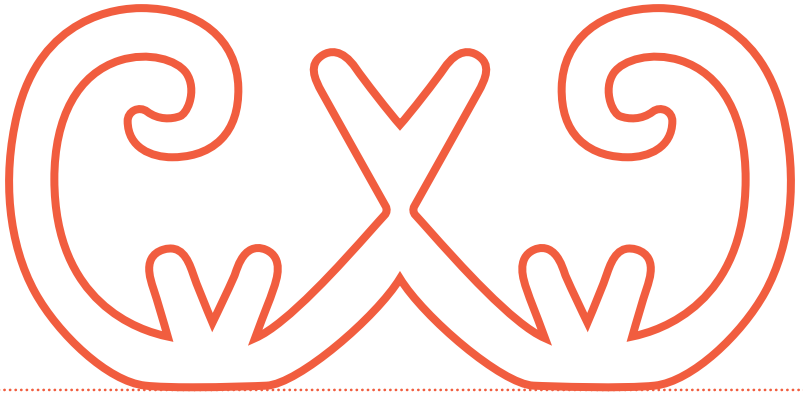
ANNUAL REPORT



CONSEIL DES ABÉNAKIS
ODANAK

2025/2026

TABLE OF CONTENTS



EXECUTIVE DIRECTOR....3

ODANAK LAND AND ENVIRONMENT OFFICE....6

LAND MANAGEMENT....10

TOURISM....13

CULTURE AND EVENTS....16

INCOME SECURITY....18

EDUCATION....22

REGISTRAR....26

HOUSING....28

ETSC....30

ABENAKI POLICE FORCE....33

HEALTH CENTER....38

ECONOMIC DEVELOPMENT....50

ODANAK SHELTER....53

DEPARTMENT OF PUBLIC WORKS AND INFRASTUCTURE....55

SUMMARY FINANCIAL STATEMENTS....58

EXECUTIVE DIRECTOR



EXECUTIVE DIRECTOR



DANIEL G. NOLETT

Executive Director
Abenaki Council
of Odanak

Kwaï, kwaï mziwi!

As usual, the 2025–2026 fiscal year was a very busy one. I want to highlight the outstanding work done by all the Council's teams and staff, whether in the administrative office, the Health Center, Public Works, the Land and Environment Office, the Abenaki Police Force, or the shelter for Indigenous women and children fleeing violence. Everyone worked extremely hard this year to uphold the organization's mission, vision, and values, and did an excellent job serving our community members. For all of this, I would like to thank and congratulate them. Mina pita wlalokaw8gan mziwi!

Many projects were completed this year. The most notable achievement in 2025–2026 was our organization's certification by the First Nations Financial Management Council last March. This certification represents the culmination of over three years of diligent work by our internal team, particularly the accounting department led by Catherine Bussières-Côté. I congratulate them on the masterful work they've done. We can be proud of this achievement, as the First Nations community with the fewest deficiencies in Canada out of a total of 87 communities that have earned their certification!

I would also like to commend the emergency response team for their exemplary work. During the 2025–2026 period, we had to deploy emergency measures four times due to major power outages. This resulted in the community experiencing just over 100 hours without electricity due to these four outages caused by severe weather conditions. On each occasion, we opened the community center to welcome community members. They were able to stay warm and enjoy hot meals provided by the team. On February 25, we also deployed emergency measures to support the victims of the fire that destroyed the six-unit apartment building at 2 Mgezo. Unfortunately, this fire left four families homeless. Our team took care of them and was able to help three of the four families find new housing. A special thank you to Jennifer L.-Vollant for her excellent work during this emergency.

Now, I invite you to read this report and see for yourselves the scope of the work accomplished by all our teams.

Wli agizow8gan! Enjoy your read!

ADMINISTRATION

REAL ESTATE

Following the holidays, we hired the director of the shelter for Indigenous women and children fleeing violence. Since then, she has been working tirelessly furnishing the facility and filling the open positions to build the team that will work to help these women and their children. We plan to open and begin operating the shelter in either September or October 2026.

Last March, we issued a call for tenders on the SEAO for the construction of the new daycare center (CPE) and the new FNHS facility. Construction, representing an investment of just over $5 million, began after the construction break and will take place over a one-year period.

As for the new 11–17-year-old space, all that remains is to complete the exterior work, specifically the parking lot and landscaping. This project represents a total investment of $1.2 million, funded entirely by Indigenous Services Canada.

The process of obtaining a right-of-way at the Domaine de Pierreville, which took place during an out-of-court settlement conference with Mr. Gamelin—the owner of the road leading to the cell tower adjacent to the Domaine's property—did not result in an agreement in October 2025. As of this writing, we are still attempting to reach an agreement with Mr. Gamelin. However, all signs indicate that we will have to resolve this long-standing dispute in court in order to obtain a judge's ruling on the granting of this right-of-way.

Plans and specifications are progressing well for the construction of a new building with four 5½-room units on Mgezo Street. We anticipate construction will take place during the next fiscal year.

The expansion of the industrial park is currently in the planning and design phase. An infrastructure addition will be made in 2026–2027 for the construction of Odanak Land and Environment Office's new facilities, which will be funded by the Four Pillars Society and the Council. This project totals just over $5 million, of which $3.2 million will come from the *Four Pillars Society*.

The following table provides an overview of the CAO's investments—and, in some cases, those made in partnership with the Abenaki Council of Wôlinak (CAW)—in real estate and renewable energy projects through Hydro-Québec's calls for bids.

PROJECT NAME	PARTNERS	% STAKES	PLANNED INVESTMENTS	LONG-TERM IMPACTS (OVER 25 YEARS)
Broughton wind	• Pattern Energy • Appalaches RCM • CAW	2.5%	$4,850,000	$21,502,000
Lotbinière-ndakina wind	• Innergex • Lotbinière RCM • CAW	2.5%	$2,750,000	$8,374,000
Kizosoo solar*	• Bécancour RCM • CAW	25%	$3,000,000	$7,750,000
Val-des-Sources solar*	• BluEarth • Sources RCM • CAW	5%	$750,000	$2,100,000
Compton, Coaticook, Saint-Herménégilde, Bécancour, Gentilly solar (5)*	• Natural Forces • Coaticook RCM • Bécancour RCM • CAW	5%	$2,000,000	$5,500,000
Ottera Nicolet	• Groupe Chagall	20%	$950,000	$3,500,000
Ottera Sherbrooke	• Groupe Chagall	50%	$3,100,000	$12,000,000
Louka Granby	• Groupe Irridium	35%	$3,500,000	$13,000,000

***Ces projets sont actuellement en évaluation par Hydro-Québec et constituent, à ce stade, des projets d'intérêt pour le Conseil.**

ODANAK LAND AND ENVIRONMENT OFFICE





SAMUEL DUFOUR PELLETIER

Director of Odanak Environnement and Land Office

PROGRAMS

1. NAMAS NI T8NI WIGO / ABENAKI FISH AND HABITAT RESEARCH

This program encompasses our fish-related projects as well projects related to culturally and biologically significant fish habitats.

- **American Eel Project**: In 2023, we began studying eel migration patterns across the major rivers of the Ndakina. A second environmental DNA survey detected the species at numerous additional sites. This coming year, we will focus on planning the removal of a barrier that is hindering the eels' free movement (a dam) in Saint-Valère, in the Pithiganitegw watershed (Nicolet River).
- **Yellow Sturgeon (Kabasa) Project**: We are launching a scientific project aimed at documenting the presence of yellow sturgeon in certain sections of the Ndakina in the fall and investigating a possible link with the olive hickorynut, a threatened freshwater mussel whose larvae must attach to a host fish to survive. If both species inhabit the same areas, these zones could constitute critical habitats for the life cycle of the hickorynut mussel—a connection that has been very little documented in the wild during this time of year. The project will continue in the spring to cover other periods that are not well documented. This study is being conducted in partnership with the Wôlinak Environment Office and Fisheries and Oceans Canada.
- **Yellow Perch Project – Masta Marsh**: A restoration project aimed at reconnecting Masta Marsh to the St. Lawrence River is underway. Fish, including yellow perch from Lake Saint-Pierre, will now be able to come there to spawn. The project also aims to develop a turtle viewing area, install duck nesting boxes, and clean up the pond.
- **Yellow Perch Project – Cormorant**: Since 2023, we have made 11 boating structures in the center of Lake Saint-Pierre inaccessible. Result: fewer than 1,000 cormorants during the fall migration, representing approximately 62 metric tons of fish removed from their diet compared to previous years. We will continue this effort in 2026 for one final year before the yellow perch stock is reassessed. This will help us better evaluate the actual impact of these efforts on the species' recovery.

ODANAK LAND AND ENVIRONMENT OFFICE

2. AWAASAK, SIPSAK NI T8NI WIGOAK / ABENAKI RESEARCH ON TERRESTRIAL AND AVIAN WILDLIFE AND THEIR HABITATS

This program encompasses our efforts related to the terrestrial and avian wildlife of the Ndakina.

- **Shore Swallow Project**: Since 2021, we have identified more than 100 colonies along several rivers. This work has enabled us to establish partnerships with landowners and Environment Canada to study the birds' movements using telemetry. In 2024 and 2025, we identified new pre-migratory gathering areas at Lake Saint-Pierre, where thousands of birds congregate in a single location—a first in Quebec. We will continue this research in 2026 to collect more data, which will further refine and enhance the accuracy of our approach.
- **Least Bittern Project**: In 2024 and 2025, we launched a new project to study bird use of wetlands, with a focus on the least bittern (an endangered species with similar needs to those of many other species). Several individuals were fitted with telemetry transmitters, which allow us to track their movements and better document their habitat in order to eventually maximize its protection. This project will continue in 2026.
- **Duck Banding Station Project**: For the second year in a row, BETO and BEW operated a duck banding station at the National Defense Marshes in Baie-du-Febvre. We banded significantly fewer ducks there than in 2024 due to several factors (low water levels, predation, etc.). Our team has learned a great deal about the various challenges this presents, which will help ensure a more productive 2026 season.

3. MAALHAKWS / ABENAKI BLACK ASH

Following the proposal to list the black ash under the SARA, we identified 72 stands with high potential for basketry and assessed their condition. The emerald ash borer was confirmed at several sites. Actions are planned to protect this resource. In 2025, we launched an experimental planting project, the first step of which was to plant seeds specially prepared for us at the National Seed Center in Fredericton. Several other initiatives were carried out, including a knowledge-sharing symposium held in Odanak with scientists and members of other First Nations in northeastern North America. We are very hopeful that 2026 will be a seed-bearing year (i.e., black ash trees produce seeds once every 8 to 9 years) so that we can replenish our seed banks.

4. MIJOW8GANI LIDBEZEW8GAN / ABENAKI FOOD SOVEREIGNTY

- **Garden Project**: BETO tended community gardens and planted native milkweeds and nectar-producing flowers to support pollinators, particularly the monarch butterfly. Wildflower meadows were also created, and outreach activities were held.
- **Beekeeping Project**: BETO launched its honey production initiative this year, primarily to promote pollination within the community. In 2025, we managed a single hive that proved to be very productive and allowed us to produce dozens of jars of honey. Now that we have the knowledge, we will likely expand the program to include more than one hive.
- **Other Food Initiatives**: Several projects are underway at BETO, including the development of a community fishing program and the cultivation of field crops (e.g., sweetgrass) in the Lake Saint-Pierre floodplain. The ultimate goal of these initiatives is to provide members with a local food source while staying in harmony with Abenaki culture.

5. M8WIMAM8JW8GANAL / COMMUNITY INITIATIVES

- **Waste Management**: In 2025, the recycling center only serviced Odanak, which significantly reduced the number of visits compared to 2024. In 2024, Odanak introduced the brown bin program. A subsidy for reusable hygiene products is also in place. In 2025, we maintained the service as is, and we will do the same in 2026.
- **Climate Change Adaptation**: A strategy for greening and managing diseased ash trees has been implemented. An initial phase of the greening plan has also been prepared, which involves converting part of the CAO parking lot into a grassy area to create a shaded rest area. A public consultation has also helped develop a list of similar landscaping projects, the feasibility of which will be assessed over the coming years.

6. M8WIMAM8JW8GANAL / COMMUNITY INITIATIVES

- **Cranberry Project**: We are launching a community-based water quality monitoring program near cranberry farms in the Ndakina. Cranberry farming practices have raised concerns about pesticide runoff into waterways, particularly during harvest flooding. This issue is currently undocumented and goes unmonitored by the industry or authorities. The project aims to assess water quality in farm reservoirs as well as upstream and downstream operations on the Bécancour and/or Saint-François rivers, to build a space-time database on contaminants, and to encourage the active participation of community members in data collection. This project is expected to run for four years and will be carried out in partnership with the BEW, the Cranberry Research and Innovation Center, MAPAQ, and Environment and Climate Change Canada.
- **SANTEM Project**: BETO is participating in the Nations and Territories Food Monitoring Program (SANTEM), which aims to document contaminant levels—including mercury—in fish and game consumed by members of the Nation. This project is led by the W8linak Environmental Office.

OTHER ACTIVITIES

- Consultations on watersheds and wildlife
- Scientific and community outreach
- Support for partner organizations (GCNWA, BEW, MFFP, etc.)
- Maintenance of trails, woodlands, parks, and the ice rink
- Snow removal
- Staff and budget management
- Funding applications
- Participation in Nation committees
- Development of new infrastructure for BETO
- Small contracts (e.g., inventory of wetland bird nests using a drone)

2025-2026 STAFF MEMBERS

- Samuel Dufour-Pelletier (Director)
- Luc G. Nolett (Field Team Lead)
- Jennifer Vollant (Property Manager)
- Evelyne Benedict (Enrivonmental Project Officer)
- Yvan Desmarais (Field Assistant)
- Edward Coughlin (Recycling Centre Attendant)
- Émile Gariépy (Environmental Project Officer)
- Théo Allart (Environmental Project Manager)
- Stéphanie Harnois (Environmental Project Manager)
- Joannie Beaupré (Environmental Project Manager)
- Cathy Duguay (Environmental Project Manager)
- Alex Descôteaux-O'Bomsawin (Environmental Project Manager)
- Conor Cubit (Environmental Project Manager)
- Bianca Blanchette-O'Bomsawin (Environmental Project Officer)
- Marie-Philippe Bisaillon (Environmental Project Manager)

LAND MANAGEMENT

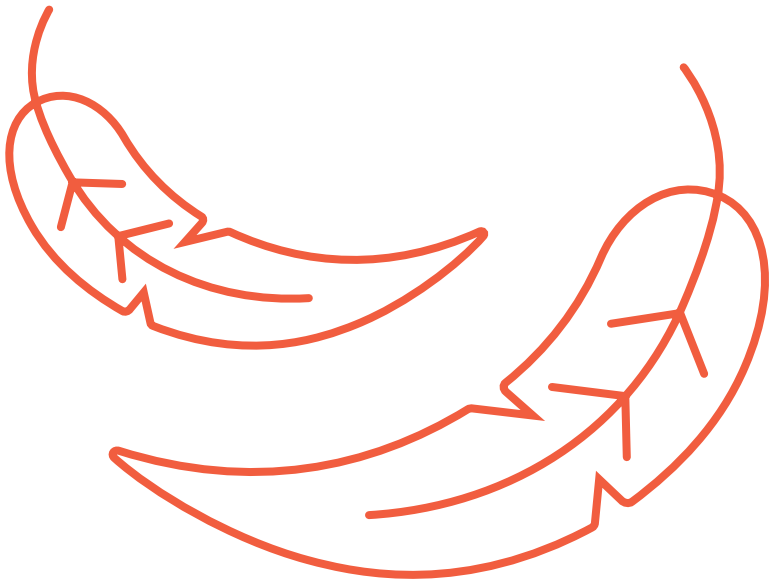
JENNIFER L-VOLLANT

Land Manager

SEPTEMBER 15, 2025

Change in Land Manager: Jennifer L-Vollant has now assumed the role of Land Manager.

- **Resurvey of Community Boundaries — A project led by NRCAN**
- **Proposed Purchase of Community Adjacent Land (Mr. Dupuis's lots):**
  - Funding provided by ISC
  - Phases I—II and supplemental environmental assessment
  - Contaminated property
  - The seller has rejected the Council's offer
- **Project underway to add reserve lands at the former Fisheries and Oceans Canada wharf:**
  - The application for this lot should have been filed at the same time as the ATR application for the former railroad
  - Filed in February 2024
  - Still undergoing administrative processing by ISC
- **Land code drafting project:**
  - Work began in October 2024
  - Preparation of the first draft of the land code: COMPLETED
  - A second draft will be submitted following consultation with community members.
  - Preparation of a strategy to identify and notify eligible voters, both on and off reserve: COMPLETED
  - The project has been put on hold due to the specific claims process
  - Preparation of the preliminary list of eligible voters: completed in early May
  - Administrative process initiated with ISC and the First Nations Land Management Resource Center (Phase I of the community-wide environmental assessment)
  - Request for funding extension granted: New deadline set for March 2028



EMERGENCY MEASURES

TRAINING OBJECTIVES FOR COMMITTEE MEMBERS

- Keep skills and reflexes up to date
- Ensure a rapid and effective response
- Improve committee coordination
- Comply with legal requirements

LAND MANAGEMENT

ACTIVITIES

MARCH 2024

Incident Command System (ICS-200) training. This was the first time ISC-EMAP provided funding for community-based training to explain the structure of the Incident Command System (ICS):

- Take on a supervisory role within the ICS
- Effectively manage resources and teams
- Plan and coordinate response operations
- Improve communication and decision-making
- Apply the ICS to real-life emergency situations

15 ERC members are participating, and all must have completed the ICS-100 training (asynchronous online course) beforehand.

