

# PAUSE, REFLECT, FOCUS ON WHAT TRULY MATTERS

ANNUAL  
REPORT  
**2024**



*“A symbol of perseverance,  
the beaver builds strong homes—  
one action at a time.”*





## TABLE OF CONTENTS

Message from the Chief Executive Officer	4-5
The Footprint of Our Commitment	6-7
Message from the President Grand Chief of the Native Alliance of Quebec	8
Message From The Deputy Chief Executive Officer, Socio-Community Workers Supervisor	9
Message from the Director of the Technical Department	10
Message from the Building Operations Supervisor	11
Message from the Legal Counsel and Director of Legal Services	12-13
Pourvoirie du Lac Husky	14
Board of Directors	15



GILLES  
BÉRUBÉ



## PAUSE, REFLECT, FOCUS ON **WHAT TRULY MATTERS**

A full year has passed since the publication of our last activity report—and in that time, the world has changed. The arrival of a new American president has disrupted the global economic order, making budget management more complex. Social media, artificial intelligence, and the rapid pace of societal transformation continue to reshape how we live, work, and communicate. Whereas upheaval once stemmed mainly from professional change, it now often arises from our personal environments.

In this climate of uncertainty, our best safeguard remains refocusing on our core mission: Why do we exist? To provide dignified housing, human-centered support, and long-term quality of life for those who rely on us. With over fifty-two years of experience, Corporation Waskahegen now serves more than 2,200 housing units, thanks to the commitment of over 100 employees spread across the province.

In a world that's constantly shifting, we reaffirm our commitment not to lose focus, not to drift away from what truly matters. Our goals remain clear: to deliver the best possible services to our tenants. That commitment guides every decision we make, and every action we take.

## ONGOING VIGILANCE... AND **WELL-DESERVED RECOGNITION**

Ongoing vigilance remains essential in the maintenance of our buildings. Every intervention, upgrade, or repair we make is a concrete way of bringing our mission to life. But just as importantly, we must recognize the daily efforts of our tenants—those who take part in maintaining their own living environments. Together, we build sustainable, supportive, and respectful communities.



## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

It's essential to remember that without the collaboration of everyone involved, we couldn't carry out our work. It is by joining forces that progress and cooperation become possible. This philosophy has guided us from the very beginning—and continues to serve us well.

After challenging years in which our legitimacy was at times questioned, we are proud today to highlight the strong and renewed collaboration with our partners. Their support has allowed us to take important steps forward, and to keep building with confidence and determination.

## BUILDING FOR TOMORROW

In 2024, we submitted funding requests for the creation of 40 new housing units in the municipalities of Sherbrooke, Longue-Rive, Grand-Remous, and La Tuque—places where the needs are urgent, and where each new unit makes a real difference. We are hopeful for positive responses, as we represent a concrete solution to the housing crisis affecting our cities.

It's worth remembering that our contribution extends far beyond housing. We provide personalized support to each tenant—the human and social dimension is at the heart of who we are. By remaining attentive and present, we ensure our tenants don't just find shelter, but peace of mind.

## PRIDE, CONTINUITY, AND AMBITION

Corporation Waskahegen is celebrating its 52nd year of existence. We look back on the road traveled with great pride. Thanks to a dedicated team, loyal partners, and committed tenants, we continue to pursue our mission with determination, care, and a commitment to excellence.

In 2025, we are committed to maintaining our quality standards, innovating to better serve, and meeting the challenges ahead with confidence.



# THE FOOTPRINT OF OUR COMMITMENT

For over 50 years, Corporation Waskahegen has actively supported the well-being of off-reserve Indigenous people. Through a comprehensive and adaptive approach, we combine social support, economic development, and technical expertise to strengthen autonomy and prepare the next generation to meet tomorrow's challenges. Here is an overview of what we have accomplished.

**SINCE  
2003**

## **FERNAND CHALIFOUX FOUNDATION: OVER \$100,000 FOR INDIGENOUS YOUTH**

The foundation awards tens of thousands of dollars in scholarships to young Indigenous people, including students like Lauren Shattler, a single mother who became paraplegic and was able to complete a degree in business administration thanks to a \$6,000 grant.

**2010**

## **PILOT PROJECT FOR SUSTAINABLE DEVELOPMENT WITH SOLAR WATER HEATERS**

An innovative pilot project led to the installation of 12 solar water heaters and 24 solar panels in two buildings in Québec City, with the goal of reducing electricity consumption. The \$90,000 project is 50% subsidized.

**2012**

## **A HOLISTIC APPROACH TO SUPPORT AUTONOMY**

Corporation Waskahegen offers an integrated range of services—including architecture, housing improvement, project management, economic development, and social/community support—to meet the immediate needs of off-reserve Indigenous people, while empowering Indigenous youth to build the future with confidence.

