

PROVIDING
A HOME,
GIVING
A VOICE

ANNUAL
REPORT
2025





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► GILLES
BÉRUBÉ

PROVIDING A HOME, GIVING A VOICE

Each year, our annual report offers us a valuable opportunity to step back, measure the ground we have covered, and gain a clearer sense of the path ahead. It is also a chance to acknowledge the enduring nature of certain fundamental issues that lie at the very heart of our mission.

Among these, the development and delivery of quality housing remain a foundational priority. Providing a home means meeting a vital need, but it also means laying the groundwork for the stability, security, and dignity of the people we support. This commitment reflects our ongoing determination to develop living environments that are adapted, sustainable, and respectful of our tenants' realities.

At the same time, the quality of the relationships we maintain with our tenants and the communities in which they live remains paramount. In this regard, the role of our social workers is central. Their presence in the field, their attentiveness, and their dedication make all the difference. They support tenants in their daily lives, encourage dialogue, and help prevent or defuse situations of vulnerability. This human-centred approach is one of the defining strengths of the Corporation Waskahegen model.

Strong and constructive relationships with government partners are essential to the success and long-term sustainability of our projects. Our administrative agreements provide a framework for this collaboration, and we are committed to meeting every obligation they entail.

For more than fifty years, we have worked to improve the living conditions of off-reserve Indigenous people. Our work goes beyond providing housing: it also means carrying a voice, representing our tenants' realities before public authorities, and acting as an intermediary to foster greater recognition of their needs.

In the context of the housing crisis we are collectively navigating, we continue to share with our partners the practices and expertise that enable us to maintain high standards in property management. We are convinced that this expertise represents a meaningful contribution and a concrete lever for supporting our partners in achieving their own objectives.

In this respect, Corporation Waskahegen has demonstrated its ability to deliver residential projects efficiently and on schedule. Through Habitat Métis du Nord, our construction company, we are able to control both timelines and costs, ensuring greater predictability and optimal use of resources.

In 2025, we reached an important milestone by finalizing a plan for the development of 100 housing units. This initiative reflects our commitment to acting in a structured and ambitious way to address growing housing needs, while consolidating our expertise in real estate development.

As challenges related to homeownership continue to grow, rental housing is increasingly emerging as a sustainable solution. It is now widely recognized that purchasing a home is becoming less and less accessible, particularly due to the high costs associated with construction and renovation. If our governments wish to adequately meet a demand that is set to grow in the coming years, it is essential to act now and with urgency.

As we look ahead, I would like to sincerely thank our board of directors and our entire team of employees and volunteers for their dedication and commitment. Without their essential contribution, Waskahegen would not be able to fulfill its mission or deliver quality services that meet the expectations of our communities.

The **administrative agreement** marked an important milestone in the development of services offered to Indigenous people living off-reserve.

It has notably made it possible to:

- ▶ **Strengthen the collaboration** between Waskahegen and the Société d'habitation du Québec (SHQ);
- ▶ **Recognize Waskahegen's expertise** in developing tailored solutions;
- ▶ **Support the development** of housing programs and initiatives;
- ▶ **Entrust the Corporation with the administration of several programs**, including RénoVillage, the Housing Acquisition Program, and the SHQ–Waskahegen pilot project.

Under this agreement, Waskahegen is responsible for administering the housing programs established under the federal-provincial agreement for Indigenous people living off-reserve. The agreement was ratified on November 26, 2020.



▶ GÉRARD
COULOMBE

A ROOF AND A VOICE FOR OUR MEMBERS

It is with great pleasure that I once again contribute to the annual report of Corporation Waskahégen and Habitat Métis du Nord.

Together, Corporation Waskahégen, Habitat Métis du Nord, and our dedicated volunteers in our communities help more than 2,000 Indigenous families across Quebec access safe, quality housing.

Our team at the Native Alliance of Quebec is currently working on an action plan and a communications plan. We are well aware that, going forward, we must have an increasingly active presence at every table of discussion — whether at the municipal, provincial, or federal level.