JANUARY 2025

Table-top exercise canceled due to a major power outage in Odanak.

FEBRUARY 2025

Training on the Emergency Operations Center (EOC) and tabletop exercises:

- Understand everyone's roles and responsibilities
- Master crisis management processes
- Ensure effective communication and decision-making
- Coordinate actions and resources during a major incident

15 ERC members participated.

NOVEMBER 2025

Local-scale exercise canceled due to a major power outage in Odanak.

JANUARY 2026

Training session on "Supporting Indigenous Communities in Emergencies" organized by the Disaster Relief Services Mission (DRS):

- 3 ERC members participated (maximum of 3 per community)

Over the past year, committee members have been deeply involved, which has strengthened ties between the various sectors and players. The committee has also improved its communication and response methods, while developing a more effective approach to its work.

DEPLOYMENT OF EMERGENCY MEASURES FOR 2025–2026

- **January 2025**: Major power outage
- **November 2025**: Major power outage
- **January 2026**: Fire at 2 Mgezo (assistance to victims)
- **March 2026**: Major power outage
- **March 2026**: Major power outage

TOURISM



TOURISM



STÉPHANIE NIKA TROTTIER
Tourism Development Consultant

Throughout 2025–2026, Tourisme Odanak further developed its operations and increased its visibility.

ACTIVITIES

BUDGET LINE AND FUNDING

For the 2025–2026 fiscal year, we secured further funding of $346,500 for the development of the Saint-François Tour project, bringing the total amount of external funding to $782,354 for tourism activities since our inception, out of a total project value of $999,005.

We maintain sound budget management and have closed out two (2) budget line items along with their respective financial reports (branding, digital initiatives, and tourism growth).

We have assisted several entrepreneurs and partners in securing grants (for example, for the Pow Wow grant application).

DEVELOPMENT OF NEW TOURISM EXPERIENCES

- **Saint-François Tour Project**

  We are leading this historic and cultural tour project, which spans 250 km. The project involves designing and implementing the future physical and digital signage system, which will highlight the nation's history across its ancestral territory.

- **Website Project and Kokokhas**

  We have officially completed the project to develop Tourisme Odanak's visual identity and brand tagline. We are currently finalizing the website and rolling out the virtual conversational assistant Kokokhas to guide visitors while preserving the peace and quiet of the community's residents. We are also finalizing the map and official brochure for the 2026 tourist season.

- **Marketing and Visibility**

  We participated in several sector-specific roundtables to raise awareness of Tourisme Odanak and Indigenous tourism:

  - Nomination of Tourisme Odanak for the Tourism Excellence Awards at the Quebec Tourism Industry Alliance Gala;
  - Roundtable on Attractions and Activities organized by Tourisme Centre-du-Québec;
  - Centre-du-Québec Regional Gourmet Tourism Committee organized by Tourisme Centre-du-Québec;
  - Participation in the Odanak Welcome Committee for the W8banaki Cultural Exchange;
  - Participation in the Lake Saint-Pierre Regional Roundtable;
  - Participation in the collaborative workshop on the action plan for Indigenous tourism in Quebec;
  - Participation in the Centre-du-Québec Welcome Strategy organized by Tourisme Centre-du-Québec;
  - Lac-à-l'Épaule — Tourism Offices Roundtable organized by Tourisme Centre-du-Québec;

- CCICQ Tourism Meeting—Nicolet-Bécancour;
- Participated as a panelist at the 5th Quebec Sustainable Tourism Symposium to discuss the integration of Indigenous narratives;
- Collaborated on organizing the Quebec Rural Recreation Meeting, organized by Loisir Sport Centre-du-Québec;
- Participation in the Strategy to Enhance Hospitality Services organized by Tourisme Centre-du-Québec;
- Panelist at the Tourisme autochtone Québec event in the Eastern Townships;
- Participation in the Ndakina tourism planning committee.

- **Sustainable Mobility Project**

  Thanks to the Tourism Growth Grant, we purchased shared-use electric bicycles and electric bicycle charging station modules. A stop is currently being set up to install the equipment.

  We coordinated the drafting of the Active Transportation Master Plan with Vélo Québec. To this end, consultations were held to rethink sustainable mobility in the community.

- **Church Square Revitalization Project**

  We coordinated the design of the cultural revitalization plan for the Church Square, developed by the firm BC2. Public consultations were held to gather feedback from community members and stakeholders.

SUPPORT FOR BUSINESS OWNERS AND PARTNERS

We have provided ongoing strategic guidance to business owners and developers in structuring their projects and securing financing.

HERITAGE SPACE AND CULINARY SPACE PROJECT

We are working closely with the Société du réseau des économusées to plan future heritage spaces (basket weaving and ash threshing) and a culinary space. To this end, a conceptual design plan was developed with the architectural firm Bouliane-Charpentier to conduct a conceptual design study for the building.

COLLABORATIVE PROJECT

This year, we provided support for the large-scale project at the Cliche-Rancourt-Mamsalabika archaeological site in Frontenac, particularly for the development of W8banaki Square in collaboration with our partners at W8banaki.

OUTREACH, MONITORING, AND REPRESENTATION

Throughout the year, significant efforts were devoted to the strategic positioning and visibility of our destination. Tourisme Odanak's growing influence was reflected in an increased and diversified media presence, notably through notable articles and features in Le Courrier Sud ("In Odanak, Tourism Becomes a Source of Pride and Development"), the Tourisme Centre-du-Québec blog ("Odanak: An Abenaki Treasure to Discover in Centre-du-Québec"), as well as on VacancesQuébec's platforms. Culinary and cultural initiatives were also highlighted, whether through the promotion of our traditions on National Indigenous Peoples' Day (the "I Eat Local" Challenge/Goûtez-y!) or in specialized publications such as Magazine Origin. Meanwhile, we continued to conduct ongoing strategic monitoring of best practices in Indigenous tourism, combined with sectoral advocacy efforts with our regional and national partners.

MENTORSHIP AND OPERATIONAL SUPPORT

We provided mentorship and guidance to intern Mélodie Roy as she developed an assessment and action plan for the organization. We also organized the launch of Tourisme Odanak, a gathering that brought together over 130 key partners from the tourism sector.

CULTURE AND EVENTS



MÉLANIE DESMARAIS

Cultural and Events Coordinator

SUMMARY OF ACTIVITIES FOR 2025–2026

LEARNING THE ABENAKI LANGUAGE

- **Classes offered in English:**
  - A 2-hour information session to introduce the current state of the language and its basic concepts
  - Three 2-hour classes offered to 5 participants in April 2026
- **Classes offered in French:**
  - Around 12 two-hour lessons per level per term
  - All Abenaki applicants were accepted

	LEVEL	NUMBER OF REGISTRATIONS	TEACHER
FALL TERM	Advanced	15	Philippe Charland
	Intermediate	11	Pascale O'Bomsawin
	Beginner	12	Pascale O'Bomsawin
	Beginner	10	Mélanie O'Bomsawin
WINTER TERM	Advanced	15	Philippe Charland
	Intermediate	12	Pascale O'Bomsawin
	Beginner	10	Mélanie O'Bomsawin

RESEARCH AND PARTNERSHIPS

- University of Sherbrooke
- Bishop's University
- Champlain College
- Kiuna College

LANGUAGE CAMP FOR TEACHERS

- First edition of the camp held in May 2025
- Preparations are underway for the second edition, to be held in April 2026

DOCUMENTATION AND LEARNING TOOLS

- Archiving and transcription
- Development of educational materials
- Enhancement of the Abenakis App
- Addition of translation buttons to the Council's and W8banaki's websites

REPRESENTATION AND IDENTIFICATION OF THE ABENAKI LANGUAGE OFFICE

- Creation of the Office's visual identity.
- Representation of the language on community committees, at regional events, within the Regional Ancestral Languages Committee, and on various research committees.

ADMINISTRATION

- Responding to requests for translations into Abenaki
- Hiring a resource person
- Preparing grant applications
- Preparing accountability reports

EVENTS, CULTURAL WORKSHOPS, AND COMMEMORATIONS

- Vigil
- Cultural exchanges
- Book fair
- Carnival
- Support for Abenaki women representing Quebec Native Women
- Ash basket-making workshops led by Charlotte Gauthier-Nolett (16 four-hour workshops for 12 participants)
- Odanak Pow Wow
- Collaboration on the Maurault School mural
- Collaboration on the design of the youth space
- Collaboration with the tourism sector
- Preparing grant applications
- Preparing accountability reports
- Establishing external partnerships

INCOME SECURITY



ANN LANDRY

Socio-Economic
and Education Officer

ACTIVITIES

- National Forum on Income Assistance (Income Security Program reform);
- Annual meeting of Income Security Program staff and managers;
- Joint meetings (FNHRDCQ and FNQLHSSC) with Income Security Program staff and managers;
- Knowledge-sharing sessions on pre-employability in collaboration with the FNQLHSSC;
- Two knowledge-sharing sessions on best practices among communities participating in the First Nations Framework Policy;
- Preparation and mailing of T5007 forms and Form 5 to recipients for their 2025 tax returns;
- Preparation of new financial projects (2025–2026) in the SSAMTA system;
- Preparation and submission of Income Security Program reports to Indigenous Services Canada (ISC) in accordance with the requirements of the funding agreement;
- Drafting of an administrative procedure for the use of our SSAMTA system;
- Preparation the 2025–2026 budget in collaboration with the Director of Finance;
- Quarterly budget monitoring;
- Periodically updating beneficiaries that the special inflation allowance and Metro gift cards will continue thanks to additional funding provided by ISC;
- Implementation of the administrative procedures of the income security framework policy and incorporate updates and amendments as required;
- Review of last-resort assistance applications and informing new beneficiaries of their eligibility as well as their rights and obligations under the income security program;
- Provide professional services to program recipients, taking their individual needs into account;
- Conduct annual reassessments to update recipient files;
- Establish effective relationships with regional and provincial agencies involved in income security, particularly regarding transfers to the province.

TRAINING, WORKSHOPS AND WEBINARS

- Training sessions on the Financial Administration Act (FAA) and related policies;
- Training sessions and exercises on emergency response measures conducted by PMU;
- Training on artificial intelligence;
- Training on *Better Communication for Better Collaboration*;
- Workshop on *Cybersecurity and Multi-Factor Authentication*;
- Workshop on *Sharing Best Practices at Annual Meetings*;
- Webinar on *Better Understanding for Better Support*;
- Webinar on *Self-Compassion: A Clinical Tool.*

INCOME SECURITY

BUDGET ITEM—LAST-RESORT ASSISTANCE

During the 2025–2026 fiscal year, the income security division provided financial assistance to 15 families and their dependents.

The income security division paid out nearly $203,244.00 to recipients of the income security program. According to the statistics, we obtained the following results:

BENEFITS PAID UNDER THE LAST-RESORT ASSISTANCE PROGRAM	2025-2026
Basic allowance	$140,450.00
Supplementary allowance[1]	$1,550.00
Limitation allowance[2]	$38,589.00
Special allowance[3]	$250.00
Exceptional Measures[4]	$22,405.00
Total for the 2025–2026 fiscal year	**$203,244.00**

ADDITIONAL INFORMATION ON BUDGET LINE ITEMS

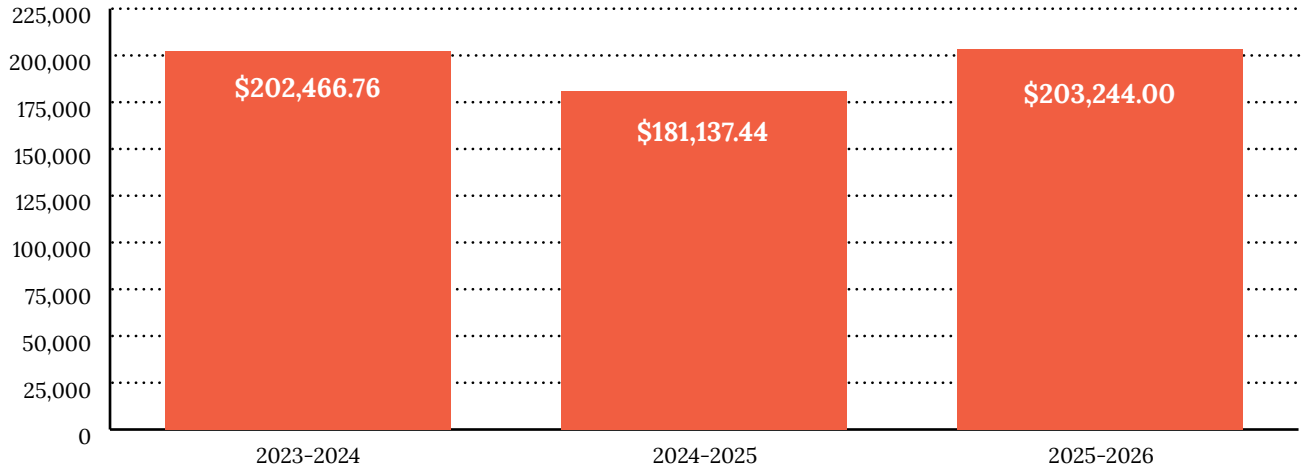
Note 1: Supplementary allowance for a single person capable of working (without limitations).

Note 2: Limitation allowances are paid to individuals with a physical or mental disability, or due to pregnancy, age (58 and older), or for children under 5 years of age.

Note 3: Special allowances are paid to individuals with special needs in the following situations: illness, pregnancy, death of a family member, etc.

Note 4: Special Inflation Allowance (temporary) is paid to income assistance recipients and their families to offset the rising cost of living.

LAST-RESORT ASSISTANCE BENEFITS—EXPENSE STATISTICS FOR THE LAST 3 YEARS



ASSISTANCE BREAKDOWN FOR THE 2025–2026 FISCAL YEAR

BREAKDOWN OF PEOPLE	NUMBER OF PEOPLE
Men	8
Women	7
Single persons	13
Single persons with no dependents	1
Couples with no dependents	1
Couples with dependents	0
Participants in case management (employment assistance program)	0
Total	**15**
Average age	**46 years old**



EMPLOYMENT, TRAINING, AND DEPARTURE OF BENEFICIARIES

EMPLOYMENT, TRAINING, AND DEPARTURE	NUMBER OF PEOPLE
Education (adult, DVS, postsecondary)	0
Labor market	0
Employment assistance program	1
Moved outside the community/Eligible for Old Age Security (age 65)/Death	2
Total	**3**

EDUCATION



NATHALIE CARDIN

Education officer
Indian Register
Administrator

EDUCATION SECTOR MISSION

- To promote, within the limits of available budgets and established rules, an increase in the level of education among members of the Odanak community.
- Ensure that students in the Odanak community receive the educational services to which they are entitled, while implementing measures that promote academic success and prevent school dropout.
- Support the financing of education for students who are pursuing their studies on a continuous basis.

EDUCATION

A) ELEMENTARY SCHOOL LEVEL

NUMBER OF STUDENTS	
Total	35

B) HIGH SCHOOL LEVEL ON RESERVE

NUMBER OF STUDENTS	In public schools	14
	In private schools	5
	Total	19
	Graduates	2



EDUCATION

C) COLLEGE LEVEL (PROGRAM COORDINATOR, ANN LANDRY)

SUMMER 2025 TERM		FALL 2025 TERM		WINTER 2026 TERM	
Students	5	Students	49	Students	44
Students on Reserve	0	Students on Reserve	7	Students on Reserve	9
Students off Reserve	5	Students off Reserve	42	Students off Reserve	35
Graduates	3	Graduates	1	Graduates	4
Withdrew/Failed	0	Withdrew/Failed	9	Withdrew/Failed	2

COLLEGE-LEVEL DEGREE PROGRAMS:

- DEC BAC en Arts visuels / Arts, lettres et communication
- *Massage Therapy (Accelerated) Program Advanced Diploma Three-Year*
- Sciences humaines – Gestion
- Sciences humaines – Profil individu
- Sciences humaines – Psychologie et comportement humains
- Techniques en gestion du travail administratif
- Techniques en hygiène dentaire
- Techniques informatiques - Développement d'applications

D) UNIVERSITY LEVEL

SUMMER 2025 TERM		FALL 2025 TERM		WINTER 2026 TERM	
Students	31	Students	85	Students	80
Students on Reserve	2	Students on Reserve	6	Students on Reserve	4
Students off Reserve	29	Students off Reserve	79	Students off Reserve	76
Graduates	2	Graduates	1	Graduates	13
Withdrew/Failed	2	Withdrew/Failed	3	Withdrew/Failed	2

E) SPENDINGS FOR BOTH LEVELS:

SPENDINGS	
Tuition	$682,238.11
School Books	$157,930.86
Living Allowances	$1,181,305.75
Total Spending	**$2,021,474.72**

UNIVERSITY-LEVEL DEGREE PROGRAMS:

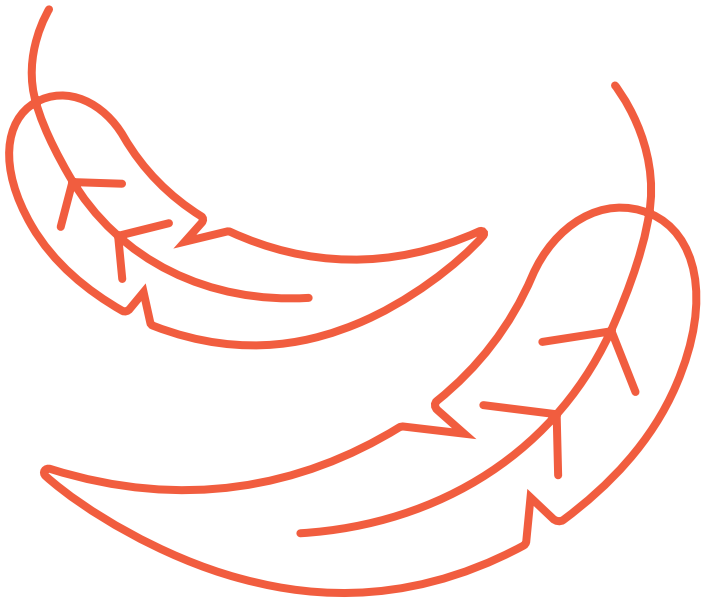
- Foundation in Indigeneous learning
- Certificat en science de l'environnement
- Baccalauréat en génie de la construction
- Baccalauréat en animation 3D et design numérique
- Baccalauréat en sciences infirmières
- Baccalauréat en psychologie
- Double baccalauréat en éducation et en travail social
- Baccalauréat en administration
- Baccalauréat en commerce
- Baccalauréat en kinésiologie
- Maîtrise en psychoéducation (2 graduates)
- Honours bachelor of craft and design

EDUCATION RELATED ACTIVITIES

- Verification and tracking of student records for elementary and secondary students both on and off reserve, as well as at the university level. Verification and tracking of records at the college level were carried out by the staff member responsible for that level;
- Updates to bank deposit information at the start of the school year to provide financial assistance to parents of elementary and secondary school students both on and off reserve (preparing letters, adding new students and removing graduates, updating addresses, changing grade levels, tracking the receipt of proof of attendance, and preparing bank deposits). In total, 196 families were eligible for this financial assistance;
- Numerous exchanges between parents, students, and educational institutions;
- Receipt of various correspondence related to education (ISC, organizations, institutions offering special programs, etc.);
- Preparation of proposals and reports for FNEC programs;
- Signing of an agreement with the FNEC;
- Approval of various expenses for FNEC programs;
- Participation in FNEC meetings; Updating all documents used for education and ensuring they are also available online;
- Preparation, receipt, and payment of invoices to elementary, secondary, university, and college institutions;
- Collaboration with various organizations to organize activities and to monitor and ensure adherence to budgets;
- Preparation of various documents for elementary school transportation (forms and tickets for parents) as well as a list of children and their streets for the driver's route;
- Updating the report on the student roster and the postsecondary list for ISC;
- Adding educational activities or programs deemed interesting for young people to our website;
- Providing support to and collaborating with the college-level coordinator and training the assistant to the program coordinators;
- Collaborating with the digital agency Asban to create a platform for postsecondary students;
- Collaborating with the SSAMTA program developer to improve file management.

