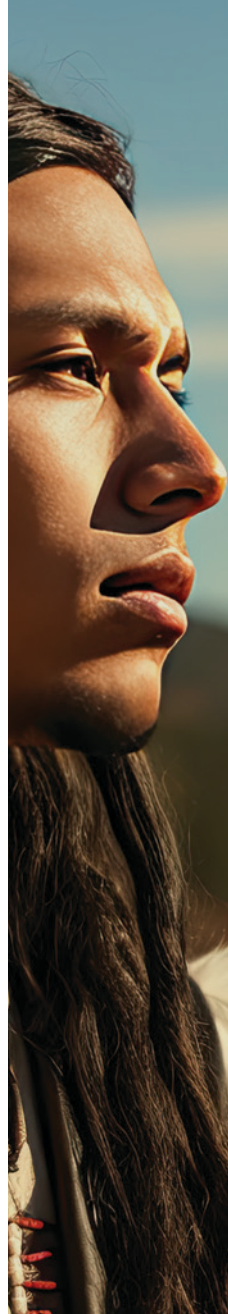
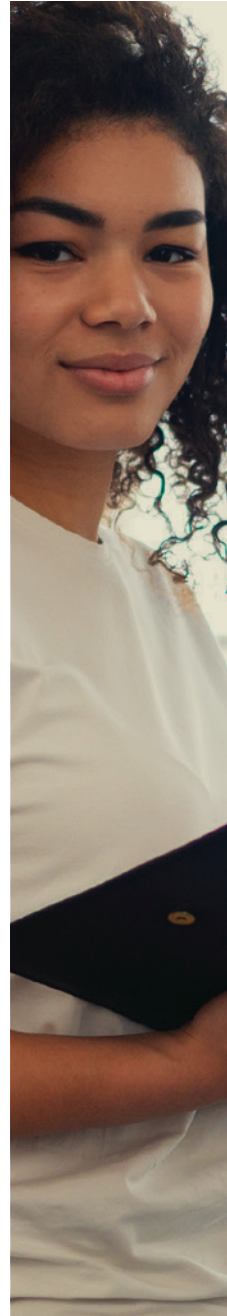
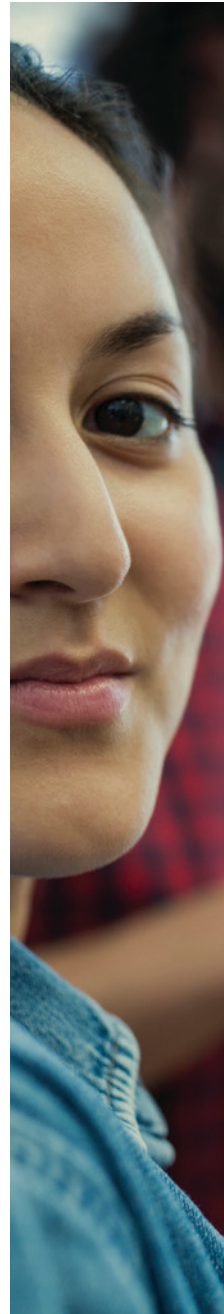
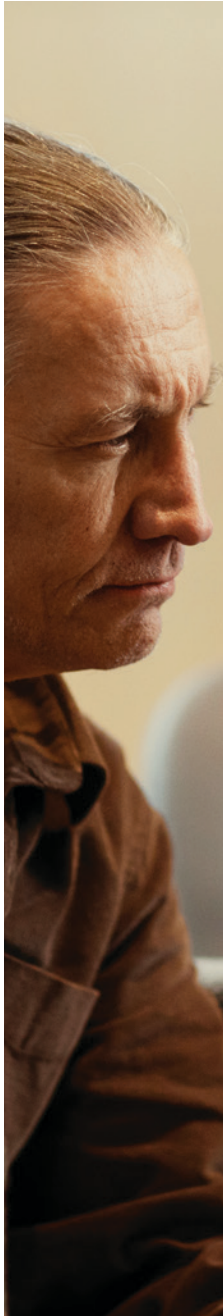