We must claim our rightful place and become an indispensable organization for all Indigenous peoples — status and non-status, Métis and Inuit — living off-reserve throughout the territory of Quebec, and serve as their voice to ensure they are effectively represented and advocated for.

Achieving this objective will likely require the creation of an advocacy fund by the NAQ, and we are currently working toward that goal.

We remain vigilant in identifying new programs that can benefit our members.

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



VÉRONIQUE
BÉRUBÉ

A HOME TO LIVE IN, A VOICE TO MOVE FORWARD

Each year reminds us just how far our mission extends beyond the management of housing units. Behind each of our buildings are people, families, life stories, and a human reality that calls for presence, listening, and commitment. It is this profoundly human dimension that continues to guide our work every day.

Providing a home means meeting an essential need, but it also means helping to create an environment where people can regain a sense of stability, security, and quality of life. Giving people a voice means taking the time to listen to our tenants' needs, acknowledging their realities, and fostering living environments where everyone can feel respected and valued.

Through the work of our socio-community intervention department, this approach takes on its full meaning. Our teams play an important role in the field, working every day to maintain close relationships with tenants and communities we serve. Their role goes well beyond providing support: they help build relationships of trust, encourage dialogue, and support a harmonious atmosphere within our living environments.

This daily presence often makes all the difference. Whether guiding someone through a process, offering a listening ear, supporting a tenant through a difficult period, or simply being present and accessible, every intervention helps strengthen our tenants' sense of belonging and overall stability.

Over the past year, our teams once again demonstrated remarkable commitment, both through their professionalism and their ability to adapt to the different realities encountered in the field. Their work requires deep listening, a great deal of humanity, and a constant capacity to intervene with respect, sound judgment, and compassion. Thanks to their involvement, many situations can be resolved constructively, and many tenants feel supported in their daily lives.

In the current context, where housing needs continue to evolve rapidly, maintaining a human and accessible approach becomes essential. The quality of the relationships we build with our tenants remains at the heart of our mission and represents a core value of Corporation Waskahegen and Habitat Métis du Nord. We believe that a quality living environment depends as much on the homes themselves as on the feeling of being heard, supported, and respected.

I also wish to highlight the exceptional work of all our socio-community workers, as well as every employee of Corporation Waskahegen and Habitat Métis du Nord. Each person contributes, in their own way, to bringing our mission to life and delivering services that genuinely respond to the needs of our tenants and communities.

Now more than ever, we remain convinced that providing a home also means helping to build humane living environments where people can find their place, feel heard, and thrive in an environment rooted in respect and dignity.

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

▶ CHRISTIAN
LAFONTAINE

BUILDING HOMES FOR TODAY AND TOMORROW

We all agree that having a roof over one's head is an essential and fundamental need. Safe housing not only fulfills a basic necessity, but also provides the foundation for building a family and thriving fully as an individual.

For more than 50 years, Corporation Waskahegen has been dedicated to providing housing for off-reserve Indigenous people. Over the years, the organization has enabled numerous individuals and families to access clean, safe, and suitable housing tailored to their needs.

Each year, budgets allocated for renovation and code-compliance work are provided by the SHQ and CMHC, following inspections and assessments of our properties. These investments allow us to maintain our housing stock in good condition and carry out the necessary interventions in priority areas.

In 2025, a total budget of \$4,458,541.48 enabled us to complete several major projects across all of our regions.

We will also continue to carry out several special projects as well as PRHLM projects in the following regions:

Nous poursuivrons également la réalisation de plusieurs projets spéciaux ainsi que des projets PRHLM dans les régions de :

- ▶ Rouyn-Noranda
- ▶ Sept-Îles
- ▶ Otter-Lake
- ▶ Quebec
- ▶ Joliette
- ▶ Trois-Rivières

In addition to a PCLAV project in the Port-Cartier region.

Nothing makes us prouder than seeing our tenants thrive over the years. Their well-being and stability remain at the heart of our commitment, and they inspire us to pursue this essential mission with passion and determination.

A photograph of Caroline Boulianne, a woman with long dark hair, wearing a black hoodie with white text, standing in front of a large red wooden wheel.