ACTIVITIES HELD IN COLLABORATION WITH THE EDUCATION SECTOR

1. One-on-one homework help (17 students received this assistance);
2. Summer jobs for students (3 students);
3. Purchase of supplies for various cultural, educational, and science and technology activities;
4. Field trip to the Quebec City Aquarium;
5. Participation in inter-school games;
6. Fees for the cultural coordinator.



REGISTRAR

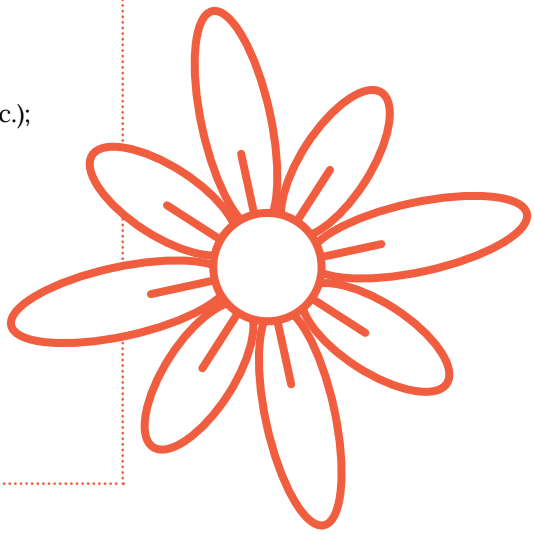


LIST OF ODANAK ABENAKI COMMUNITY MEMBERS AS OF JULY 2026

			OFF RESERVE	
		ODANAK	UNITED STATES	CANADA
MEMBERS	Status	328	503 (out of this number, 55 members have passed away but have not been reported to ISC because death certificates have still not been submitted), therefore total of 448	2,459 (out of this number, 160 members have passed away but have not been reported to ISC because death certificates have still not been submitted), therefore total of 2,299
	Citizenship Code	58	173	474
	Status (other Nations)	7	-	-
	Non-indigenous	160	-	-
	Total	**553**	**459**	**2,294**
	Total number of status members who are not deceased on and off reserve	**3,075**		
	Total number of members under the Citizenship Code on and off reserve	**705**		
	Grand total	**3,780**		

ACTIVITIES

- Preparation of the monthly report on events submitted to ISC (births, additions to the band roll, deaths, moves, marriages, etc.);
- Updates to the band and resident lists;
- Receipt and review of applications for citizenship, and preparation and mailing of approval letters;
- Assistance in completing various ISC forms and sending the forms to applicants;
- Response to various questions from registered members and those wishing to apply;
- Genealogical research to inform people about their eligibility;
- Training for assistants to the officers.



HOUSING



CLAUDE PANADIS
Property management Officer

HOUSING

Through our housing policy, officially recognized members of the Odanak community can take advantage of existing programs to help them build, renovate, and purchase housing. Funding for the housing component comes in large part from Indigenous Services Canada (ISC), the Aboriginal Savings Corporation of Canada (ASCC), the Desjardins Group, BMO, RBC, and the Canada Mortgage and Housing Corporation (CMHC).

RRAP

Following a decision by CMHC, the budgets allocated to communities are now awarded in a two (2)-year cycle. Although there is no budget allocated for the 2025–2026 fiscal year, we have nonetheless received five (5) applications from members for the RRAP program.

MINOR REPAIRS

Ten (10) requests for minor repairs were approved for various projects, bringing the total amount awarded to community members through grants to $26,292.08.

HOME CONSTRUCTION, RENOVATION, AND PURCHASE

Two (2) ministerial guarantees were processed, including one (1) for the purchase of existing homes and one (1) application for refinancing various home renovations.

ETSC



CÉLINE L. O'BOMSAWIN

Employment and Training Service Center (ETSC) Agent

The Employment and Training Service Center (ETSC) program includes support and guidance services, training, professional development, and job placement services. Here is a brief description of these measures: :

SUPPORT AND GUIDANCE MEASURES ("A" MEASURES)

- Gather relevant information about the job market and the educational system in order to identify services and resources conducive to entering the workforce (resource centers, job centers, the Internet, job postings, educational and career information, etc.).
- Provide professional resources that can help clients develop strategies for entering the workforce.

PROFESSIONAL TRAINING AND DEVELOPMENT MEASURES ("B" MEASURES)

- Help individual clients acquire professional skills required for a specific occupation.
- Help a client earn a high school diploma to secure a better job or help them enter the workforce.

EMPLOYMENT INTEGRATION MEASURES ("C" MEASURES)

- Job creation initiatives provide incentives to employers to help clients re-enter the workforce and gain work experience.
- Self-employment assistance provides members who want to start their own business with financial support during the business's first few years of operation.

THESE MEASURES ARE BASED ON ODANAK'S ETSC POLICY AND AVAILABLE FUNDS.

Our target demographic consists of First Nations people living in Quebec—both in and out of communities—who do not receive an education allowance or who are not participating in an employment program through social assistance. The ETSC's primary role is to provide training and job creation services that promote short- or medium-term integration into the labor market both within and outside communities in Quebec; and to enable individual clients to acquire the professional skills required for a specific job. The program also enables clients to improve their skills in order to secure a job or change career paths, complete their high school education to pursue postsecondary training, or re-enter the labor market.

ETSC

Over the past year, we have provided financial assistance to clients seeking to access adult education or pursue vocational training. We have also offered incentives to employers to help clients re-enter the labor market, with the goal of enabling these clients to gain sufficient work experience to secure higher-paying jobs. Here are the details of these measures.

		SUPPORT	IN PROGRESS	COMPLETED	ABANDONED
MESURES	Vocational Training	10	7	2	1
	Adult Education	8	4	3	1
	Summer Jobs for Students	10	-	10	0
	Support for Self-Employment	1	1	-	0
	Job Creation	33	6	23	4

(Financial assistance provided to 62 members)

ACTIVITIES OVER THE PAST YEAR:

- Participated in regional meetings as well as joint meetings of the First Nations Human Resources Development Commission of Quebec (FNHRDCQ) and the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC).
- Attended monthly communication meetings with the FNHRDCQ.
- Attended pre-employability knowledge-sharing sessions in collaboration with the FNQLHSSC.
- Prepared new financial projects in the SSAMTA system.
- Assisted members with the renewal of employment insurance benefits.
- Prepared monthly payments and allowances in accordance with our policy.
- Provided follow-up support for students in vocational training.
- Worked closely with adult education instructors to monitor our students' progress.
- Prepared and monitored the budget.
- Participated in various training sessions offered by the Abenaki Council of Odanak as part of the new grant agreement:
  - Training on the Financial Administration Act (FAA) and related policies;
  - Training on emergency measures by EMP;
  - Drills on emergency measures;
  - Work environment, courtesy, and respect: a matter of organizational culture;
  - Training on artificial intelligence.
- Participated in training sessions and workshops led by the FNHRDCQ:
  - Career counselling techniques to encourage engagement in career counselling;
  - Helping clients write effective resumes;
  - Training on the Employment Insurance Benefits Information System (EIBIS);
  - How to access the EBSM platform.
- Participated in the Akima Symposium in collaboration with the FNHRDCQ.
- Prepared and sent T4A and Relevé 1 forms to students for their 2025 tax returns.

ABENAKI POLICE FORCE

ABENAKI POLICE FORCE



ÉRIC CLOUTIER

Director of the Abenaki Police Force

As Director of the Abenaki Police Force APF, I am pleased to present our **2025–2026** annual report. This past year was filled with both significant achievements and ongoing challenges, reflecting our organization's unwavering commitment to the safety and well-being of the Abenaki community.

Throughout 2025–2026, our teams worked tirelessly to ensure the community's safety, often in new, complex, and demanding circumstances. I would like to highlight the remarkable work carried out daily by all our staff, particularly in an ever-changing operational environment that requires adaptability, rigor, and professionalism.

This APF activity report provides a concrete overview of all the actions carried out over the past year. Key developments include securing a supplemental budget—in addition to the existing agreement—to expand the police station. This project has grown from an initial investment of **$1.5 million to $4.5 million**, thereby allowing for the addition of functional facilities and ensuring compliance with all safety standards applicable to police infrastructure.

Furthermore, the increase in staffing levels—from **8 to 18 police officers**—required significant organizational efforts. Throughout the year, vacant positions were filled, and an internal restructuring was carried out, which included creating new key positions. Although this transition posed an additional challenge to our organization, it will undoubtedly help increase our operational efficiency and our ability to adequately meet the community's needs.

This stabilization of staffing levels was coupled with a notable improvement in working conditions and compensation for police officers. After several years of underfunding, the APF is now able to offer compensation comparable to that of other police forces in Quebec. This progress is a key factor in making our organization more attractive and could encourage more young Abenaki to consider a career in our police force.

The first year of the mental health and homelessness program, dedicated to research and needs assessment, is coming to a close. The project will now enter its **second phase**, focused on establishing an operational structure capable of providing concrete responses to situations at the crossroads between police services and the healthcare system. This structure will be tasked with facilitating referrals to appropriate resources, ensuring adequate support, and conducting the necessary follow-ups to improve the situation of those affected.

Finally, I want to again express my gratitude to all employees—both police officers and civilian staff—for their dedication and constant commitment to protecting lives and property, particularly during a year in which the police department was under significant strain.

Maintaining a safe living environment remains, and will continue to be, our top priority.

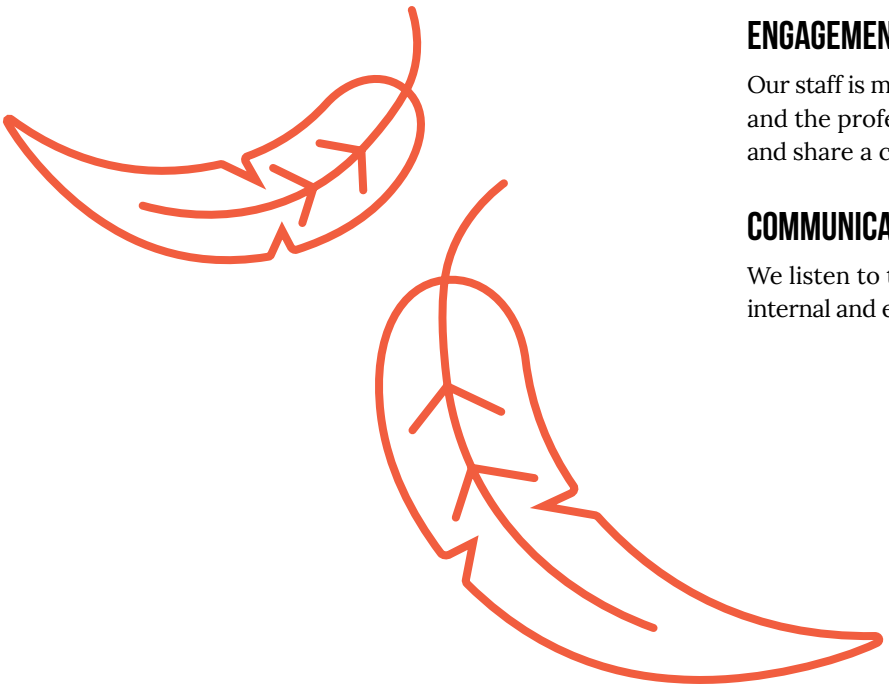
OUR MISSION

The APF's mission is to protect the lives and property of citizens, uphold peace and public safety, prevent and suppress crime, and enforce laws and regulations.

In partnership with institutions, social and economic organizations, community groups, and the citizens of Odanak and Wôlinak, the APF is committed to promoting the quality of life in Abenaki communities by helping to reduce crime, improving road safety, fostering a sense of security, and developing a peaceful and safe living environment, while respecting the rights and freedoms guaranteed by the Canadian and Quebec charters.

OUR VISION

Our vision is to be a team dedicated to serving our community, recognized for the professionalism of our work, the depth of our expertise, and the excellence of our practices.



OUR VALUES

The APF upholds the values of the Odanak and Wôlinak communities: responsibility, courage, and respect. The following values also guide us in fulfilling our mission and vision:

SERVICE

The safety of our citizens is our top priority. We are convinced that it is through the quality of our daily actions and our commitment to them that we uphold our priority of providing them with a safe living environment.

ETHIC

Every police officer must set an example when it comes to obeying the law. Officers must enforce the law while exercising sound judgment in the use of their discretionary powers. Integrity, respect, and accountability define our conduct, and these qualities are essential to maintaining the public's trust in us.

PARTNERSHIP

Our professional relationships with our partners are based on shared goals and interests, as well as coordinated initiatives.

ENGAGEMENT

Our staff is motivated by a sense of belonging to the organization and the profession; they identify with the department's goals and share a commitment to the well-being of the community.

COMMUNICATION

We listen to the people we serve and communicate with our internal and external clients in a dynamic and proactive manner.

ABENAKI POLICE FORCE

ROAD SAFETY

Improving quality of life, saving lives, and promoting better sharing of the road network among motorists, pedestrians, and cyclists—this sums up the commitment that has driven APF officers throughout the year.

With 414 citations issued and more than 15 checkpoints targeting drunk driving, the APF has truly taken its responsibilities seriously when it comes to road safety, ensuring that everyone is safer on our roads.

CRIME STATISTICS

For the 2025–2026 fiscal year, in addition to issuing citations, the APF handled 609 cases of various kinds. Of these 609 cases, 173 were related to criminal offences committed in our jurisdictions, representing a 23% increase in police interventions but an 8% decrease in criminal offences.

Breakdown by community:

Odanak: 94 criminal incidents (8% decrease)

Wôlinak: 99 criminal incidents (41% increase)

Here is the list of cases we have handled:

CRIMINAL CASES:

- 30 assaults
- 28 impaired by alcohol or refusal
- 15 theft of all kinds (bike, care, identity)
- breaches of release conditions (breach of conditions, probation, bail)
- 12 criminal harassment incidents
- 12 uttering threats
- 10 frauds
- 9 police pursuits
- 9 other Criminal Code offences
- 7 mischief under $5,000
- 7 mischief over $5,000
- 7 break and enters
- 4 drug possession or trafficking offences
- 4 sexual offences
- 3 driving while prohibited
- 3 public officer nuisances
- 2 nighttime trespassing incidents
- 2 offences under tax or tobacco laws
- 2 harassing phone calls
- 2 other offences (federal laws)
- 1 firearms-related offence
- 1 intimidation
- 1 extortion
- 1 public mischief
- 1 possession of stolen property under $5,000

NON-CRIMINAL CASES:

- 180 other assistance (bailiff, ambulance, other police services, fire department)
- 78 assistance calls to the Sûreté du Québec
- 40 road accidents
- 31 information received from the public
- 30 public order services
- 26 alarms
- 25 mental health-related incidents
- 18 civil matters
- 13 animal-related calls
- 12 family disputes
- 10 ambulance transports
- 9 assistance calls to the fire department
- 9 vehicles towed / impounded
- 9 arrest warrants executed
- 7 recovered goods
- 7 non-criminal fires
- 6 noise complaints
- 4 deaths
- 4 missing persons found
- 4 files related to the safety of compromised development
- 1 request for firearm destruction
- 1 request for a peace bond (810)

PREVENTION

Throughout the year, several prevention activities were carried out by the APF, including:

- **June 14, 2025**: Bicycle engraving event to identify bicycles in the event of theft;
- **September 2025**: Prevention workshop for the CPE (ages 4–5) on how to recognize an emergency situation requiring a 911 call. The workshops were offered at the CPEs in our communities;
- **November 3, 2025**: Fraud prevention – roadblocks in Odanak and Wôlinak in partnership with the Sûreté du Québec (several hundred brochures distributed);
- **November 26, 2025**: National coordinated initiative against intimate partner violence. Our police officers distributed white ribbons at the community dinner;
- **Student meeting**: Discussions with students in police technology and special education programs in Trois-Rivières about the realities of Indigenous communities and regional differences;
- **École Maurault meeting**: At the request of École Maurault in Pierreville and in partnership with the Sûreté du Québec, kindergarten students met with SQ and APF police officers to learn more about the policing profession;
- **Participation in Community Day**: Police presence – Awassos Contest (distribution of brochures and a workshop featuring simulation goggles that replicate the effects of alcohol and drugs);
- **Facebook publications**: Raising public awareness on various topics;
- **Roadblocks**: Collaboration with the SQ to set up roadblocks aimed at preventing fraud;
- **Article in the Pilaskw newspaper**: Articles covering various topics in Odanak's Pilaskw newspaper.