TOWARDS A SUSTAINABLE FUTURE



ANNUAL
REPORT
2023



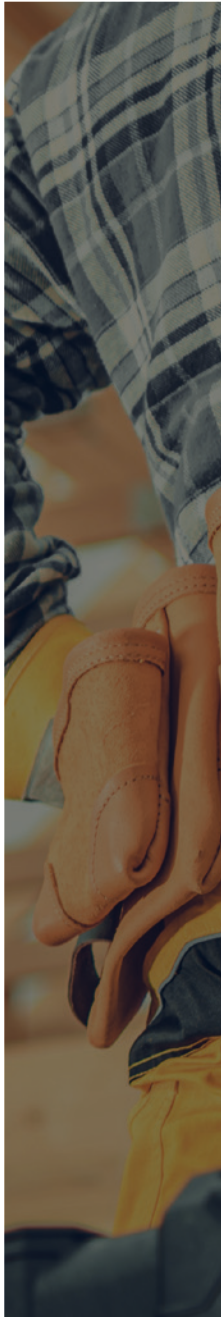


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GILLES BÉRUBÉ

MESSAGE FROM THE **CHIEF EXECUTIVE OFFICER**



TOWARDS NEW HORIZONS

Dear Friends,

Corporation Waskahegen celebrates its fifty-first year of existence, a milestone marked by significant advances and continued resilience. It is with immense pride that we look back to see the progress and the accomplishments achieved over the past few months. Our team has once again demonstrated its unwavering commitment to our primary mission: providing the best possible services to our tenants.

Over the years, we have consolidated our reputation as an organization dedicated to the delivery of residential services. Thanks to the commitment of each member and our innovation-focused approach, we have maintained high standards of “customer satisfaction”. In this upcoming year, we are dedicated to maintaining our path of excellence and taking on new challenges to meet the evolving needs of our tenants.

Throughout our daily efforts, it is essential to recognize the listening and openness adopted by our collaborators, which significantly contributes to maintaining good management practices and ensuring a sustainable future. This approach has played a crucial role in our ability to overcome challenges and evolve over time, becoming a constant source of motivation in all areas of our organization.

Our current and future projects, along with our prudent asset management, illustrate our strategic direction to meet present needs while proactively preparing for the future.

RELATIONS WITH THE SHQ AND THE CMHC

Our relations with housing agencies, notably the Société d'habitation du Québec, have often been strained. Recent legal proceedings have ruled in our favor, paving the way for a new era of collaboration and partnerships.

Over the past year, we have noticed a significant change in our relationships with the Société d'Habitation du Québec and the Canada Mortgage and Housing Corporation, allowing us to prepare our strategic direction with them. They have acted as true partners, working with us to find innovative and sustainable solutions to the housing crisis.

Thanks to our shared commitment to resolving the housing crisis, we have been able to strengthen our financial position. With a mortgage value exceeding 375 million dollars and a debt-free outlook in the coming years, we are now able to consider larger and more strategic investments. We have expressed to the SHQ and the CMHC our desire to continue collaborating on new projects, thereby significantly contributing to resolving this major societal issue.

In partnership with Habitats Métis du Nord, we are increasing the pace of development of projects that meet the needs of local communities, a crucial step towards a more balanced and inclusive society.

WORKFORCE AND IMMIGRATION

The workforce is essential to meet these challenges and build new residential units. It is crucial that our governments take measures to simplify the immigration process for foreign workers.

Currently, politics is focused on reducing immigration without considering the consequences. This raises concerns. Regions have a much greater capacity to meet the challenges of francization. We hope for a quick improvement in this situation.

In conclusion, we would like to express our deep gratitude to all those who have contributed to our success over the past year, especially our tenants for their continued trust. Together, we look forward to discovering what the future holds and continuing to build exceptional residential services for all.





GÉRARD COULOMBE

MESSAGE FROM THE PRESIDENT GRAND CHIEF
OF THE NATIVE ALLIANCE OF QUEBEC

TOGETHER, WE DRIVE OUR CAUSE **FORWARD**

I am pleased to once again be associated with the publication of the annual report of Corporation Waskahegen.

Our collaborative work with Corporation Waskahegen and Habitat Métis du Nord allows us to change the lives of many Indigenous people living off-reserve in Quebec. Members of the Native Alliance of Quebec have access to over 2,000 social housing units in approximately 117 municipalities in Quebec.

A home is much more than a roof: it is a place where we can start a family, watch our children grow up in a safe environment, focus our energies on personal development, and pass on our values to our family in an urban setting.

I am proud of the achievements of the Native Alliance of Québec in recent years. We have improved services to members, offered support in terms of food, culture, health, and education during the pandemic, all while strengthening our ties with our members and communities.

We are currently working in collaboration with the Congress of Aboriginal Peoples (CAP) on several issues, including Education, Health, and Housing. Our goal is to ensure that off-reserve Indigenous people receive the same services as if they were living on a reserve. We are using the Daniels Decision to assert our rights through the Political Accord (an agreement signed between the Federal Government and the CAP) following the Daniels Decision.