**2011**

## **FERNANDE BOURASSA PARK IN LA TUQUE**

Corporation Waskahegen is contributing to the creation of Fernande Bourassa Park (\$66,000), a space dedicated to Indigenous youth and honoring the legacy of a pioneering community leader.



**2014**

**CREATION OF  
NEIGHBOURHOOD  
HOUSES AND PREVENTION  
ACTIVITIES**

Two neighbourhood houses have been established (in Québec City and La Tuque), providing spaces for gathering, workshops, and social support.

These centres offer workshops on addiction prevention, school dropout, emotional well-being, healthy lifestyles, and Indigenous traditions.

**2015**

**DEPLOYMENT OF THE  
RÉNO RÉGION AND HOME  
ADAPTATION PROGRAMS**

The RénoRégion program, with a budget of \$24,000, provides support to low-income homeowners. In addition, three home adaptation projects were carried out for individuals with reduced mobility under the Home Adaptation program.

**2022**

**A STRATEGIC SHIFT  
TOWARD AUTONOMY**

Waskahegen is undertaking a major shift toward greater autonomy by exploring financial and operational models that would allow it to gradually reduce certain dependencies on government support.

**2017**

**HEALTH ADDED TO KEY  
AREAS OF INTERVENTION**

Corporation Waskahegen has integrated health into its priority areas, in alignment with the 2017–2022 Government Action Plan for the Social and Cultural Development of Indigenous Peoples and Inuit.





MESSAGE FROM THE **PRESIDENT**  
**GRAND CHIEF OF THE NATIVE**  
**ALLIANCE OF QUEBEC**  
GÉRARD COULOMBE

It is with great pleasure that I take part in the publication of the annual report of the Corporation Waskahegen.

The Native Alliance of Quebec continues to work closely with Corporation Waskahegen and Habitat Métis du Nord. This collaboration is rooted in a shared goal: providing meaningful service to the members of our organization. Let us not forget the invaluable dedication of our volunteers, who, across our five regions and throughout our communities, do remarkable work for our members. Our work continues to be driven by a strong sense of humanity.

In terms of our rights, on January 7, 2025, we brought our case before the Supreme Court of Canada to be heard. On April 21, 2025, we also submitted a document to the United Nations Summit on Indigenous Rights,

to raise awareness of the issues we face due to exclusion and lack of recognition by our governments of off-reserve Indigenous people.

We are also working on economic development initiatives in order to become more financially self-sufficient, allowing us to better serve our members while creating job opportunities that will directly benefit our communities.

We continue to explore and reflect on all possible programs that could improve the lives of our members and the well-being of our communities.

**LET US ALL KEEP OUR EYES OPEN TO FIND OPPORTUNITIES TOGETHER FOR OUR ORGANIZATION AND OUR MEMBERS.**





MESSAGE FROM THE  
**DEPUTY CHIEF EXECUTIVE OFFICER,  
SOCIO-COMMUNITY WORKERS SUPERVISOR**  
VÉRONIQUE BÉRUBÉ



## WEAVING CONNECTIONS, **BUILDING LIVES**

Sometimes, pausing isn't about slowing down—it's a conscious act of wisdom. In a world that moves faster each day, taking the time to pause and think—about our mission, our values, and what truly brings us together—has become an act of courage.

Corporation Waskahegen and Habitat Métis du Nord serve as vital bridges for off-reserve Indigenous people. We represent a future that is dignified, stable, and full of meaning. Our core mission is to meet the basic need for housing, but we know that a roof alone is not enough. It also takes heart, compassion, and human commitment. That's where our work finds its deepest purpose.

In the field, our teams meet with families, elders, and younger people who strive for a better life. People who, despite today's social, political, and economic challenges, hold their heads high. Their resilience reminds us why we do what we do.

Our social workers across the regions of Quebec support, guide, and stand by our clients with admirable determination. Their work often goes unseen, but it is truly essential.

Together, we've helped families rebuild, children find stable homes, and adults regain confidence in themselves. And that is priceless.

For us, focus on what truly matters means cultivating human connection, restoring dignity, and offering hope—despite the turbulence of today's world. It means providing not just a home, but a real quality of life, a space where growth is possible.

To everyone we crossed paths with this year—colleagues, partners, clients—THANK YOU. Thank you for your trust, your strength, and your humanity. May the future be gentle, strong, and fair.

Together, let's keep building—one home at a time, one future at a time.



MESSAGE FROM THE **DIRECTOR OF  
THE TECHNICAL DEPARTMENT**  
CHRISTIAN LAFONTAINE

The past year was marked by a renewed focus on what truly matters. In an ever-changing environment, Habitat Métis du Nord made the conscious choice to slow down—not to do less, but to do better.