CONCLUSION

In conclusion, the 2025–2026 year represented a significant milestone in the development of the Abenaki Police Department. The efforts undertaken to strengthen our organizational structure, improve our facilities, stabilize our workforce, and develop initiatives tailored to the realities of the community demonstrate a strong commitment to building a solid, modern police service that is responsive to the needs of the population.

These achievements were made possible through the continued dedication of our employees, as well as the support and collaboration of the Band Council and the community as a whole. They allow us to look to the future with confidence while remaining mindful of the responsibilities entrusted to us.

The Abenaki Police Department will continue to carry out its work with diligence, transparency, and respect, with the goal of maintaining a safe living environment and contributing to the collective well-being of the community. The safety of our community will remain, today and tomorrow, at the heart of everything we do.



HEALTH CENTER



HEALTH CENTER



JULIE DURAND

Director of Odanak Health Center

In September 2025, the Odanak Health Center (CSO) underwent a significant organizational change. Mr. Jean Vollant, who had served as director since September 2018, was offered a new position by the Odanak Abenaki Council. We wish to extend our deepest gratitude to him for his contribution to the development and growth of the organization. To ensure continuity, the leadership position has been filled by Julie Durand, who has been the CSO's assistant director since March 2024. Justine M'Sadoques-Plourde was appointed assistant director in December 2025 and fully assumed her duties last March, simultaneously stepping down from her role as Jordan's Principle coordinator, a position she had held since September 2023.

Our management team shares a common vision and prioritizes teamwork, cross-departmental collaboration, and circular management. We are always open to new projects, and we tackle challenges with enthusiasm, leveraging our combined strengths to further the CSO's growth.

One important milestone to highlight is the Health Center's certification by Accreditation Canada. Following the evaluators' visit in May 2025, we officially received "Accredited with Distinction" status in December 2025—a level that few organizations have achieved, and something we are very proud of. This remarkable team effort has supported the implementation of the required organizational practices, and we are continuing our efforts to maintain this level of excellence in the care and services we provide to the community.

In the spirit of community collaboration, the management team participates in numerous regional and community roundtables: the Regional Intersectoral Roundtable on Healthy Lifestyles, NoYau, the CAB-LSP Board of Directors, the Wapan Rehabilitation Center Board of Directors, the Bas-Saint-François Roundtable, and Concertation Odanak, in addition to collaborating closely with W8banaki's N8wkika social services, Le Lien de la famille, the Lac-St-Pierre Volunteer Center, the Aw8ssisak Daycare Center, the Bas-Saint-François Youth Center, and the Pierreville Family Health Center.

With a background in education, the management team values empowerment and independence-building. We aim to provide a safety net for community members while fostering individual self-determination, offering care and services that meet the needs of individuals without taking away from their natural abilities, the strength of families, or the power of the community.

HIRING AND PERSONNEL CHANGES

In March 2025, the CSO applied to the Indigenous Equity Fund; the approved project made it possible to hire several healthcare professionals throughout the year.

- **Healthy Lifestyles and Food Security**: Ozalée (occupational therapist, May 2025), Stéphanie (kinesiologist, working with adults and seniors), and Élise (nutritionist) have joined the team.
- **Health Care**: Integration of the Independent Living Support Team (led by Nadia) into the CSO as of March 30, 2026; service agreement with Stéphane Durand, chiropractic doctor, since March 2025.
- **Psychosocial Services**: Collaboration with Dr. Samuel Blain and mental health nurse Mariette for referrals to secondary and tertiary care services; hiring of Caroll-Ann as a human relations officer (April 2025) and Sandra, a social worker, following Stacey's temporary leave. Anik's departure in 2025 and Valérie's maternity leave (scheduled to return in the fall of 2026).
- **Early childhood, recreation, and community life**: Hiring of Maélie as a PAPPN program coordinator; appointment of Angélie as recreation coordinator (day camp and swimming pool), supported by Virginie, recreation technician; hiring of Isabelle for street outreach, in collaboration with N8wkika (SEFPN), since March 2026.
- **Administration, User Services, and Coordination**: creation of two new positions; Lyne, SSNA manager, and Sandrine, MT manager; Andréanne has taken on the role of Accreditation Canada manager in addition to her duties as a medical archivist; Stéphanie was hired as a remedial educator (new position) to support Abenaki students in schools across the region; Genève was appointed Jordan's Principle Coordinator in March 2026.

AGREEMENTS CURRENTLY UNDER NEGOTIATION

- Negotiations with the Pierreville FMG regarding the provision of services by a specialized nurse practitioner (SNP).
- Review of the procedure and drafting of an agreement with the CIUSSS-MCQ for midwifery services.
- Upcoming agreement with the N8wkika Jordan's Principle sector for neuropsychological evaluations, and a new privacy agreement between the two organizations regarding information sharing.

UPCOMING PROJECTS

- Major renovation of Odanak's outdoor sports facilities (new DEK hockey/basketball surface, volleyball and soccer fields, agility course, and a potential roof).
- Relocation of the FNHS office, attached to the new daycare center.
- CIBS meetings for budget planning and to prevent pitfalls associated with windfall gains.
- Collaboration with the CPDA regarding fraud prevention among seniors, and implementation of the Silver Alert for users with cognitive impairments.
- Submission and implementation of the Community Health and Wellness Plan (CHWP), with alignment of biannual reports and annual planning.
- Project to renovate the CSO within the current building, following the government's refusal to approve a new health center.
- Resumption of library operations (since April 2026) under Angélie's direction, in collaboration with Ms. Marcelle O'Bomsawin. Continuation of the FEHNCY project (data collection on the general health status of children in the community), which has been ongoing since 2024.

HEALTH CENTER

DAPHNÉE COUTURE

Nursing Coordinator

HEALTH CARE

Extensive work has been carried out to ensure the quality and safety of the healthcare provided at the CSO, which has resulted in the CSO being awarded an Honorable Mention by Accreditation Canada. Weekly nursing meetings have been held since the fall of 2025 to standardize clinical practices and share updates on patient records.

Challenges: Occasional lack of access to nursing equipment from the CIUSSS MCQ and significant delays in finalizing formal agreements; eligibility criteria currently in place at the CSO need further clarification (work in progress).

Challenges overcome: Maintaining strong ties with the CIUSSS MCQ despite the delays and receiving an Honourable Mention from Accreditation Canada.

STATISTICS (NURSING)	2023-2024	2024-2025	2025-2026
Female	1,067	1,330	1,394
Male	791	800	1,041
Location: Center	1,055	1,249	1,630
Location: Home	519	508	409.5
Hours of Home Care (incl. remote)	478	455	331.25
Phone Consultations	333.5	365	401
PCNP Consultations	124	114	228
65 and older	328 + 546	362 + 539	364 + 532

MARIE-NOËL MAYRAND

Clinical Nurse

Sectors: IDI and Chronic Diseases

Highlights: Increase in the number of patients monitored for hypertension and diabetes using group prescriptions; increase in clinical consultations with the nutrition and psychosocial sectors; screening and health promotion activities, including the "3 Sisters Challenge" (54 participants), the Halloween snack event at the daycare center (~60 participants), and a health video that generated 1,200 views.

Challenges: Coordination with the psychosocial sector was sometimes difficult; continuity of care with the CIUSSS MCQ (routine care) was sometimes complicated by equipment and communication issues.

STATISTICS	VALUE
New Cases Detected	-
Check-ups (Diabetes)	80
Capillary Gluycose Tests Performed	59
HbA1C Screenings	76

GABRIELLE DOLAN

Clinical Nurse

Sector : Community Health

Highlights: Updates and development of new group prescription process granting nurses greater autonomy; flu vaccination clinic in the fall of 2025 (131 participants); first aid services at the 2026 Pow Wow (16 interventions); "Tobacco-Free Community" challenge with a 100% success rate for participants quitting smoking.

Challenge: Supply issues with specialized wound care materials, directly impacting continuity of care. The change in the pneumococcal vaccination protocol, which took effect the day before the campaign (November 3, 2025), required a rapid adjustment to practices.

STATISTICS	VALUE
Patients Treated with Group Prescriptions	34
Adults Vaccinated (outside of flu campaign)	44
Immunization Consultations	73
"Quit Smoking" Meetings	21
Fall 2025 Vaccination (total)	131 patients received 216 doses

ISABELLE DUPUIS

Clinical Nurse

Sectors: Maternal and Child Health

Highlights: Partnership agreement signed with the OLO Foundation, enabling the distribution of vouchers to all pregnant women in the community; very positive collaboration with midwives (6 out of 9 women received the service in 2025–2026); completion of the ABCdaire 18 months+ training, allowing the CSO to offer this screening. A gift basket for each newborn, crafted by community elders in collaboration with N8wkika, was distributed.

Challenge: The partnership agreement with the midwives is still pending signature (scheduled for 2026).

STATISTICS	VALUE
Births	-
Mothers with Breastfeeding Support	More than 5
Midwife Care	More than 5
Developmental Monitoring for Children Ages 0-5	22
Vaccines Provided to Children (2-24 mois)	29

MARCELLE HANNIS

Clinical Nurse

Sectors: Home Health Care and IPC Program

Activities: Fit-test refresher for 4 employees; National Seniors' Day at the Abenaki Museum (26 participants); training for staff on handwashing and wearing PPE; digital survey on hand hygiene habits (16 respondents); fun hand hygiene activities with children at the daycare center (approximately 15 children); deployment of the mobile unit three times in the community.

Challenges: Adjusting to having two social workers throughout the year and servicing an aging clientele with increased needs (the social worker's 14-hour-per-week schedule limits how much can be accomplished); nearly a month-long delay in receiving specimen collection supplies from the CIUSSS MCQ; an agreement regarding the cleaning of nursing scrubs has yet to be reached.

HEALTH CENTER

MARIE-PIER DESNOYERS
Dietetic Technician

STÉPHANIE PLANTE
Kinesiologist

CHRISTINA BÉLAND-RACINE
Massage Therapist

HEALTHY LIFESTYLES AND FOOD SECURITY

Throughout the year, the team offered a wide range of activities: interschool games (a 4-night stay at Laval University with 20 young people and 5 chaperones), girl's volleyball team, "Kabasak" hockey camp, Wigodi (a community retreat with 100 participants), the Three Sisters Challenge (60 participants), the N'MANAZAOZI program (22 registrations, 8 to 12 participants per workshop—a huge success for its first edition), the Mothers and Daughters on the Move program (including two hikes up Mount Ndakina and an active retreat for 15 participants), the fall prevention program for seniors, and the Pedibus/ breakfast program for youth.

The team also serves on numerous collaborative committees (healthy lifestyles, social club, community garden, Wigodi, OHS/EMT, KIUNA, community consultation, OLO, single file system, spring break, FNQLHSSC, sports facilities), and welcomed a second kinesiologist during the year, which allowed for a better distribution of tasks and reduced wait times for private consultations.

Challenges faced: Balancing a busy schedule of activities across multiple sectors and partners; the Défi Tolba event (Pow Wow funding) had to be canceled due to insufficient registrations, as the requested financial contribution may have deterred participation; limited access to facilities due to renovations and a busy schedule; chair massages for seniors were not offered this year.

Challenges overcome: The first edition of the N'MANAZAOZI program was a resounding success; hiring of a second kinesiologist; massage therapy hours were fully booked, an increase compared to 2024–2025.

STATISTICS (PRIVATE CONSULTATIONS)	NUMBER
Rehabilitation/ Musculoskeletal Injuries	More than 5
Optimizing Overall Health	14
Massage Therapy – Muscle Tension	15
Massage Therapy – Employees (Stress Relief + Relaxation)	13

ÉLISE PROVENCHER

Nutritionist

Having recently taken up the position, it was necessary to step in and manage patient care following the departure of the previous nutritionist, in a context marked by a significant increase in nutrition-related requests—attributable in particular to the rollout of the N'MANAZAOZI program, internal referrals from CSO staff, and service disruptions among local resources. A partnership agreement with the OLO Foundation has made it possible to enhance the prenatal and postnatal services offered.

Challenges: Recent arrival and difficulty in accurately identifying the specific needs of the population; a high volume of requests for individual follow-ups limiting the time available for prevention and health promotion; the absence of previously used tools, requiring them to be rebuilt; and often complex clinical cases (eating disorders, social vulnerability) requiring longer follow-ups.

STATISTICS (SEPT. 2025 – MARCH 31, 2026)	VALUE
New Applications (Monthly Average)	5.9/month
Cases Handled	29
Active Cases at the End of Fiscal Year	25 (30 counting April 2026)
Total Consultations	**101**
Total Interventions	**298**

FOOD SECURITY PROGRAM

Collective Kitchens

			TOTAL COST	AVERAGE COST
PERIOD	PARTICIPANTS	SERVINGS	GROCERY	SERVING
2025 (annual)	229	626	$5,424.52	$7.72
Jan. – March 2026	57	170	$1,813.68	$9.57

Meals-on-Wheels

	TOTAL COST	AVERAGE COST	
PERIOD	GROCERY	WEEK	SERVING
Sept. - Dec. 2025	$6,611.73	$413.23	$3.01
Jan. - May 2026	$7,800.96	$312.04	variable (see details)

HEALTH CENTER

YANNA GIRARD

Coordinator

Sector: Psychosocial Services

PSYCHOSOCIAL ISSUES AND ADDICTIONS

Highlights: N'MANAZAOZI Program (10 participants), homelessness awareness campaign focused on cold weather, lecture by former homeless individual (13 participants), mental health and substance abuse awareness posts on the CSO's social media channels.

Challenges: A marked increase in requests for needs assessments, placing significant pressure on services; a lack of internal human resources limiting the ability to provide sustained support, particularly for complex cases referred to GASMA (Adult Mental Health Access Center), which can lead to additional delays; an expansion of the coordinator's roles (clinical management, coordination, team support, administrative tasks) complicating prioritization.

Direction for the coming year: Deepen a person-centered approach that integrates physical, emotional, social, and spiritual dimensions, in line with Joyce's principles (active listening, respecting the user's pace, and recognizing their agency).

STATISTICS	VALUE
Intakes Completed	49
Case Discussions with the Coordinator	20
Survival Kits Distributed (homelessness)	11 out of 14 (79%)

ANDRÉ GILL

Human Relations Officer

Sector : Addiction

Work with clients struggling with addiction and mental health issues incorporates neuro-linguistic programming techniques combined with holistic approaches focused on cultural identity and experiences of uprooting, particularly among Indigenous clients.

Challenges: High rates of comorbidity between substance use disorders and mental health conditions, which complicate assessments; fluctuating motivation among clients to change; limitations of the CSO system when dealing with second-line clients who require more in-depth interventions.

STATISTICS	VALUE
Interventions - Men	109 (18 cancelations)
Interventions - Women	202 (25 cancelations)



SANDRA PEARSON

Social Worker

During the onboarding period (14 hours/week), work continued on the case files initiated by colleagues in the sector, while also learning about the Ofys platform, CSO policies, and criteria for accessing services. Two days of social on-call duty were held shortly after arrival, and multidisciplinary work on home support (HS) case files is ongoing.

Challenges: Balancing general psychosocial support with HS support, given their different natures; meeting record-keeping deadlines despite a limited amount of time; clarifying the social worker's authority and limitations regarding risk management (protective measures, placements).

CAROLL-ANN COURCHESNE

Human Relations Officer

Sector: Psychosocial
(Sept. 2025- March 2026)

Implementation of psychosocial interventions, along with a significant administrative support component, including the development of new partnerships (Service Canada, an accountant for tax updates), to provide access to resources that were previously unavailable in the region. Participation in the QRAC committees, the Single File initiative, and the Elders' Roundtable, as well as the organization of a cold-weather awareness day and a workshop on preventing fraud against seniors (in collaboration with the CPDA and FADOQ).

Challenges: Delays in the administrative and decision-making processes of external partners; a high proportion of administrative tasks and coordination efforts, which pose a constant challenge in maintaining a balance with direct intervention; limited availability of clinical supervision.