I represent Quebec, Ontario, and Manitoba at the negotiation table.

This means that we are a strong and united team to:

TOGETHER, WE ADVANCE OUR CAUSE FOR STATUS, NON-STATUS, MÉTIS, AND INUIT INDIGENOUS PEOPLE LIVING OFF-RESERVE IN QUEBEC, AS WELL AS ACROSS THE ENTIRE CANADIAN TERRITORY



STAYING ON COURSE **TOWARDS** **A FUTURE THAT ALIGNS** WITH **OUR VALUES... THIS IS OUR GOAL**

Over the past year, we have continued to maintain and develop good management practices. The social issues of recent years remind us of the importance of uniting our strengths, developing our skills, and promoting the essential knowledge, values, perspectives, and practices for a sustainable future.

We are fortunate to have a team of socio-community workers who are dedicated to our mission. We provide a reassuring framework for our clients, allowing them to choose their own course. We do not see ourselves as the only path but rather as a set of helpful tools to create a healthy and pleasant living environment for everyone.

Despite challenges such as the labour shortage we have faced in recent years, we all work together not only to build a better world but also to inspire hope for future generations. This quest, which has lasted 51 years, is not yet complete. However, we are fortunate to still have experienced leaders with us who share their knowledge and experiences. They pass on their expertise, which is complemented by the ambition and technologies of the new generations. We will undoubtedly succeed.

A huge THANK YOU to everyone who has worked and contributed to this success. THANK YOU to our clients. Let's continue to move forward together towards the future.



CHRISTIAN LAFONTAINE

MESSAGE FROM THE DIRECTOR OF
THE TECHNICAL DEPARTMENT

In 2023, we received an initial RAM budget of \$2,300,000.00. During the same year, an additional budget of \$2,308,564.11 was added, bringing the total to \$4,608,564.11 for carrying out improvement and modernization work on housing units in our ten (10) regions in Quebec.

Here is the breakdown of our regions with the budget allocated to each of them:

Regions	Investments	Regions	Investments
Val d'Or	118 448,32 \$	Montreal	182 641,82 \$
Rouyn-Noranda	494 392,42 \$	Dolbeau-Mistassini	1 230 620,20 \$
Maniwaki	725 964,80 \$	Baie-Comeau	391 301,32 \$
Mansfield	243 848,18 \$	Sept-Îles	322 522,49 \$
Quebec City	638 013,24 \$	Mont-Joli	260 811,32 \$

We have also submitted three (3) distinct projects to be carried out in 2024 under the special projects and PRHLM programs in collaboration with the Société d'Habitation du Québec, which have been approved:

1) PRHLM program: 1660 to 1710, rue Gérard-Bourget in Trois-Rivières Budget: 766 120.00\$	2) Special project: 724 rue Alphonse-Durand in Joliette Budget: 327 972.00\$	3) Special project: 384 to 414 rue Cardinal-Bégin in Rouyn-Noranda Budget: 1 389 664.00\$ (each building)
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A fourth project is also underway, in collaboration with the CMHC, for two (2) buildings located in Port-Cartier under the Canadian green homes program.

We have established excellent collaboration with the SHQ and the CMHC on several ongoing and upcoming projects. This ensures a sustainable future, and we want to thank them for these valuable partnerships.



MESSAGE FROM THE BUILDING OPERATIONS SUPERVISOR

For over 20 years, I have been a member of the great Corporation Waskahegen & Habitat Métis du Nord family. I wanted to provide more support to both employees and tenants. Therefore, it is with great pride that I accepted the challenge of becoming the Building Operations Supervisor.

My main goal for the coming years is to fill vacant positions, while being aware of the labour shortage in some areas. Another goal is to acquire an in-depth understanding of work procedures to ultimately find methods that benefit both our employees and our clients. Finally, a key objective is to encourage teamwork, which is essential for enhancing interaction within the organization. Good communication leads to a happy team!

My greatest professional wish is that through these efforts, Corporation Waskahegen and Habitat Métis du Nord will have a sustainable future. A strong presence will help us continue to support families in need of housing for many years.

I wish the entire team at Corporation Waskahegen and Habitat Métis du Nord many years of good cooperation, in order to unite the whole team towards a common goal: to be able to meet the needs of our clients.

Thank you for your great work! Wonderful years are coming.



