement signed by the Treasurer of the Proponent.

In special circumstances, Niskamoon Corporation may at its discretion decide otherwise.

The Financial Report is also to be submitted to reports@niskamoon.org.

CHAPTER 7 - TRAVEL ARRANGEMENTS

7.1 POLICY ON TRAVEL ARRANGEMENTS

This Policy applies to all travel arrangements made by Niskamoon Corporation.

The individual traveling for Niskamoon Corporation is responsible for his/her plane ticket reservation. It is the responsibility of this individual to notify the Executive Assistant if for any reason the reservation is no longer required.

If driving, Niskamoon Corporation will reimburse the individual for parking fees if applicable.

7.2 HOTEL RESERVATION

The individual traveling for Niskamoon Corporation is responsible to cancel his hotel reservation. If the hotel reservation is not cancelled on time and a fee is incurred by Niskamoon Corporation, Niskamoon will deduct the cost incurred from next travel claims of this person.

7.3 ATTENDANCE TO MEETINGS

Prior to travel, an advance of \$300 will be allowed to the individual traveling at Niskamoon's request; however, attendance will be taken at the meeting.

Considering that Niskamoon Corporation is assuming the cost for the travel arrangements for the meetings scheduled and organized by the Corporation, it is mandatory for the individual who benefit from the said travel arrangements to attend to those meetings. It is only for legitimate reasons that an individual may be excused to attend a scheduled meeting; in such a situation, an individual shall inform in the best possible delays, the Niskamoon' representative responsible of a given meeting.

In a situation where an individual decides or is unable to attend or partly attend a given meeting, after travel arrangements were made on his behalf and paid by the Corporation, the Treasurer may, at his/her sole discretion retains from the individual any sum paid by the Corporation for travel arrangements. The cost will represent the amount of money Niskamoon had to pay on the individual's behalf, be it airline tickets, hotel rooms or any charges related to his travel arrangements.

For any unjustified absence, Niskamoon Corporation will deduct the expenses incurred on this individual's behalf (i.e. airline tickets, mileage, hotel rooms and/or lodging) on its next travel claim.

APPENDIX “A”



CHECK LIST FOR SUBMISSION OF PROPOSAL TO THE BOARD OF DIRECTORS OF THE NISKAMOON CORPORATION

- NAME OF THE PROPONENT (CONTACT PERSON, ENTITY AND THE PERSON)
- NAME OF THE PROJECT
- DESCRIPTION OF THE PROJECT TO UNDERSTAND THE ACTIVITY
- THE BUDGET OF THE PROJECT
- DATE (THE STARTING DATE AND THE FINISHING DATE)
- AUTHORIZATION (TRADITIONAL, ENVIRONMENTAL)

APPENDIX “B”



NISKAMOON CORPORATION “WEE GA EE DED” FORM

Tallyman _____ of trapline _____ has given his consent via
(full name)

radio or telephone to the carrying out of the project _____
(description of the project)

on his/her trapline by _____.
(name of proponent)

As witnessed on the _____ day of _____.

by:

_____, Local Coordinator of _____
(signature)

(Print name)

and:

(witness signature)

(Print name)

APPENDIX “C”



MAPS

The use of maps supplied by the Corporation fund is required.

It's important to standardize the maps that will be use so we could maintain the online geo-referenced database.

To be completed by an example of a standardized map

APPENDIX “D”



ACTIVITY REPORT

- SUMMARY OF THE ACTIVITY
- DESCRIPTION OF THE OBJECTIVE THAT MAY OR MAY NOT BE ACHIEVED
- PICTURES IF POSSIBLE

APPENDIX “E”



CALENDAR

2015-2016 CALENDAR

APRIL 2015 – MONTRÉAL						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY 2015 – NO MEETING						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	→19	20	21	22	23
24 / 31	25	26	27	28	29	30

JUNE 2015 – ROUYN-NORANDA						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
	1	→2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY 2015 – NO MEETING						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

AUGUST 2015 – SAINT-SAUVEUR						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
						1
2	3	→4	5	6	7	8
9	10	11	12	13	14	15
16	17	→18	19	20	21	22
23 / 30	24 / 31	25	26	27	28	29

SEPTEMBER 2015 – NO MEETING						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

OCTOBER 2015 – NO MEETING						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER 2015 – NO MEETING						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
1	2	3	4	5	6	7
8	9	10	11	→12	13	14
15	16	17	18	19	20	21
22	23	24	→25	26	27	28
29	30					

DECEMBER 2015 - GATINEAU						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JANUARY 2016 - NO MEETING						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	→19	20	21	22	23
24 / 31	25	26	27	28	29	30

FEBRUARY 2016 – NO MEETING						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

MARCH 2016 – WASKAGANISH						
D/S	L/M	M/T	M/W	J/T	V/F	S/S
		→1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

→	DEADLINE FOR THE LOCAL COORDINATORS TO SUBMIT THE PROPOSALS (3 WEEKS PRIOR TO BOARD MEETING)	→	DEADLINE FOR THE REGIONAL COORDINATORS TO SEND THE LIST OF PROPOSALS TO BE TABLED AT THE UPCOMING BOARD MEETING (1 WEEK PRIOR TO BOARD MEETING)
	MEETING OF THE BOARD OF DIRECTORS OF THE NISKAMOON CORPORATION		HOLIDAY