STATISTICS	VALUE
Psychosocial Interventions	28
Administrative Support Services	202
Cooperation with Partners	167
Assigned Cases (Psychosocial + Support + Courtesy)	48
Total Cases Closed	**36**

PAULE LEIBY ET ANDRÉANNE GOUIN

Medical Archivists

ADMINISTRATION AND USER SERVICES

A year marked by a reorganization of the Reception-Archives sector and by in-depth work on the CSO's regulatory framework: updating the ethical framework, supporting the Joyce's Principle, development and updating of policies and procedures (management and maintenance of the single patient record, confidentiality policy, policy on access to care and services, procedure for intake, assessment, and psychosocial referral, incident reporting and handling, suicide screening, fall prevention, and the emergency response manual), creation of tailored forms, as well as the development and monitoring of the Plan for Continuous Improvement of Quality and Safety (PCIQS). The team also collaborated with the nursing department to create and update 16 collective orders and advanced several collaboration agreements (GMF Pierreville, midwife, Info-social).

Challenges: The restructuring of the sector has limited our ability to ensure the protection and promotion of confidentiality, patient rights, and the right to access information; a dedicated resource for these activities could be considered.

STATISTICS – CASES ANALYZED (2025-2026)	NUMBER OF NOTES
Annual total: 528 cases analyzed	2,077 Notes

HEALTH CENTER

SANDRINE CARDIN

Medical Transport Manager (MT)

Highlights: Developed and drafted an internal MT policy to standardize practices, clarify eligibility criteria, and ensure equitable program implementation, in accordance with the MT/NIHB framework. Modified the MT vehicle by installing a transfer seat, improving accessibility for users with reduced mobility. Participated in the Assembly of First Nations (Vancouver, February 2026) and the regional meeting of MT managers (Montreal, March 2026).

Challenges: Limited availability of drivers (permanent and temporary) and external providers, requiring increased collaboration with the CAB and taxi companies; some complex eligibility situations requiring validation by management and/or ISC.

Note on statistics: With a new program manager, statistics are maintained in an updated format distinct from that of previous years and are updated daily in accordance with ISC requirements.

LYNE MAILHOT

NIHB Manager

Highlights: Personalized support for members regarding eligibility and access to NIHB services (including access to medications), a community outreach day to promote NIHB services, and participation in the implementation of emergency response measures (ERM). Demonstration of a firm commitment to respect and dignity for members participating in the program.

Challenges: NIHB applications are currently submitted exclusively by fax, which highlights the need to modernize communication tools; the variety of tasks (application management, research, committees, administration) requires rigorous time management; the implementation of the new comprehensive RAMQ application procedure required an adjustment period. Additional measures (simultaneous email distribution to three ESC directors, written confirmation of receipt) had to be implemented to ensure the proper tracking of applications despite the lack of software enabling automated tracking at ESC.

Planned Action: Distribution of an explanatory letter to active members regarding the requirement to opt out of the RAMQ public drug insurance plan when they already have full coverage under the NIHB.



JANICE CARDIN

Receptionist and Administrative Assistant

Highlights: Phase-in of the OMNIMED software to support medical appointments for the SNP; optimization of activity organization (delegation of registration management to the managers in charge); and improvement of communications management and Facebook posts.

Challenges: Simultaneously managing multiple tasks (Ofys files and Center activities) requiring better prioritization; learning new tools; organizing activities that are sometimes complicated by incomplete information.

TRAFFIC STATISTICS	2025 (ANNUAL)	JAN. - MARCH 2026
Phone Calls	4,734	1,408
In-Person Visits	3,770	1,132
Fax Received	—	160 (since Feb. 2026)
FILES OPENED	**2025 (ANNUAL)**	**JAN. - MARCH 2026**
Nursing	48	13
PCSNP/Doctor	15	More than 5
Psychosocial	More than 5	More than 5
NIHB	19	-
Jordan's Principle	12	11
Total	**116**	**53**

ANNIE LAPIERRE

Administrative Assistant & Hygiene and Sanitation Program Manager

Time divided between reception support (covering for absences) and archive support (preparing medical records for digitization), as well as overseeing the Kchaïak and Hygiene/Health programs, including monthly lunches for people aged 50 and older and various workshops (MAPAQ, handwashing at the daycare center, moose workshop, lice workshop, Kchaïak meat pies, and fish filleting in collaboration with the Ndakina wardens).

Challenges: Managing substitute shifts without formal training and quickly becoming familiar with tasks related to the archives department. No attendance statistics were available for this period; an attendance tracking system was implemented starting in April 2026 to document participation in activities.

HEALTH CENTER

ANGELIE LAFONTAINE

Recreation, Day Camp and Pool Coordinator

RECREATION AND COMMUNITY LIFE

A particularly busy year for community events: Truth and Reconciliation Day (~200 people), back-to-school celebration at Maurault School (~120–130 children), day camp (38 registrations), cultural café (7 sessions, ~30 people on average), community Christmas dinner (175 people), naming ceremony (43 people), community fair (~200 people), Ghost Island (48 people), illuminated trail, winter carnival, and winter solstice. Participation in numerous community consultation committees (NDTR, recreation, cultural café, Solstice, Carnival, Spring Break, Qidigo, AGJEA, Vélo Québec).

Challenges encountered in the activities: Insufficient involvement of the CSO in decisions related to the Back-to-School Festival despite the organization's financial contribution; lack of publicity and an overly long duration for the Truth and Reconciliation Day event (low evening attendance); need to provide more training for day camp facilitators.

CONCLUSION AND OUTLOOK

The 2025–2026 fiscal year was marked by significant organizational changes, such as the transition to new leadership, the expansion of several teams thanks to the Indigenous Equity Fund, and, above all, the award of an Honorable Mention from Accreditation Canada—a collective achievement that reflects the rigor and commitment of all sectors of the Odanak Health Center.

The departmental reports highlight recurring challenges across the organization: the pressure placed on often-limited human resources by the growing demand for services; delays in collaboration with certain external partners (CIUSSS MCQ, equipment procurement); and the need to modernize certain communication tools (faxing of NIHB applications). Conversely, several new partnership agreements (OLO Foundation, midwives, Service Canada) and the arrival of new professional staff are strengthening the CSO's capacity to meet the community's diverse needs.

The coming year promises to be pivotal, with the continuation of the Community Health and Wellness Plan (CHWP), the launch of the sports infrastructure project, and the consolidation of practices implemented following certification by Accreditation Canada accreditation. The management team extends its deepest gratitude to the entire staff for their dedication and commitment to the Odanak community over the past year.

ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT

MARC-ANTOINE DUCHESNE

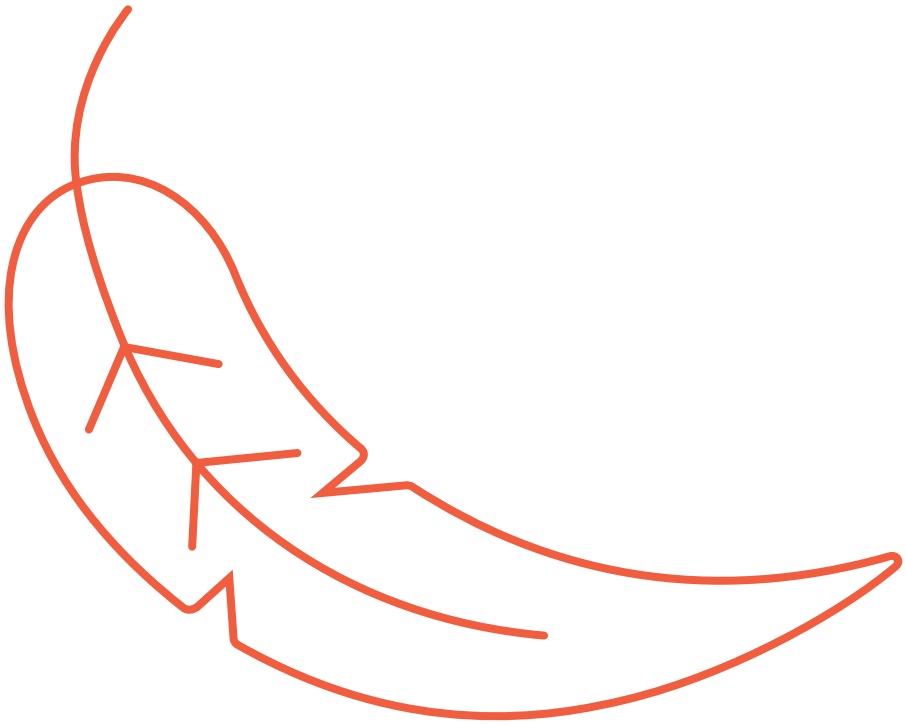
Economic
Development Director

INTRODUCTION

The 2025–2026 fiscal year was defined by significant initiatives aimed at strengthening the Odanak First Nation's participation in transformative projects yielding long-term economic benefits. In collaboration with several Indigenous, institutional, and private partners, the Abenaki Council of Odanak continued its commitment to foster sustainable economic growth based on community values and with future generations in mind.

Throughout the year, the Council participated in several collaborative initiatives aimed at increasing economic development opportunities. The main targeted areas for development are as follows:

- Renewable energy;
- Real estate;
- Industry and manufacturing;
- Infrastructure and regional development;
- Business development and partnerships.



PARTNERSHIPS AND COLLABORATIONS ESTABLISHED

Through W8banaki, the Abenaki Council of Odanak participated in several working meetings with Indigenous, government, municipal, and private partners. These efforts have helped foster new collaborations and strengthen relationships with various partners on projects of mutual interest.

The Council also remained involved in various collaborative and economic development initiatives and continued its partnership with the Wôlinak First Nation on several key projects.

The following are the main projects in which the Council is currently involved or has contributed to in recent years:

BROUGHTON WIND FARM PROJECT

- Wind farm with a capacity of up to 150 MW;
- 2.5% stake;
- Carried out in partnership with Pattern Energy (50%), the Appalaches and L'Érable RCMs (45%), and the Wôlinak Abenaki Council (2.5%);
- Project currently in the development phase;
- Scheduled to come online in 2029;
- Estimated to create 200 jobs during construction and 7 to 10 permanent jobs.

LOTBINIÈRE WIND FARM PROJECT

- Wind farm with a capacity of up to 108 MW;
- 2.5% stake;
- Developed in partnership with Innergex (50%), the Lotbinière RCM (45%), and the Wôlinak Abenaki Council (2.5%);
- Project currently in the development phase;
- Scheduled to come online in 2028;
- Estimated to create 200 jobs during construction and 5 to 7 permanent jobs.

GRANBY REAL ESTATE PROJECT

- A 374-unit housing development built in 3 phases;
- 35% stake;
- Carried out in partnership with the Iridium Group;
- Project currently under construction;
- Scheduled for completion in 2027–2029.

SHERBROOKE REAL ESTATE PROJECT

- A 190-unit housing development built in two phases;
- 50% ownership stake;
- Carried out in partnership with Groupe Chagall;
- Project currently under construction;
- Scheduled for completion in 2027–2028.

NICOLET REAL ESTATE PROJECT

- A 140-unit housing development built in 4 phases;
- 20% stake in phases 1 and 2;
- Carried out in partnership with Groupe Chagall (40%) and a group of investors (40%);
- Project currently under construction;
- Scheduled for completion in 2026–2027 (phases 1 and 2).

ECONOMIC DEVELOPMENT CORPORATION

In recent years, the Council has been involved in establishing new structures designed to support collective economic development. These initiatives aim to encourage the participation of the Odanak and Wôlinak First Nations in large-scale projects, develop shared expertise, and increase the economic benefits generated for the communities.

UPCOMING INVESTMENT AND DEVELOPMENT OPPORTUNITIES

SOLAR PROJECTS

The Abenaki Council of Odanak took part in the bidding process for seven (7) solar projects in response to Hydro-Québec's solar call for proposals launched in 2025. Six (6) of these projects call for a 10% stake by the Council, while one (1) project calls for a 50% stake. More specifically, these ownership percentages also include the shares held by the Wôlinak Abenaki Council. Results for the selected projects will be announced in the spring of 2027.

WIND FARM PROJECTS

During the 2026–2027 fiscal year, the Council will have the opportunity to bid for several wind power projects as part of Hydro-Québec's 2026 call for proposals. The projects will be submitted in 2027, and the selected bidders will be announced that same year.

OUTLOOK FOR 2026-2027

The Council will continue its efforts to identify and develop new investment opportunities and strategic partnerships that contribute to the diversification of our community's revenue streams.

The coming years will provide an opportunity to further review project opportunities in the renewable energy, infrastructure, and real estate sectors, while maintaining a conservative approach focused on creating sustainable benefits for the community.

ODANAK SHELTER



ÉMILIE GRANDMONT BÉRUBÉ

General Manager
of Odanak Shelter

Kwaï mziwi,

Last year, the Council referred to a shelter project that was in the works. As of March 31, 2026, this project had an executive director, an operational structure, and was in the process of recruiting staff. Things have moved forward over the past year, and the Odanak shelter plans to open its doors in the fall of 2026.

It will welcome women and children from all Indigenous Nations in Quebec who are seeking to escape violence. Our shelter can accommodate about 50 people at a time—about ten women and mostly children—for stays ranging from a few days to several months, tailored to each person's circumstances and needs.

Our mission can be summed up in three words: welcome, protect, support. Putting these into practice is a daily endeavor! From the moment someone steps inside, the shelter must be a safe, welcoming, and clinically sound environment. We will also support women after they leave through our outpatient services, as well as those who may not necessarily stay at the shelter but still need support. Over time, we dream of the shelter becoming a leading resource on intimate partner violence and on healing pathways tailored to Indigenous realities.

In an Indigenous context, intimate partner violence cannot be understood apart from colonial history. Culture, language, and healing are therefore integral parts of our care structure, just as much as safety.

The shelter is built on four values, and our goal is to live by them every day rather than simply displaying them:

- Grounding, to remain strong without becoming rigid;
- Courage, to acknowledge what is difficult;
- Cultural humility, because the women we support are the ones who decide whether they feel safe—not us;
- Trust, which is earned one promise at a time.

Two main tasks dominated these first few months. First, setting up the organizational structure, which is divided into three divisions: governance and administration; reception, safety, and community outreach; and clinical care and healing. The facilities will then be transformed to create a comfortable, welcoming atmosphere rather than an institutional one—a place where women and children can relax and feel safe.

Since then, the management team has been assembled: Mélissa Huot, Thérèse Nicholson, and Kim O'Bomsawin lead the three divisions. Recruitment of staff is ongoing, with clear priority given to First Nations candidates, and an intensive training program will bring the team together before the opening so that they are well equipped to face the challenges ahead.

The shelter cannot stand alone—and it has never had to. A circle already surrounds it: the Council that brought it into being, W8banaki, which has supported it from the very beginning, ISC and CMHC, which are funding it, and Odanak's partners—from the Health Center to the Abenaki Police Force. Each plays a part in protecting the house and those who will find refuge there.

Finally, a word about the Odanak community. This shelter was born within your community, and you will have a say in what it becomes. Specifically, you will be asked to vote on its official name in the Abenaki language. Caring for it also involves simple gestures, such as being discreet about the location. Odanak already knows how to protect what is fragile, and we trust them to do so.

This fall, we will open our doors, with a team that will proudly embody the strength, commitment, and generosity of the Abenaki people of Odanak.

DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE

ÉRIC THERRIEN

Director of Public Works and Infrastructure

The 2025–2026 fiscal year was a milestone in the evolution of the Abenaki Council of Odanak's Public Works and Infrastructure Department. This year, Eric Therrien assumed the role of director, and Kent O'Bomsawin was promoted to foreman of public works and infrastructure for Odanak.

These changes within the management team have ushered in a new phase of development focused on collaboration, continuous improvement, and operational optimization. During this first year, several initiatives were undertaken to review work methods, improve the organization of activities, optimize the use of human, material, and financial resources, and strengthen the department's capacity to effectively meet the community's needs.

In addition to daily operations, the department continued to maintain community infrastructure and modernize its facilities and equipment, while supporting the completion of several major projects for the Abenaki Council of Odanak. These achievements reflect the commitment and professionalism of all employees.

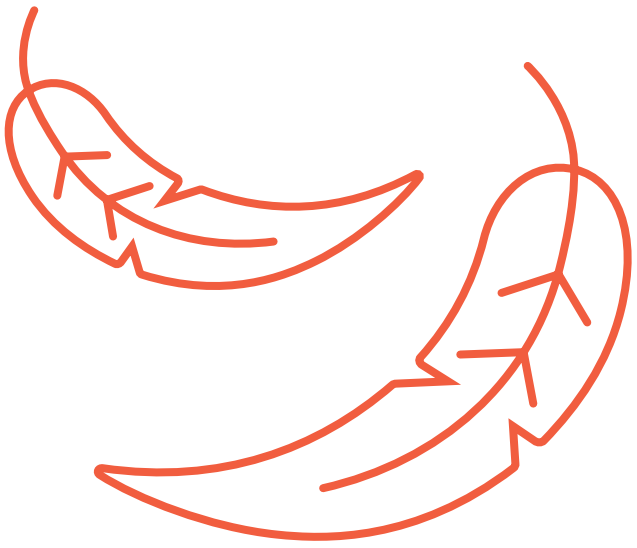
This annual report provides an overview of the main achievements of the 2025–2026 fiscal year, the challenges encountered during the year, and the objectives that will guide the Department's actions for the coming year.

SCOPE OF THE SERVICE

The Public Works and Infrastructure Department is responsible for the upkeep, maintenance, and development of community infrastructure. In particular, it oversees the maintenance of 11.5 km of streets, community parking lots, buildings, green spaces, the vehicle fleet, and equipment, in addition to providing snow removal services, emergency response, and support to the Council's various departments.

ANNUAL BUDGET

The department's operating budget totaled $1,001,865. Additionally, there were set costs associated with the operation of the community's facilities, such as staff salaries, electricity, heating, insurance, and other unavoidable expenses, totalling $679,697. The department's total financial resources thus amounted to $1,681,562. Fixed expenses accounted for 40.4% of total financial resources, while 59.6% was allocated to operations, maintenance, repairs, and improvement projects.



DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE

HIGHLIGHTS OF THE YEAR

- Renovation of the public works garage;
- Construction of a new break room and meeting room;
- Purchase of an ice roller and a hammer-type brush cutter;
- Improvements to accessibility in several community buildings;
- Continued maintenance of infrastructure and equipment.

HEALTH AND SAFETY

Employee health and safety remained a priority. Several pieces of equipment were modified to improve operational safety.

EMERGENCY MEASURES

The department was responsible for securing the site, setting up signage, coordinating operations, providing support to contractors, and carrying out clearing work when necessary.

CHALLENGES ENCOUNTERED

The main challenge this year was a shortage of staff. Despite this, operations continued as usual, and two new employees were hired to strengthen the team.

OBJECTIVES FOR 2026–2027

Strengthen the team, continue the reorganization of the garage, implement a preventive maintenance program, support the numerous major infrastructure projects planned for 2026–2027, and continuously improve the services provided to the community.

CONCLUSION

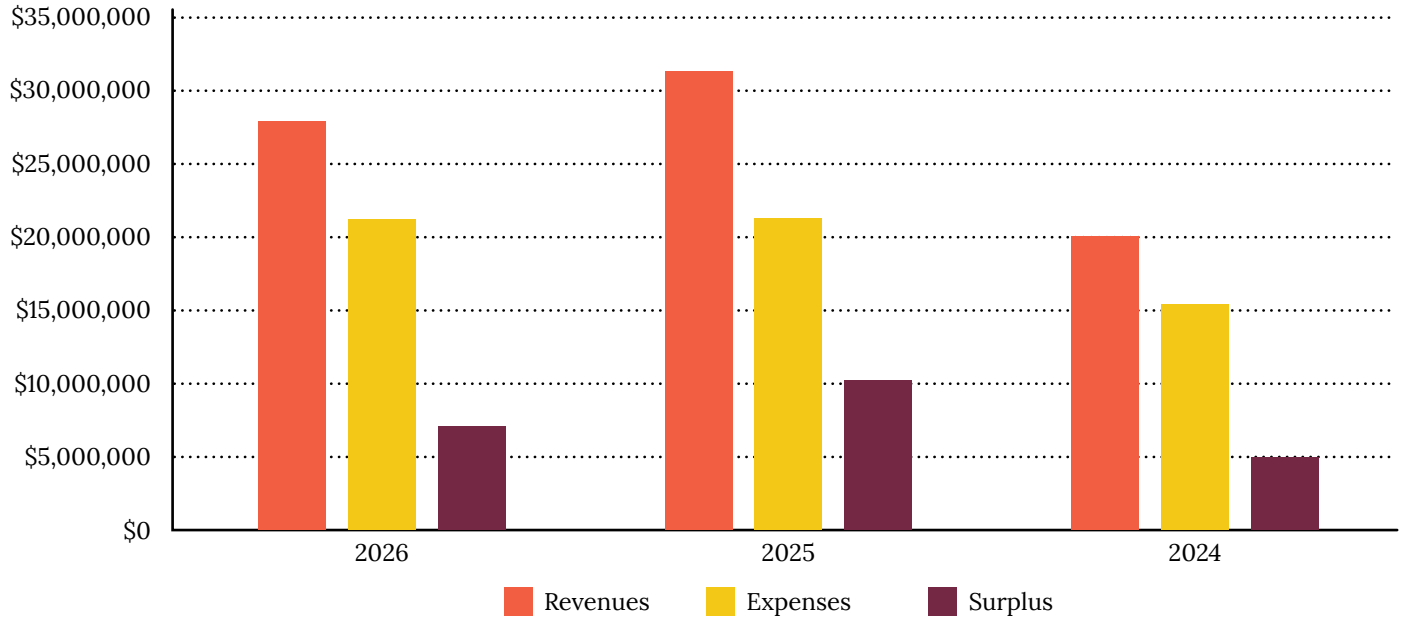
The 2025–2026 fiscal year provided an opportunity to consolidate the department's operations and prepare several key projects for the community. The department will continue to carry out its mission with professionalism in order to provide safe, sustainable infrastructure that meets the needs of the Odanak community.

SUMMARY FINANCIAL STATEMENTS

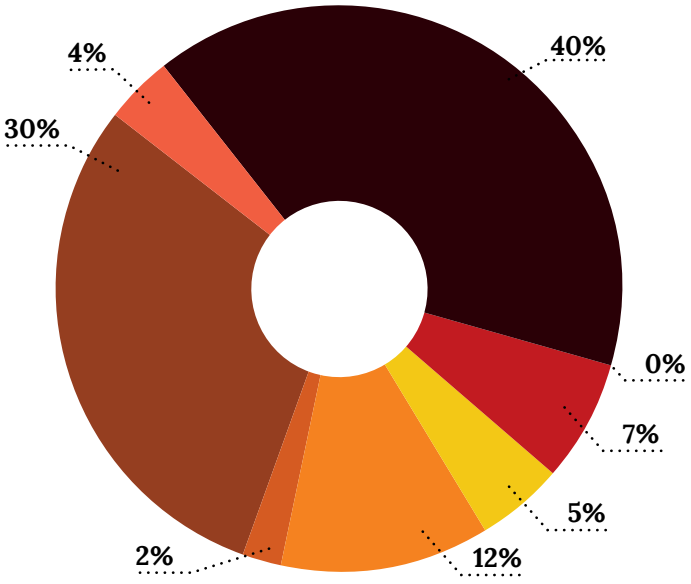


SUMMARY FINANCIAL STATEMENTS

FINANCIAL RESULTS (MARCH 31 2026-2025-2024)

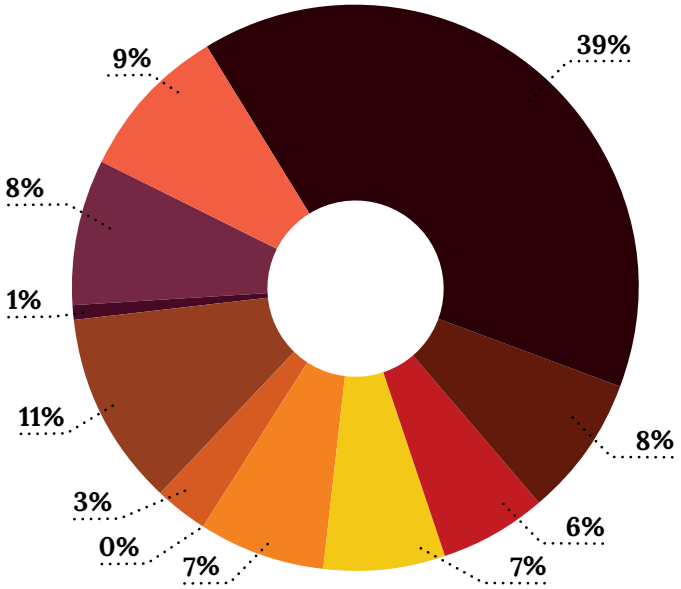


REVENUES BY SOURCES AS AT MARCH 31, 2026



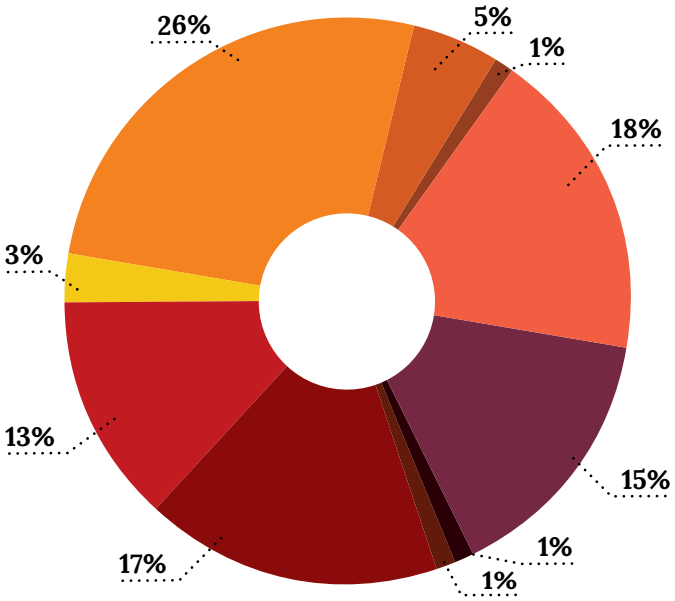
Four Pillars Society	$1,124,000
Indigenous Services Canada	$11,121,695
Secretariat for Relations with First Nations and Inuit	$110,465
W8banaki	$1,906,406
Administrative revenues	$1,308,780
Police force	$3,405,832
F.N.H.R.D.C.Q.	$566,240
Other Ministries and others sources of revenues	$8,437,900
Total	**$27,981,318**

EXPENSES BY NATURE AS AT MARCH 31, 2026



Others sources of expenses	$1,972,108
Salaries and payroll taxes	$8,211,069
Accumulated depreciation	$1,787,963
Administration costs	$1,308,780
Service and professional fees	$1,544,193
Services fees	$1,456,976
Travelling costs	$75,433
Projects	$559,912
Tuition fees	$2,225,185
Social assistance	$203,244
Maintenance and contracts	$1,786,421
Total	**$21,131,284**

EXPENSES BY SECTOR AS AT MARCH 31, 2026



Community activities	$3,895,444
Administration	$3,202,220
Land and trust	$263,658
Social housing	$293,721
Community infrastructure	$3,509,315
Education	$2,806,537
Employment	$613,714
Social development	$5,392,895
Economic development	$1,026,998
Treaty and indigenous government	$126,782
Total	**$21,131,284**

Summary financial statements of the

Odanak Band Council

March 31, 2026

Odanak Band Council

March 31, 2026

Table of contents

Independent auditor's report on the summary financial statements	1 - 2
Summary statement of revenues and expenses	3
Summary statement of surplus under I.S.C. rules	4
Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information	5 - 14
Summary statement of change in net financial assets	15
Summary statement of financial position	16
Notes	17 - 19

Independent auditor's report on the summary financial statements

To the Members of
Odanak Band Council

Opinion

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2026, and the summary statements of revenues and expenses, surplus under I.S.C. rules, revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information and the summary statement of change in net financial assets for the year then ended, and other explanatory information, are derived from the audited financial statements of Odanak Band Council (the "Organization") for the year ended March 31, 2026.

In our opinion, the accompanying summary financial statements are a fair summary of the financial statements, in accordance with the criteria disclosed in Note 1 to the summary financial statements. However, we were not able to determine if any adjustments to the summary financial statements were necessary for the reasons described in The Audited Financial Statements and Our Report Thereon section of this audit report.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Organization's audited financial statements and the auditor's report thereon.

The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and Our Report Thereon

In our report dated July 20, 2026:

- We expressed a qualified audit opinion on these financial statements because the Organization did not consolidate the financial information of its wholly-owned subsidiary, Société de Développement d'Odanak Inc. As disclosed in Note 2 of the audited financial statements, the investment was accounted for using a modified equity method of consolidation. According to Canadian public sector accounting standards, this entity should have been considered a government business enterprise (GBE) and consolidated, as it does not meet all the characteristics of a public enterprise. Had it been consolidated, numerous elements of the attached financial statements would have been affected. The impact of the non-consolidation on the financial statements for the years ended March 31, 2026 and 2025 has not been determined, but the Organization has provided information regarding Société de Développement d'Odanak Inc. in Note 7 of the audited financial statements. We issued a modified audit opinion on the financial statements for the year ended March 31, 2025, due to this departure from Canadian public sector accounting standards.

- We expressed a qualified audit opinion on these financial statements because, as part of the April 1, 2022, application of CPA Canada Public Sector Accounting Handbook Section PS 3280, "Asset Retirement Obligations", the Organization did not identify and measure its liabilities for asset retirement obligations as at March 31, 2026 and 2025, which constitutes a departure from Canadian public sector accounting standards. The Organization should have identified the assets or components at risk of an asset retirement obligation liability, estimated and recorded the amount of this liability, and provided disclosures about the obligations. Since the identification, estimation, recognition and disclosure of the obligations have not been performed, we were unable to determine whether any adjustments might be required to the capital assets, liabilities for asset retirement obligations as at March 31, 2026 and 2025, surplus for the year and cash flows from operating activities, as well as to the change in net financial assets and disclosures of the obligations in the audited financial statements for the years ended March 31, 2026 and 2025. We have expressed a qualified opinion on the audited financial statements for the year ended March 31, 2025, due to the implications of this departure from Canadian public sector accounting standards.

- We included an observation section to draw attention to the fact that the Organization includes in its financial statements certain financial information that are not required upon the Canadian public sector accounting standards. This information, established in conformity with Indigenous Services Canada, is the statement of surplus under I.S.C. rules, the statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information and the breakdown of accumulated surplus. Also, the Organization did not include a budget in the statement of change in net financial assets.

Because the summary financial statements are based on the audited financial statements, they also include certain information that is not required upon the Canadian public sector accounting standards. This information is the summary statement of surplus under I.S.C. rules, and the summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information.

Our opinion on the summary financial statements is not qualified regarding this matter.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of a summary of the audited financial statements based on criteria described in Note 1.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to report on summary financial statements".

[1]

MNP LLP

MNP LLP

Trois-Rivières (Québec)
July 20, 2026

[1] By CPA auditor, public accountancy permit No. A122666

Odanak Band Council

Summary statement of revenues and expenses

Year ended March 31, 2026

	2026	2025
	$	$
Revenues	**27,981,318**	221,251,966
Expenses	**21,131,284**	21,216,895
Surplus	**6,850,034**	200,035,071

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

Odanak Band Council

Summary statement of surplus under I.S.C. rules

Year ended March 31, 2026

	2026 $	2025 $
Surplus	**6,850,034**	200,035,071
Reconciliation of I.S.C.		
Fixed assets		
Additions of fixed assets	**(2,952,097)**	(6,707,269)
Depreciation of fixed assets	**1,787,963**	1,487,336
Gain on disposal	**(1,502,718)**	(52,027)
Proceeds from disposal of fixed assets	**1,844,469**	61,000
	(822,383)	(5,210,960)
Financing		
Repayment of long-term receivables	**830,963**	201,802
Repayment of long-term receivables - long-term investments	**13,890**	13,114
Proceeds from long-term debt	**-**	320,614
Repayment of long-term debt	**(1,054,630)**	(405,753)
	(209,777)	129,777
Allocation		
Various reserves	**(5,095,444)**	(191,135,902)
	(6,127,604)	(196,217,085)
Surplus under I.S.C. rules	**722,430**	3,817,986

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

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number		Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
I.S.C. SERVICES									
COMMUNITY ACTIVITIES									
Flexible contribution									
(QZ14-001)	428	Program - Environment Canada - Multi-resource planning of Masta marsh	33,437	6,589	26,848	(26,848)	-	-	-
ADMINISTRATION									
Fixed contribution									
Q32N-001	922	Program - Governance Capacity Development - Planning and Risk Management - Political Priorities Plan	18,658	18,658	-	-	-	-	-
Q32K-001	924	Program - Professional and Institutional Development (PID) - Comply with Bill 27 modernisation of the occupational health and safety regime	16,190	16,190	-	-	-	-	-
Q32J-001	925	Program - Governance Capacity Development - Finance Function Review	40,825	40,825	-	-	-	-	-
Q32I-001	927	Program - Governance Capacity Development - Legislative Authority - Investment Policy Drafting	33,919	33,919	-	-	-	-	-
(Q32K-001)	934	Program - Professional and Institutional Development: Workforce Planning	-	-	-	-	-	-	-
(Q32K-001)	935	Program - Professional and Institutional Development: Human Resources Management - Compensation Infrastructure Review	-	-	-	-	-	-	-
(Q32J-001)	932	Program - Professional and Institutional Development: Human Resources Management - Improvement of Financial Processes for FMB Accreditation	7,115	97,182	(90,067)	-	(90,067)	-	(90,067)
(Q32N-001)	921	Program - Professional and Institutional Development: Strategic Planning	-	-	-	-	-	(494)	(494)
Q3YZ-001	923	Program - Professional and Institutional Development: Community Emergency Measures Plan Update	37,183	37,183	-	-	-	(7,014)	(7,014)
Flexible contribution									
Q3ZJ-001	999	Project - Intervention during the power outage from February 29 to March 1, 2024	2,916	41,307	(38,391)	-	(38,391)	(2,935)	(41,326)
	998	Program - Intervention - Indigenous Community Support Fund (COVID-19)	-	35,407	(35,407)	-	(35,407)	-	(35,407)
	997	Program - Income Assistance - Basic Needs (COVID-19)	-	34,305	(34,305)	-	(34,305)	-	(34,305)
	993	Project - Fuel Tank and Generator for Emergency Measures	-	-	-	(2,275)	(2,275)	-	(2,275)