JOSÉE BÉRUBÉ

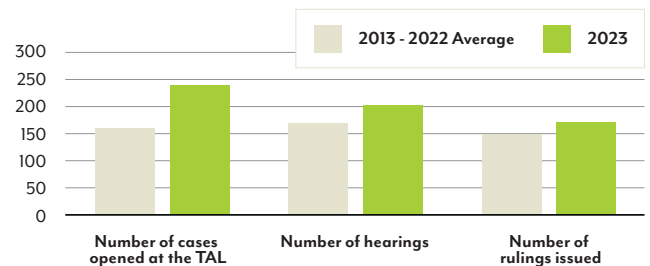
MESSAGE FROM THE LEGAL COUNSEL
AND DIRECTOR OF LEGAL SERVICES

In 2018, the management team of Waskahegen Corporation - Habitat Métis du Nord decided to invest in its legal department to improve its own capacity to meet legal needs. Consequently, we centralized the Legal Service in our Quebec City offices, retrieved, digitized, and reclassified all legal files, and improved our technological tools. This reorganization and our new administrative resource entirely dedicated to the Legal Service have enabled us to increase our efficiency and ensure the sustainability and quality of our legal services.

Looking back five years later, we can congratulate ourselves on having made this decision. Today, we have a talented and experienced Legal Service capable of facing the various challenges encountered, such as the increased workload experienced in 2023.

Throughout the year 2023, the Legal Service opened 239 cases at Tribunal administratif du logement (TAL) compared to an average of 159 annually over the past 10 years. Naturally, this increase impacts the number of hearings we must attend and the number of judgments we must process.

Cases Tribunal administratif du logement



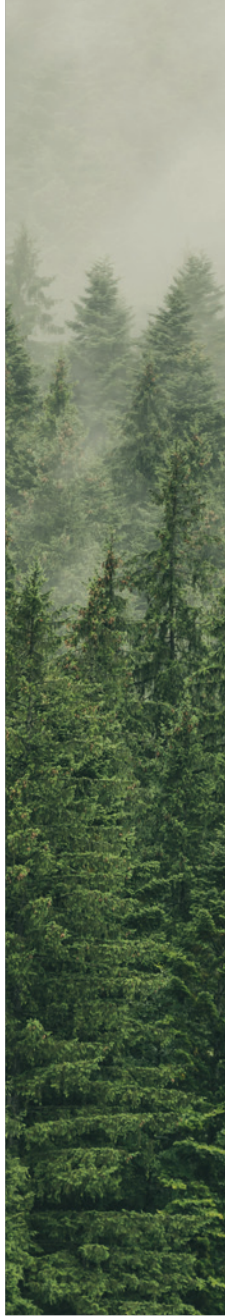
To a certain extent, this increase is a direct consequence of the COVID-19 pandemic, which has worsened the financial burden on many tenants. Many of them have been unable to pay their rent due to excess CERB payments that had to be repaid, lack of jobs because of company closures, and loss of work income caused by reduced business hours.

The rising cost of living also heavily affects our tenants, who sometimes have to make heartbreaking choices to meet basic needs. Overall, since the end of the pandemic, the economic condition of our tenants has worsened. This situation has undeniably contributed to the increased number of cases opened at the TAL. However, we work diligently with our tenants to help them rectify the situation before initiating legal actions. Thus, the number of payment agreements has also increased. At the Tribunal, we often try to get an order to pay on the 1st of each month to give tenants one last chance.

The housing crisis is also a contributing factor to this increase. The low vacancy rate and the rising cost of housing mean that many people cannot find accommodation. When our tenants see a family member or friend end up on the street, many offer them shelter without notifying the landlord, in violation of current regulations. This increasingly common situation results in an increase in the number of cases opened for undeclared occupants. Furthermore, when households are overcrowded, complaints about noise or inappropriate behavior multiply. Sometimes, we must submit the matter to the TAL in order to comply with the landlord's obligation to provide all tenants with peaceful enjoyment of the premises throughout the lease.

The housing shortage also affects costs during the forced execution of TAL decisions. Indeed, when a lease is terminated following a tribunal decision, more and more tenants are unable to find another accommodation and do not leave the unit within the allocated time. We then have to call on bailiffs to proceed with the eviction. We also see a sharp increase in cases where tenants leave behind a large portion of their belongings because they don't have a new home or places to store their furniture. The landlord is then responsible for covering the costs to dispose of the tenant's belongings, resulting in increased costs for preparing vacant units. This new reality contributes to the rise in cases opened for relocation compensation and damages.