By taking the time to think deeply about our mission, our impact, and our ways of working, we strengthened our commitment to off-reserve Indigenous people.

With more than 2,200 housing units across Quebec and funding from our partners—the SHQ and the CMHC—for the renovation of our buildings, we continued our work with diligence, respect, and humanity. Every action we take aims to provide a safe and lasting home.

For the year 2024, we received an initial budget of \$3,121,415.00, followed by an additional allocation of \$1,860,800.00 later in the year.

In addition, a project in the Rouyn-Noranda region was carried out under the PRHLM program with a budget of \$1,389,664.00, aimed at carrying out all necessary work to maintain and upgrade our assets. In 2025, four more projects of this kind will be launched.

For us, focusing on the essentials means centering our efforts on what truly matters: the well-being of our tenants, the quality of their living environment, and the sustainability of our infrastructure.

Thank you to everyone who contributes—whether directly or indirectly—to this mission.





MESSAGE FROM THE **BUILDING  
OPERATIONS SUPERVISOR**  
CAROLINE BOULIANNE



This year, guided by the theme “Pause, Reflect, Focus on what truly matters” has offered us a valuable space to take a step back and reassess our ways of doing things.

In a field as vital as housing, it’s easy to get drawn into urgency, technical challenges, and tight deadlines. Yet, behind every intervention, every housing assignment, there is a person, a family, a fundamental need: the need for a home that is dignified, safe, and respectful of one’s identity.

With my team—composed of dedicated and committed assistants, agents, and real estate operations staff—we took the time to refocus on what truly matters: the

quality of our actions, the relevance of our choices, and the concrete results of our work on a daily basis. We slowed down to better listen, to act more wisely, and above all, we returned to the essentials: providing a human-centered service rooted in respect and collaboration.

I want to sincerely thank each and every one of you for your professionalism, your heart in the work, and your ability to adapt with kindness. Together, we are making a real difference in the lives of many individuals and communities.



MESSAGE FROM THE **LEGAL COUNSEL  
AND DIRECTOR OF LEGAL SERVICES**  
JOSÉE BÉRUBÉ

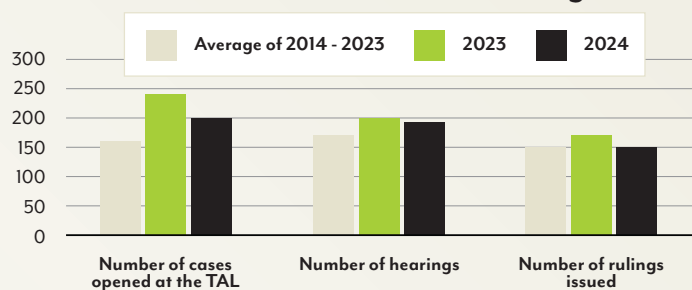
The Legal Department plays a vital role within Corporation Waskahegen and Habitat Métis du Nord. While its responsibility for handling the organization’s legal files is self-evident, its mission goes far beyond that.

First and foremost, we act as legal advisors to the organization. In this role, and in collaboration with senior management and the board of directors, we ensure that the organization operates in compliance with the current legal framework—both in its economic activities involving clients and partners, and in its labor relations with employees. We also ensure that the organization’s practices and procedures are regularly updated in line with evolving laws, standards, and applicable regulations.

The Legal Department is also here to advise employees and support management in their day-to-day work. Our team frequently assists staff by answering questions, guiding them through proper procedures, and providing the support needed to carry out their responsibilities. We are committed to equipping employees with the tools and resources necessary to enforce rules in a way that aligns with the organization’s values.

Naturally, managing legal proceedings before the Tribunal Administratif du Logement (TAL) accounts for a significant part of our workload. Like previous years, the period since our last annual report has been exceptionally busy.

Cases Tribunal administratif du logement



We opened 198 cases before the Tribunal Administratif du Logement. While this represents a decrease compared to 2023, it remains higher than the 10-year average of 163 cases. The number of hearings follows the same trend.

Several external factors—such as the rising cost of living and the housing shortage—continue to influence the number of cases requiring legal intervention.



We remain sensitive to the difficulties faced by our clients and make every effort to help tenants resolve their situations before initiating legal action. We consistently prioritize negotiated payment agreements. However, in certain cases, filing a claim with the Tribunal becomes the only viable option to remain responsible managers and ensure the long-term sustainability of our housing stock.

Despite the fast pace of life and the many external factors beyond our control that nonetheless affect our work, we make it a point to reflect regularly in order to find the best path forward in fulfilling our primary mission: helping Indigenous families.

It is essential to me that the Legal Department remains compassionate and attentive—to both employees and tenants. I am proud to work with a skilled and dedicated team that shares these values and is committed to providing the highest quality service.





## 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**

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