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number		Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
Grant - New Fiscal Relationship									
Q40L-001 and Q40L-002 Q40M-001 to Q40M-003		PROGRAM - BAND SUPPORT FUNDING							
	900	Program - Indian Government Support	2,297,996	2,442,195	(144,199)	(142,629)	(286,828)	1,881,429	1,594,601
	937	Project - Mobilisation and territorial assertion	-	140,823	(140,823)	-	(140,823)	(167,377)	(308,200)
	920 and 950	Special Projects	61,633	210,093	(148,460)	-	(148,460)	(1,191,666)	(1,340,126)
			2,516,435	3,148,087	(631,652)	(144,904)	(776,556)	511,943	(264,613)
ECONOMIC DEVELOPMENT									
Fixed contribution									
(Q3VT-002)	127	Program - Community Opportunity Readiness Program (CORP) - Brand image for Tourism Odanak (CQY54)	138,098	120,098	18,000	(18,000)	-	-	-
(Q3VT-001)	758	Program - Industrial park infrastructure extension assessment (CQY25)	17,330	-	17,330	(17,330)	-	-	-
			155,428	120,098	35,330	(35,330)	-	-	-
SOCIAL DEVELOPMENT									
Fixed contribution									
(Q2C0-001)	391	Program - FNCFS - Operation - Information Technology	21,836	21,836	-	-	-	-	-
(Q2C3-001)	396	Program - FNCFS - Prevention, Less Disruptive Measures	-	-	-	-	-	-	-
(Q2C7-001)	397	Program - FNCFS - First Nation Representative Services	-	-	-	-	-	-	-
(Q2PK-001)	386	Program - FNCFS - Emergency Funds	8,569	8,569	-	-	-	-	-
(Q2PP-001)	381	Program - FNCFS - Poverty - Remote	1,320	1,320	-	-	-	-	-
Q26A-001	908	Program - Cultural and Educational Centers	28,786	28,904	(118)	-	(118)	(49,064)	(49,182)
Flexible contribution									
(Q2D0-002)	349	Program - Prevention Programs - Family Violence	-	-	-	-	-	(5,376)	(5,376)
Grant - New Fiscal Relationship									
Q410-001 and Q410-002	715	Program - Income Assistance	1,152,407	261,476	890,931	-	890,931	7,695,044	8,585,975
	160	Project - Day Camp	6,776	47,592	(40,816)	-	(40,816)	(106,044)	(146,860)
			1,219,694	369,697	849,997	-	849,997	7,534,560	8,384,557
EDUCATION									
Fixed contribution									
Q2J2-001	630	Program - Implementation / Expansion of Primary and Secondary Education in Adult Education	105,333	105,333	-	-	-	-	-

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number		Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
Grant - New Fiscal Relationship									
Q40Y-002 and Q40Y-003	600 and 620	Program - Public and Private Schools Protection - Block	705,232	397,077	308,155	(12,500)	295,655	2,376,765	2,672,420
Q40Z-001 and Q40Z-002	670 and 675	Program - Education - Post-Secondary	2,273,749	2,304,127	(30,378)	(35,500)	(65,878)	5,606,655	5,540,777
			3,084,314	2,806,537	277,777	(48,000)	229,777	7,983,420	8,213,197
LAND MANAGEMENT									
Fixed contribution									
Q3WE-001	409	Program - Lands and Economic Development Services Program (LEDSP) - Additions to Reserve Project	38,000	38,000	-	-	-	-	-
Q3WF-001	418	Program - Lands and Economic Development Services Program (LEDSP) - Georeferenced Database Project (CQX4R)	25,000	25,000	-	-	-	-	-
(Q3KW-001)	470	Program - Reserve lands management training	11,855	11,855	-	-	-	-	-
(Q3WF-001)	440	Program - Lands and Economic Development Services Program (LEDSP) - Targeted Environment - Strategic Development Project for the Control of Eboral Ash (CQU40)	-	-	-	-	-	-	-
(Q3WF-002)	442	Program - Lands and Economic Development Services Program (LEDSP) - Targeted Environment - Installation of 5 Electric Vehicle Charging Stations (CQU41)	-	-	-	-	-	-	-
(QZJF-001)	444	Program - First Nations Climate Change Adaptation Program - Project to Assess Areas Impacted by Climate Change in the Community of Odanak and Propose Nature-Based Solutions	-	-	-	-	-	-	-
Q05J-001	963	Program - Lands and Economic Development Services Program (LEDSP) - Referendum Project Under the Crespieul Specific Claim Agreement	-	-	-	-	-	-	-

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number		Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
Flexible contribution									
QZJF-001	454	Program - First Nation Adapt Program - Assessment of the specific areas impacted by climate change in the community of Odanak and nature-based solutions proposals - Greening planning	24,819	24,819	-	-	-	-	-
QZJF-002	734	Project - Shoreline stabilization of the St. Francis River	48,941	48,941	-	-	-	-	-
Grant - New Fiscal Relationship									
Q40X-001 and Q40X-002	420	Program - Reserve Land Management	33,608	33,608	-	-	-	(136,713)	(136,713)
			182,223	182,223	-	-	-	(136,713)	(136,713)
COMMUNITY INFRASTRUCTURE									
Fixed contribution									
Q3WI-001 (Q3UO-001) and (Q3UO-002)	448	Program - Operation and Maintenance - Van (CQV97) Program - Operation and Maintenance - Operation and Maintenance of the Ecocenter (CQK84)	237,959	172,263	65,696	(65,696)	-	(52,477)	(52,477)
	701	Program - Roads and Bridges - Project CQM60 - Layout of Concrete Curbs and Sidewalks on Waban-Aki Street	-	-	-	-	-	(31,349)	(31,349)
(Q3CD-001)	702	Program - Local Roads and Bridges - Culvert Reconstruction Project (CQT54)	-	-	-	-	-	-	-
(Q3X8-001)		Drinking Water Program - Projects Under $1.5 Million - Infrastructure Extension Project - Tolba Street Watermain Looping (CQO60)							
(Q3XA-001)	703	Wastewater - Less than $1.5M - Infrastructure Project - Tolba Street Loop (CQO60)	-	-	-	(2,975)	(2,975)	-	(2,975)
	712	Project - Kiuna and Tolba Pathway Extension	-	-	-	-	-	(26,026)	(26,026)
	714	Project - Pavement and Equipment - Plow Acquisition	-	-	-	-	-	(456,979)	(456,979)
QA3R-001		Drinking Water Program - Rehabilitation of Awassos Street Project (CQX3E)							
QA3S-001	737	Program - Sewage - Rehabilitation of Awassos Street (CQX3E)	63,207	-	63,207	(63,207)	-	-	-
	748	Project - New Kokokhas Street	-	-	-	(37,901)	(37,901)	-	(37,901)
QA1A-001	866	Program - Housing initiative in the reserves and communities 2024-2027 - Construction and renovation of Band rental housing (CQX65)	30,058	-	30,058	(30,058)	-	-	-
Flexible contribution									
QA1V-001	824	Program - FNCFS - Housing Needs of First Nations Children and Families	-	-	-	-	-	-	-

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number		Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
Grant - New Fiscal Relationship									
Q40N-001 and Q40N-002		Program - Water and Sewage - Renovation - Extension and Major Repairs							
Q40R-001 and Q40R-002		Program - Housing - Operation and Maintenance							
Q40S-001 and Q40S-002		Program - Housing - Capital Assets							
Q40T-001 and Q40T-002		Program - Other Extension and Major Repairs							
Q40U-001 to Q40U-003	700, 155 and 804	Program - Other Capital Assets	1,158,792	3,276,957	(2,118,165)	1,394,111	(724,054)	(3,549,727)	(4,273,781)
Q351-001	735	Program - Wastewater - Less than $1.5M - Project to Upgrade Wastewater System (CQU83)	75,508	53,791	21,717	(31,107)	(9,390)	(29,409)	(38,799)
	728	Project - Extension of the Cemetery	-	-	-	-	-	(291,506)	(291,506)
	768	Project - Infrastructures for the 3rd Industrial Motel	-	3,418	(3,418)	2,658	(760)	(2,658)	(3,418)
			1,565,524	3,506,429	(1,940,905)	1,165,825	(775,080)	(4,440,131)	(5,215,211)
INDIAN REGISTRATION									
Grant - New Fiscal Relationship									
Q40V-001 to Q40V-003	685	Program - Core Funding of Lands and Trust Services - Indian Registration	29,672	46,317	(16,645)	-	(16,645)	(38,926)	(55,571)
NEGOTIATIONS									
Fixed contribution									
	903 and 904	Program - Activities Related to the Specific Claims Tribunal of Canada - Original Boundaries of Odanak (TRP-2001-11) Program - Activities Related to the Specific Claims Tribunal of Canada - Surrender of the 38 Lots in the St. Francis Abenakis Domain (TRP-2003-11)	4,787,717	126,782	4,660,935	(4,660,935)	-	5,041,573	5,041,573
Balance of funds as at March 31, 2025 (as per previous year with I.S.C. and inactive funds)			-	-	-	-	-	(2,030,312)	(2,030,312)
Total fund balance as at March 31, 2026 (based on a 10-year agreement)			13,574,444	10,312,759	3,261,685	(3,750,192)	(488,507)	14,425,414	13,936,907

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number	Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
SERVICES - OTHER THAN I.S.C.								
COMMUNITY ACTIVITIES								
801	Abenakis Police Services	2,074,257	2,061,845	12,412	(12,412)	-	(185,966)	(185,966)
802	Project to Strengthen the Fight Against Domestic Violence and Sexual Violence	154,519	154,519	-	-	-	-	-
821	Project - Pension Contribution Stabilization Funding for Police Services	633,000	633,000	-	-	-	-	-
803	Project - Police Infrastructures for the Abenakis Police Services	-	-	-	-	-	-	-
813	Project - PS - Police Infrastructure for the Abenakis Police Services	147,970	-	147,970	(147,970)	-	-	-
811	Project - Program support to concerted police practices in case of homeless and mental health situations (PSPPC)	90,540	90,540	-	-	-	-	-
817	Project - Strengthening Materials for First Nations and Inuit Policing in Quebec	411,363	235,634	175,729	(175,729)	-	-	-
800	Resolving Funding Issues of the Abenakis Police Force (CPDA)	-	3,744	(3,744)	-	(3,744)	1,083,131	1,079,387
416, 406, 461 and 462	Project - Consultation Under the Aboriginal Initiatives Fund and Other Projects	298,348	63,558	234,790	(234,790)	-	-	-
401	Project - AAFC - Local Food Infrastructure Fund - Greenhouse	-	-	-	-	-	-	-
404	Community planning - Four Pillars Society	54,072	-	54,072	(54,072)	-	-	-
407	Support to climate leadership - First Nations of Quebec and Labrador Sustainable Development Institution (FNQLSDI)	173,324	173,324	-	-	-	-	-
410	Project - DFO - Aboriginal Aquatic Resource and Oceans Management Program (AAROM) - Other Species	103,284	103,284	-	-	-	-	-
412	Project - Abénaki Council of Wôlinak - Contaminants in Fish	26,705	26,705	-	-	-	-	-
437	Project - DCC - Fish Mortality Compensation	24,617	24,617	-	-	-	-	-
439	Project - Reservoir Consultations	-	-	-	-	-	-	-
441	Project - Species at Risk - Swallows	108,525	108,525	-	-	-	-	-
445	Project - Center for Atmospheric Research Experiments (CARE) - Species at Risk Act (SRA)	17,004	17,004	-	-	-	-	-
455	Project - Indigenous Guardians	182,495	116,572	65,923	(65,923)	-	-	-
456	Program - Freshwater Stewardship Program - Monitoring and Enhancement of the Nebesek Wetlands (Lac Saint-Pierre) - W8banaki Nation Duck Banding Station	-	-	-	-	-	-	-
460	Project - Striped Bass	72,707	72,707	-	-	-	-	-
765	Pontoon	2,733	3,277	(544)	-	(544)	-	(544)
		4,575,463	3,888,855	686,608	(690,896)	(4,288)	897,165	892,877
ADMINISTRATION								
810	Tickets (Highway Code Infractions)	136,803	32,253	104,550	(104,550)	-	(870,797)	(870,797)

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number		Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
ECONOMIC DEVELOPMENT									
	120	Economic Development	87,482	214,205	(126,723)	-	(126,723)	(96,168)	(222,891)
	126	SRPNI - Tourism development	118,456	118,456	-	-	-	-	-
	128	ITQ - Growth in tourism	168,043	62,716	105,327	(105,327)	-	-	-
	129	Project - CED - Tournée de la Saint-François	12,442	12,442	-	-	-	-	-
	136	Tourism development	(95,396)	104,642	(200,038)	-	(200,038)	(131,073)	(331,111)
	772, 780, 781, 782, 783, 784 and 786	Rented Buildings	2,001,272	394,439	1,606,833	204,953	1,811,786	716,465	2,528,251
			2,292,299	906,900	1,385,399	99,626	1,485,025	489,224	1,974,249
SOCIAL DEVELOPMENT (AFN)									
Block contribution									
Q21G-001	302	Program - Mental Wellness - Expanded Trauma-Informed Health and Cultural Support Program for Federal Indian Hospitals	-	-	-	-	-	-	-
(Q30W-001)	307	Program - Indigenous Health Equity Fund (IHEF)	-	-	-	-	-	-	-
Q226-001	326	Program - Federal Tobacco Control Strategy (FTCS)	11,188	-	11,188	-	11,188	23,027	34,215
Q02J-001	336	Program - Nursing care - Clinical and Client Care Program (CCCP) - Anti-racism	10,205	-	10,205	-	10,205	23,895	34,100
Q233-001	378	Program - Aboriginal Health Human Resources Initiative (AHHRI)	6,726	10,300	(3,574)	-	(3,574)	5,915	2,341
Q30I-001	388	Program Emerging Technologies (eHIP)	13,810	-	13,810	-	13,810	42,347	56,157
Fixed contribution									
Q21I-001	310	Program - Youth Mental Wellness	6,809	6,809	-	-	-	-	-
Q21H-001	311	Program - Enhancement of Trauma-Informed Health and Cultural Support Services	24,363	24,363	-	-	-	-	-
(Q23D-001)	324	Program - First Nations Environmental (EPHP) - Game training	-	-	-	-	-	(133)	(133)
(Q21G-002)	341	Program - Mental Wellness - Creation and Improvement of Mental Wellness - Suicide Prevention and Regional Needs	-	-	-	-	-	-	-
(Q21G-003)	352	Program - Mental Health - Indian Residential School (IRS)	-	-	-	-	-	-	-
(Q2FQ-001)	355	Program - Jordan’s Principle - Service Coordination	103,906	103,906	-	-	-	-	-
Q2FQ-001	385	Program - Jordan's Principle - Professional Services	988,056	988,056	-	-	-	-	-

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number		Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
Flexible contribution									
Q010-002		Program - Medical Transportation (NIHB/MT) - Clients							
Q01D-002		Program - Medical Transportation (NIHB/MT) - Administrative Expenses							
Q01E-002		Program - Medical Transportation (NIHB/MT) - Van Operations and Maintenance							
Q01F-001		Program - Medical Transportation (NIHB/MT) - Van Purchase							
Q01G-002		Program - Medical Transportation (NIHB/MT) - Driver Salaries							
Q01H-002	340	Program - Medical Transportation (NIHB/MT)	146,900	135,905	10,995	(10,995)	-	-	-
Q019-001	304	Program - Visiting Health Care Professional (NIHB/VHCP)	6,666	6,666	-	-	-	-	-
Q01T-001	384	Program - Mental Health Counselling/Healing by Traditional Healer Services	8,840	8,840	-	-	-	-	-
(Q300-001)	390	Program - Health Infrastructures and Capital Assets - Expansion of the Odanak Health Center (CSO)	4,497	-	4,497	(4,497)	-	(2,486)	(2,486)
Grant - New Fiscal Relationship									
Q40J-001 and Q40J-002		Program - Health Care Facilities							
Q40K-001, Q40K-003 - Q40K-005	330, 357 and 366	Program - Health Planning and Management	1,057,596	928,715	128,881	(16,687)	112,194	1,437,036	1,549,230
	303	Project - Occupational Therapy Services	-	135,755	(135,755)	-	(135,755)	-	(135,755)
Q40D-001 - Q40D-003	333 and 339	Program - Promoting Healthy Lifestyles	116,422	381,275	(264,853)	-	(264,853)	(580,755)	(845,608)
	320	Project - Access to Health Care	-	53,197	(53,197)	-	(53,197)	(108,416)	(161,613)
	321	Project - Meals on Wheels	8,528	74,498	(65,970)	-	(65,970)	(145,016)	(210,986)
Q40F-001 SAC - Q40F-003 SAC	334	Program - Home and Community Care	257,653	235,142	22,511	-	22,511	97,916	120,427
Q40A-001 to Q40A-005		Program - New Fiscal Relationship							
Q40I-001 to Q40I-004	335	Program - Sexually Transmitted and Blood-borne Infections (STBBI)	235,974	187,226	48,748	-	48,748	80,478	129,226
	337	Project - Elders	3,750	81,036	(77,286)	-	(77,286)	(224,589)	(301,875)
Q40C-001 to Q40C-003	393	Program - Mental Wellness - Trauma-informed Health and Cultural Supports	526,973	406,120	120,853	-	120,853	-	120,853
(Q40C-001) to (Q40C-005)	379	Program - Mental Wellness	-	-	-	-	-	890,267	890,267
Q40E-001 to Q40E-004	346, 348 and 350	Program - Healthy Child Development	106,280	214,495	(108,215)	-	(108,215)	(224,802)	(333,017)
Q40H-001 to Q40H-003	347 and 408	Program - Environmental Health	107,154	122,288	(15,134)	-	(15,134)	(1,590)	(16,724)
Q40B-001 and Q40B-002	351	Program - Community Oral Health Services Activities	13,204	12,681	523	-	523	858	1,381
			3,765,500	4,117,273	(351,773)	(32,179)	(383,952)	1,313,952	930,000