If the picture I have painted seems dark, I want to reassure you that we have successfully carried out our mission of improving the quality of life for our tenants for 51 years. At Corporation Waskahegen - Habitat Métis du Nord, we have always prioritized tenant education and support and will continue to make every effort to avoid resorting to legal actions. However, when necessary, we must take the available legal means to enforce current regulations, provide a peaceful living environment for our tenants, and recover amounts owed for rent or damages. The increase in the number of cases submitted to the Tribunal administratif du logement is not desirable but is unavoidable to remain a responsible manager and ensure the sustainability of the real estate portfolio for a sustainable future.



A player in the tournament



13TH EDITION OF THE CLASSIQUE WASKAHEGEN

Our annual golf tournament (13th edition) of the Classique Waskahegen took place on August 24, 2023, at the Dolbeau-Mistassini Golf Club, generating \$50,000 in profits. As every year, these profits were donated to the Fernand Chalifoux Foundation.

This 13th edition also marked the 50th anniversary of Corporation Waskahegen.

Amount donated to the Fernand Chalifoux Foundation by the 13th edition of the Classique Waskahegen



Welcome Committee at the Golf Club

Major partner
poster – Corporation
Waskahegen

Dominique Hudson
performing at the table
where Mr. Bérubé is
seated



Dominique Hudson
Evening Performance



Mr. Réal
Goulet Winner
of the golf
bag draw



Patricia Dufour
from Hop l'Agence,
event organizer



Sara Dufour,
artist performing
for the 50th
anniversary
evening



50TH ANNIVERSARY OF CORPORATION **WASKAHEGEN**

We celebrated the 50th anniversary of Corporation Waskahegen, which has existed since 1972, with a dinner and a performance from Sara Dufour. The event took place at Resto-Bar Suite 117 in Dolbeau-Mistassini on August 26, 2023.



Bruno and Daniel,
opening band for
the evening

Speech by Mr. Kim
Beaudin, National
Vice-Chief of the
Congress of Aboriginal
Peoples



Speech by Mr.
Gilles Bérubé, CEO
of Corporation
Waskahegen

Speech by Mr. Gérard
Coulombe, Grand
Chief of the Native
Alliance of Quebec



Awarding of
Commemorative
Plaques to Mr. Bérubé
and Mr. Chalifoux

Guests at the 50th
anniversary



Special Guests
(Gérard Coulombe,
Grand Chief of the NAQ,
Kim Beaudin, National
Vice-Chief of the Congress
of Indigenous Peoples,
Gilles Bérubé, CEO of
Corporation Waskahegen,
and Fernand Chalifoux,
Vice-President of
Corporation Waskahegen)





POURVOIRIE DU **LAC HUSKY:** **PLEASURE...** **IS NATURAL!**

ALL SEASON ACTIVITIES FOR EVERYONE:

- fishing
- hunting
- walking
- canoeing
- quad biking
- snowmobile rides
- snowshoeing
- etc.

Do you want to go on an adventure and have an unforgettable experience? The Pourvoirie du lac Husky is the place for you! We invite you to come and enjoy the breathtaking panoramas of the Quebec boreal forest with its innumerable lakes and be charmed by the range of outdoor activities that we offer. This corner of paradise located around 200 km north of Dolbeau-Mistassini is the ideal destination for family vacations or successful hunting and fishing expeditions. You can choose the American or European package, according to your needs, or yet, opt for a customized one for a stay beyond your wildest expectations. Rest assured that by choosing the Pourvoirie du lac Husky, your stay will be a hit without compromises!

Accessible by car, Lake Husky is located above the 50th parallel north. This headwater lake is the source of the Mistassibi River and stretches over a distances of 8 km, which is a lot of fresh water for fabulous fishing! Get off the beaten track by exploring the vast spaces of the Pourvoirie du lac Husky!

Pourvoirie du lac Husky

112, Avenue de l'Église, suite 204

Dolbeau-Mistassini (Québec) G8L 4W4

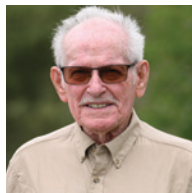
Phone: 418 276-7551 | Email: info@lachusky.com

Website: www.lachusky.com

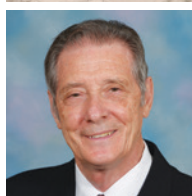
BOARD OF DIRECTORS



Gilles Bérubé
Chief Executive Officer



Fernand Chalifoux
Vice-President
and Resource Person



Jean Jolicoeur
Secretary-Treasurer



Denis Larche
Director



Sylvain Sasseville
Director



Roland Normandeau
Director



Raymond Bouchard
Director and Resource Person



Céline St-Cyr
Director



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