CAROLINE
BOULIANNE

BEING **PRESENT**, MAKING A **DIFFERENCE**

Welcoming, guiding, and supporting — these are the values that shape our work every day. Behind every housing request is a person, a family, a story, and sometimes many challenges to overcome. Providing a home and giving people a voice also means taking the time to listen to these human realities and walking alongside people with respect and care.

A home is often the beginning of a new chapter. It is a place where individuals and families can find stability, regain a sense of security, and look to the future with greater confidence. Through every interaction, we strive to make a positive difference in the journey of the applicants and tenants we support.

Throughout the year, our teams have worked with dedication to support applicants and tenants throughout the various stages of their journey. Behind every file lie unique human realities that call for listening, understanding, and respect. Every exchange, every follow-up, and every action taken reflects our commitment to the individuals and families we serve.

By working daily alongside Indigenous communities, we aim to offer welcoming living environments where everyone can feel supported and valued. Providing a home and empowering people also means helping build more humane communities rooted in mutual aid, openness, and solidarity.

MÂMU: A VOICE THAT BRINGS US TOGETHER

Mâmu was created in 2012 as an “electronic newsletter” designed to inform members of the Native Alliance of Quebec as well as all tenants, and to highlight the news, achievements, and issues of off-reserve Indigenous people.

- First edition: Summer 2012
- Over 10 years of publication
- Dozens of editions published
- Thousands of readers reached
- Distributed across all communities served by Waskahegen

“**Mâmu,**” meaning “**the strength of working together,**” was created to inform, unite, and celebrate our communities.



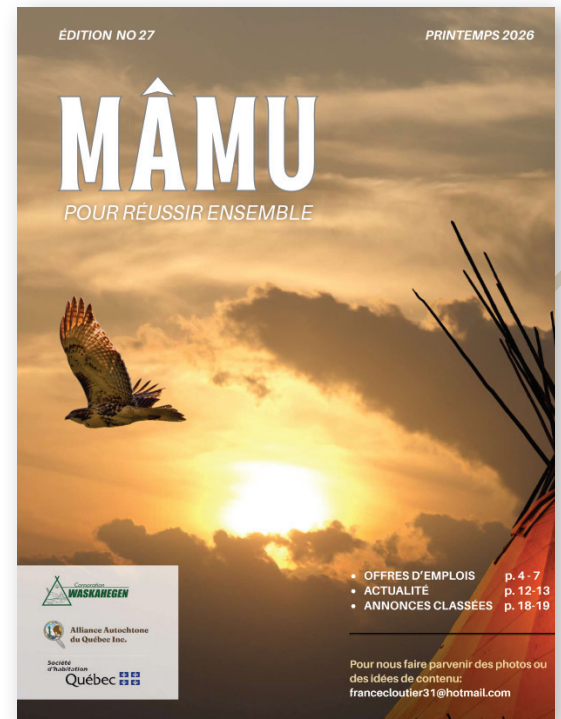
2012

Launch of Mâmu



2019

First redesign of the Mâmu newsletter



2026

Latest format,
reflecting current
tastes



MORE THAN A NEWSLETTER: THE MEMORY OF OUR COMMUNITIES

What Mâmu has covered over the years...

Rights Recognition

- ▶ Daniels Ruling
- ▶ Political advocacy
- ▶ Indigenous current affairs

Culture and Identity

- ▶ Louis Riel
- ▶ Indigenous residential schools
- ▶ Elders and memory keepers

Our Communities

- ▶ Community leader profiles
- ▶ Local initiatives
- ▶ Regional events

Achievements

- ▶ Student bursaries
- ▶ Classique Waskahegen
- ▶ Economic development

Mâmu Today

For more than a decade, Mâmu has been bearing witness to the realities, successes, and aspirations of off-reserve Indigenous people. Through its pages, it helps amplify a collective voice, preserve our memory, and strengthen the bonds that unite us.



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

All season activities for everyone:

- ▶ fishing
- ▶ hunting
- ▶ walking
- ▶ canoeing
- ▶ quad biking
- ▶ nowmobile 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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