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number	Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
SOCIAL DEVELOPMENT (NON-AFN)								
327	GCNWA - Collective Kitchen Project	36,024	40,435	(4,411)	-	(4,411)	(7,634)	(12,045)
305	FNQLHSSC - Community Engagement (CE) - Homelessness - Reaching Home directives	22,734	22,734	-	-	-	-	-
314	FNQLHSSC - Anti-racism	1,227	1,227	-	-	-	-	-
318 and 329	FNQLHSSC - Community Mobilization	159,496	124,492	35,004	(35,004)	-	-	-
399, 309 and 325	FNQLHSSC - Aboriginal Early Learning and Child Care (AGJEA) FNQLHSSC - Indigenous Early Learning and Child Care (IELCC) - Renovation FNQLHSSC - Indigenous Early Learning and Child Care (IELCC) - Renovation	104,763	51,843	52,920	(52,920)	-	-	-
601	FNEC - Youth Employment - Science and Technology	5,480	5,480	-	-	-	(2,541)	(2,541)
635	FNEC - Educational Regional Agreement - Education by Territory	39,897	39,897	-	-	-	-	-
882	Construction of the New Daycare Centre	-	-	-	(100,653)	(100,653)	-	(100,653)
867	CMHC - Initial Funding - Shelters Initiative for Indigenous Women and Children	290,000	-	290,000	(35,231)	254,769	(3,520,897)	(3,266,128)
967	Shelter for Indigenous women and children escaping family violence	356,051	260,814	95,237	(95,237)	-	-	-
926	MCCQ - Cultural Projects	81,669	81,669	-	-	-	-	-
930	MCCQ - Cultural Development Officer	45,000	45,000	-	-	-	-	-
939	MCCQ - Language project	-	-	-	-	-	-	-
941	MCCQ - Language day camp	30,836	30,836	-	-	-	-	-
942	MCCQ - Indigenous Cultural Partnership Program (ICPP)	-	-	-	-	-	-	-
940	Regional Committee on First Nations Languages (RCFNL) - Language project	169,474	169,474	-	-	-	-	-
306	Canadian Heritage - Sports and disabled persons - Sport Support Program (SSP)	20,247	20,288	(41)	-	(41)	-	(41)
308	Project - Canadian Heritage - National Day for Truth and Reconciliation (NDTR)	11,736	11,736	-	-	-	-	-
		1,374,634	905,925	468,709	(319,045)	149,664	(3,531,072)	(3,381,408)
EMPLOYMENT								
680	Employment and Training Service Center	602,329	602,329	-	-	-	(94,888)	(94,888)
602	FNEC - Youth Employment - Student Summer Employment	11,385	11,385	-	-	-	(3,271)	(3,271)
		613,714	613,714	-	-	-	(98,159)	(98,159)
LAND MANAGEMENT								
425	Operation and Maintenance	35,118	35,118	-	-	-	-	-
COMMUNITY INFRASTRUCTURE								
435 and 860	Operation and Maintenance	-	1,782	(1,782)	-	(1,782)	1,038,448	1,036,666
743	Project - MTMD - Route 132 Kiuna Crossing Signage	5,109	-	5,109	(5,109)	-	-	-
730	Park Improvements	-	-	-	-	-	(6,834)	(6,834)
741	Family Room Improvement	1,256,107	813	1,255,294	(1,255,294)	-	-	-
769	Project - Revitalization of the Church Square Site	-	291	(291)	(29,274)	(29,565)	-	(29,565)
		1,261,216	2,886	1,258,330	(1,289,677)	(31,347)	1,031,614	1,000,267

Odanak Band Council

Summary statements of revenues and expenses, surplus (deficit) under I.S.C. rules and fund balances - by department and segment information

March 31, 2026

Program, nature of funding and service number	Description	Revenues $	Expenses $	Surplus (deficit) $	Reconciliation under I.S.C. rules $	Surplus (deficit) under I.S.C. rules $	Surplus (deficit) under I.S.C. rules - I.S.C. services $	Surplus (deficit) under I.S.C. rules - services other than I.S.C. $
SOCIAL HOUSING								
820	Project - Co-Investment - Construction of 9 Units	60,907	173,237	(112,330)	119,169	6,839	27,542	34,381
870	Housing Committee (CMHC)	291,220	120,484	170,736	(159,860)	10,876	359,487	370,363
		352,127	293,721	58,406	(40,691)	17,715	387,029	404,744
GRAND TOTAL		27,981,318	21,109,404	6,871,914	(6,127,604)	744,310	14,044,370	14,788,680
Balance of funds as at March 31, 2025 (as per previous year with I.S.C. and inactive funds)		-	-	-	-	-	1,757,136	1,757,136
Share of Société de Développement d'Odanak Inc.		-	21,880	(21,880)	-	(21,880)	(1,003,095)	(1,024,975)
Total		27,981,318	21,131,284	6,850,034	(6,127,604)	722,430	14,798,411	15,520,841
CUMULATIVE SUMMARY BY DEPARTMENT								
COMMUNITY ACTIVITIES		4,608,900	3,895,444	713,456	(717,744)	(4,288)	897,165	892,877
ADMINISTRATION		2,653,238	3,180,340	(527,102)	(249,454)	(776,556)	(358,854)	(1,135,410)
ECONOMIC DEVELOPMENT		2,447,727	1,026,998	1,420,729	64,296	1,485,025	489,224	1,974,249
SOCIAL DEVELOPMENT		6,359,828	5,392,895	966,933	(351,224)	615,709	5,317,440	5,933,149
EDUCATION		3,084,314	2,806,537	277,777	(48,000)	229,777	7,983,420	8,213,197
EMPLOYMENT		613,714	613,714	-	-	-	(98,159)	(98,159)
LAND, INCOME AND TRUST		217,341	217,341	-	-	-	(136,713)	(136,713)
COMMUNITY INFRASTRUCTURE		2,826,740	3,509,315	(682,575)	(123,852)	(806,427)	(3,408,517)	(4,214,944)
INDIAN REGISTRATION		29,672	46,317	(16,645)	-	(16,645)	(38,926)	(55,571)
SOCIAL HOUSING		352,127	293,721	58,406	(40,691)	17,715	387,029	404,744
NEGOTIATIONS		4,787,717	126,782	4,660,935	(4,660,935)	-	5,041,573	5,041,573
BALANCE OF FUNDS AS AT MARCH 31, 2025		-	-	-	-	-	(273,176)	(273,176)
SHARE OF SOCIÉTÉ DE DÉVELOPPEMENT D'ODANAK INC.		-	21,880	(21,880)	-	(21,880)	(1,003,095)	(1,024,975)
		27,981,318	21,131,284	6,850,034	(6,127,604)	722,430	14,798,411	15,520,841

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

Odanak Band Council

Summary statement of change in net financial assets

Year ended March 31, 2026

	2026	2025
	$	$
Surplus of the year	**6,850,034**	200,035,071
Variation of capital fund	**114,901**	110,002
Variation of the operating reserve CMHC	**10,876**	(52,575)
Fixed assets variation		
Additions of fixed assets	**(2,952,097)**	(6,707,269)
Depreciation of fixed assets	**1,787,963**	1,487,336
Gain on disposal	**(1,502,718)**	(52,027)
Proceeds from disposal of fixed assets	**1,844,469**	61,000
	(822,383)	(5,210,960)
Variation of non-financial assets	**(136,914)**	16,145
Variation of financial assets	**6,016,514**	194,897,683
Net financial assets, beginning of year	**208,431,121**	13,533,438
Net financial assets, end of year	**214,447,635**	208,431,121

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

Odanak Band Council

Summary statement of financial position

As at March 31, 2026

	2026 $	2025 $
Financial assets		
Cash	**209,177,539**	207,780,109
Assets subject to restrictions		
Replacement reserve	**416,049**	325,552
Operating reserve	**247,519**	236,643
Trust fund - Liquid assets in the Ottawa Trust Fund	**3,429,244**	3,314,343
Short-term investments	**4,529,000**	8,329,218
Accounts receivable	**7,065,270**	8,208,573
Long-term investments	**14,393,457**	761,825
Long-term receivables	**-**	830,963
	239,258,078	229,787,226
Liabilities		
Accounts payable and accrued liabilities	**3,407,196**	5,650,714
Accrued contributions	**93,769**	1,006,161
Deferred income	**18,924,304**	11,259,426
Long-term debt	**2,385,174**	3,439,804
	24,810,443	21,356,105
Net financial assets	**214,447,635**	208,431,121
Non-financial assets		
Prepaid expenses	**383,907**	246,988
Fixed assets	**33,309,565**	32,487,182
	33,693,472	32,734,170
Accumulated surplus	**248,141,107**	241,165,291

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

Contingencies and commitments (Notes 3 and 4)

On behalf of the board

Richard O'Bomsawin, chief

Florence Benedict, concillor

Martin Gill, concillor

Alain O'Bomsawin, concillor

Jacques T. Watso, concillor

1. Summary financial statements

The summary financial statements present historical financial information derived from the complete financial statements and are less detailed than them.

They include complete financial statements, with the exception of cash flow statements, and some information from the notes to the complete financial statements. They do not include complementary information of revenues and expenses, budget data and some complementary notes included in the complete financial statements.

To obtain a copy of the complete financial statements, a request must be made to the Odanak Band Council management.

2. Various reserves

	2026	2025
	$	$
Income security	**150,000**	150,000
Health center	**87,000**	87,000
Band Council	**53,080**	53,080
Ecocentre	**51,590**	50,171
Economic development funds	**150,898**	150,898
Ministerial guarantee - Housing	**478,000**	478,000
Replacement reserve - Real estate	**91,000**	87,500
Public works	**360,000**	330,000
School bus	**97,500**	85,000
Odanak Land and Environment Office (BETO)	**334,181**	166,616
Statements of offence	**623,754**	519,204
Shelter home	**17,400**	-
Computer networks	**70,685**	66,000
Territorial claims	**194,976,397**	190,315,457
	197,541,485	192,538,926

3. Contingencies

Potentially refundable loans

Loans extended by the Canada Mortgage and Housing Corporation for a total amount of $96,145 concerning the R.R.A.P. program are payable by annual payments varying between $2,240 and $11,455, gratuitously and fall due between February 2027 and January 2028. As of March 31, 2026, the loans balance is $31,757 ($64,878 in 2025). The loans are conditional upon the maintenance of the homeowner's title to the houses. In default of which, the loans become due.

The loan extended by the CMHC for a total amount of $3,480,000 concerning the On-Reserve Shelter Enhancement Program (SEP) for the construction of a residence for women and children fleeing violence is payable by annual payments of $232,000 in graceful form for the duration of 15 years from the first day following the date of the last disbursement of the loan. As of March 31, 2026, the loan balance is $3,190,000 ($3,422,000 in 2025). The loan is conditional upon the maintenance of the Organization's title of the residence and the latter must use it in accordance with article 11 of the Agreement signed with CMHC for this project. In default of which, the loan becomes due.

3. Contingencies (continued)

Potentially refundable loans (continued)

The loan extended by the CMHC for a total amount of $1,789,237 concerning the Affordable Housing Fund program for the construction of 9 housing units is payable by annual payments of $178,924 in graceful form maturing in June 2033. As of March 31, 2026, the loan balance is $1,431,390 ($1,610,313 in 2025). The loan is conditional upon the maintenance of the Organization's title of the residence and the latter must use it in accordance with article 13 of the Agreement signed with CMHC for this project. In default of which, the loan becomes due.

Guarantees

The Council endorsed loans contracted by community members for the acquisition of personal residences for a maximum amount of $7,045,632 ($6,374,940 in 2025). As of March 31, 2026, these loans endorsed total $5,435,467 ($5,962,647 in 2025). Furthermore, the amount the Council might have to pay in the event of default by the community members cannot be determined with precision. Any payment by the Council would be charged as an expense in the year they occurred.

The Organization has guaranteed, on a joint and several basis, financing facilities granted to a related party, Développement Immobilier Nicolet L.P., in connection with a real estate development project. The facilities consist of a term loan of $10,610,164 and revolving credit facilities of $350,000 and $250,000, inclusive of principal, interest and related charges. As at March 31, 2026, the outstanding balance of the guaranteed facilities was $6,383,203.

As at the date of the financial statements, no notice of default had been received with respect to these facilities. The amount, if any, that the Organization may ultimately be required to pay under the guarantees cannot be reasonably determined. Any payment made under the guarantees would be charged as an expense in the period incurred. Management considers the likelihood of the guarantees being called upon to be low and, accordingly, no liability has been recorded in the financial statements.

Letter of guarantee

The Organization has issued letters of guarantee totalling $246,675 in favor of Hydro-Québec, in connection with infrastructure contracts. As of March 31, 2026, no claims have been made against these guarantees and the Organization does not expect that any such claims will be made.

Eventual liability

The Council entered into contribution agreements with various federal government departments. The funding provided under these agreements is subject to a refund if the Organization does not comply with their conditions.

4. Commitments

The Organization contracted agreements that fall due through April 2031. Future payments amount to $13,173,433 and required payments over the next years are as follows:

	Various agreements	Equipment rental	Total
	$	$	$
2027	7,175,708	14,910	7,190,618
2028	3,000,441	14,910	3,015,351
2029	2,898,504	8,260	2,906,764
2030	27,042	3,510	30,552
2031	26,638	3,510	30,148
	13,128,333	45,100	13,173,433

The “Various agreements” category includes:

- agreements entered into with the intermunicipal drinking water board, black fly control services, waste collection services, the fire protection board, buoy management services, equipment and building maintenance services, Internet and telephone services, equipment acquisitions, software licensing, advisory and support services for various matters, and construction projects;

- commitments totalling $6,545,000 related to interests in two investment projects: Broughton Wind Farm and Lotbinière Wind Farm. As at March 31, 2026, an amount of $237,386 had been disbursed toward a total anticipated investment of $6,782,386 in these two projects. The Organization holds an investment interest in each of these projects;

- commitments totalling $1,500,000 related to an investment project: Développement immobilier Fleurimont. As at March 31, 2026, an amount of $3,200,000 had been disbursed toward a total anticipated investment of $4,700,000. The Organization holds a partnership interest in this project.

In addition, Odanak Band Council is committed by resolution to pay the annual operating deficit of the Centre de la petite enfance "Aw8ssisak" of Odanak.

Schedule of salaries, honoraria, travel expenses
and other remuneration – Chief and Councillors

Odanak Band Council

March 31, 2026

Odanak Band Council

Table of contents

	PAGE
Independent practitioner's review engagement report	1
Schedule of salaries, honoraria, travel expenses and other remuneration – Chief and Councillors	2

Independent practitioner's review engagement report

To the members of
Odanak Band Council

We have reviewed this schedule of salaries, honoraria, travel expenses and other remuneration – Chief and Councillors of Odanak Band Council for the year ended March 31, 2026 (hereafter referred to as the "schedule"). This schedule was prepared by Odanak Band Council's direction in accordance with the requirements of "2025-2026 – Financial Reporting Requirements" published by Indigenous Services Canada.

Management's responsibility for the schedule

Management is responsible for the preparation of the schedule in accordance with "2025-2026 – Financial Reporting Requirements" published by Indigenous Services Canada, and for such internal control as management determines is necessary to enable the preparation of a schedule that is free from material misstatement, whether due to fraud or error.

Practitioner's responsibility

Our responsibility is to express a conclusion on the accompanying schedule based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of the schedule in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on the accompanying schedule.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that this schedule is not prepared, in all material respects, in accordance with the requirements of "2025-2026 – Financial Reporting Requirements" published by Indigenous Services Canada.

Other matter

The schedule is prepared to assist Odanak Band Council to meet the requirement of "2025-2026 - Financial Reporting Requirements" published by Indigenous Services Canada. As a result, the schedule may not be suitable for another purpose. Our conclusion is not modified in respect of this matter.

[1]

MNP LLP

MNP LLP

Trois-Rivières, QC
July 20th, 2026

[1] By CPA auditor, public accountancy permit No. A122666

Odanak Band Council

Schedule of salaries, honoraria, travel expenses and other remuneration – Chief and Councillors

Year ended March 31, 2026

Name	Title	Number of months in office		Salaries and honoraria		Other remuneration [1]		Travel expenses		Total	
		2026	2025	**2026**	2025	**2026**	2025	**2026**	2025	**2026**	2025
				$	$	**$**	$	**$**	$	**$**	$
Richard O'Bomsawin	Chief	**12**	12	**65,064**	63,540	**150**	150	**3,064**	11,161	**68,278**	74,851
Alain O'Bomsawin	Councillor	**12**	12	**53,244**	51,996	**150**	150	**719**	-	**54,113**	52,146
Florence Benedict	Councillor	**12**	12	**53,244**	51,996	**8,237**	8,044	**3,342**	940	**64,823**	60,980
Jacques Thériault-Watso	Councillor	**12**	12	**53,244**	51,996	**8,387**	8,194	**1,318**	12,415	**62,949**	72,605
Martin Gill	Councillor	**12**	12	**53,244**	51,996	**9,144**	8,194	**6,765**	16,875	**69,153**	77,065
				278,040	271,524	**26,067**	24,732	**15,208**	41,391	**319,316**	337,647

Accounting policy

The information presented in this report is prepared using the cash basis of accounting. As a result, expenses are recorded when they are paid, which differs from the generally accepted accounting policies that are based on the accrual method of accounting.

[1] Other remuneration primarily includes the Council participation for the councillors who contribute to the Native Benefits Plan (NBP). For the elected officials who do not contribute to the NBP, the equal amount of the contribution from the Council that would have been contributed is included in the severance payment. The severance payment is only included in this schedule once paid out.

On behalf of the board

Richard O'Bomsawin, chief

Florence Benedict, concillor

Martin Gill, concillor

Alain O'Bomsawin, concillor

Jacques T. Watso, concillor

In accordance with the First Nations Financial Transparency Act (FNFTA), the financial information of the Odanak Band Council can be accessed here: **https://fnp-ppn.aadnc-aandc.gc.ca/fnp/Main/Search/FederalFundingMain.aspx?BAND_NUMBER=72&lang=eng**