THERE IS ALWAYS
A dream
Message from the President-Chief Executive Officer
Communities of the Native Alliance of Quebec
Message from the MP for Roberval — Lac-Saint-Jean
Message from the MNA for Roberval
Message from the National Chief of the Congress of Aboriginal Peoples
Message from the National Vice-Chief of the Congress of Aboriginal Peoples
Message from the President /Grand Chief of the Native Alliance of Quebec
Fondation Fernand Chalifoux
Message from the Director of housing operations
Report on major projects in 2011
Kisis Technologies
Polyformes Structures
Pourvoirie du lac Husky
Members of the Board of Waskahegen Corporation
There is always a dream… Louis Aragon

Like me, you dream, as we all do… Dreams filled with images, symbols and words… Sometimes tangible, sometimes abstract, our dreams make us think, question, aspire, hope or remake the world in our own way.

For Waskahegen Corporation, this means reaching greater heights, with projects for Aboriginals living off-reserve and the satisfaction of finally enjoying a better world.

Since its foundation, Waskahegen Corporation has blazed an impressive trail. It manages and administers a housing development of over 2000 residential units in some 117 locations across Quebec, with no fewer than 10 branches to ensure quality service over this huge territory.

Imbued with a commitment to the well-being and autonomy of the Aboriginal community, Waskahegen Corporation adapts to current realities by making every effort to develop and improve services and programs already in place. It provides services in architectural consultation, habitat improvement programs, construction project management, development of the labour market and economic development, while also providing Community Social intervention Services for those most in need. In this way, it strives to assist off-reserve Aboriginals with their immediate needs and also to help Aboriginal youth prepare for the future.

Although it continues to achieve a level of excellence in terms of rentals, many socio-economic projects with much potential are still at the planning stage. Nevertheless, its high management standards and its enviable level of efficiency make it a reference in the field. Therefore, given its proven results, its dynamism and its scope of action, surely Waskahegen Corporation has the right to hope for a more attentive ear from its partners and a determination within the community to do even more?

The dream catcher, an image deeply linked to Amerindian culture, which appears on the cover of this annual report, speaks volumes about our vision: as a source of hope, it symbolizes the determination of Waskahegen Corporation to accomplish great things.

The dreams of Waskahegen Corporation are magnificent and require very little to come true: open-mindedness, attentiveness and time!

In the words of Louis Aragon,
There is always a dream…
Message from the MP for Roberval - Lac-Saint-Jean

Denis Lebel

When we speak of dreams coming true and making a better world for Aboriginals living off-reserve, one name springs immediately to mind: Waskahegen Corporation. In the fields of housing, economic development and social and community intervention, members of the Waskahegen team have invested every effort and have achieved tangible results on behalf of their people. It is a striking example of solidarity and a great collective success.

The determination of Waskahegen Corporation enables it to complete small- and large-scale projects that make a real difference in the day-to-day lives of the Aboriginal community. The many projects that materialize year after year contribute enormously to its prosperity and are proof of its dynamism and the extent of its expertise.

I take this opportunity to highlight the efforts being made by all team members. You may be proud of what you achieve.

Good luck in your work!

The Honourable Denis Lebel
MP for Roberval–Lac-Saint-Jean, Minister of Transport, Infrastructure and Communities and Minister of the Economic Development Agency of Canada for the Regions of Quebec

Message from the MNA for Roberval

Denis Trottier

Great adventures can start and grow here, in the area!

Once again, I have the opportunity to highlight the great contribution of the Waskahegen Corporation to improving Aboriginal living conditions off-reserve. To accomplish this broad mission, the Corporation has developed several spheres of activity. It offers housing programs, employment assistance and social and community services. In addition, although it has its headquarters here in Dolbeau-Mistassini, its activities extend far beyond the borders of the region.

This great company should be a source of pride for Aboriginal people and the communities in which it carries out its projects. This is a fine example of people taking charge of their lives that should be encouraged and recognized.

I wish every success to the Corporation in its development projects and its mission.

Denis Trottier
MNA for Roberval
Official opposition spokesperson for forestry and mining
Message from the National Chief (Ret’d) and National Vice-Chief of the Congress of Aboriginal Peoples

Betty Ann Lavallée, CD et Dwight Dorey, M.A.

It’s that time of year again, when we celebrate the perseverance and dedication of Corporation Waskahegen in its 42nd year. Congratulations goes to the organization for its anniversary, and a huge thank you goes to each of the people who work daily to ensure that the lives of the off-reserve Aboriginal Peoples living in Quebec are improved through programs in housing, employment assistance, economic development, labour market development and much, much more.

This year’s theme, There is Always a Dream, is again a perfect theme. At the Congress of Aboriginal Peoples, we believe in encouraging our Youth to dream. We have been showcasing young Aboriginal Peoples living off-reserve who are achieving their dreams, and who are looking forward towards making the world a better place. We are especially proud to read the stories of youth who are achieving excellence and making a positive difference in their communities and in communities around the world.

It is the goal of the Congress of Aboriginal Peoples to become fully self-sufficient. We plan to achieve this through economic development models such as the Corporation Waskahegen. This organization is a trailblazer that serves as an example to each of us. It’s important that we continue to learn from one another and from our experiences, and that we learn from watching others realize their dreams. Corporation Waskahegen is an example of a dream realized, and it is an example of an organization that helps off-reserve Aboriginal Peoples realize their goals in life — to which we are very grateful and proud.

Thank you for showing us that dreams can be reality and that for each of us: there is always another dream out there, waiting for the making.
Message from the President/Grand Chief of the Native Alliance of Quebec

Robert Bertrand

“There’s always a dream...” said Louis Aragon, but “It’s the opportunity to realize a dream that makes life interesting” wrote Paolo Coelho.

This is probably what was in the minds of Kermot A. Moore and the founding members of Laurentian Alliance of Metis and Non-Status Indians of Quebec, who thought it essential to adopt a framework for improving the living conditions of Aboriginal people living off-reserve. Waskahegen became the tool of choice. We now have the impressive track record of our services corporation. That’s what I call a dream!

Now, are we allowed to have more dreams?

Absolutely! We can dream of creating more prosperity for our members by allowing Waskahegen to grow further. Let us not forget that it is counting on support from our governments. So, let’s all dream that our politicians have the will and political courage to recognize our ancestral rights.

In closing, I wish to pay tribute to Waskahegen Corporation for its great achievements and the commitment shown day by day in the fulfillment and realization of its dreams and ours. I know they still have great plans. If past performance is anything to go on, I’d put my bet on them.

Fondation Fernand Chalifoux

Providing a hopeful future for Aboriginal youth

The Fondation Fernand Chalifoux, named in honour of a man who devoted over 35 years of his life to the cause of Aboriginal people, was launched in 2003.

With a mission to help Aboriginal youth with special health and education needs, the Foundation has successfully raised over $100,000 to date.

2003: $19,000
2004: $28,300
2005: $25,000
2006: $24,000
2011: $16,200

These amounts were collected during the Waskahegen Classic, a golf tournament organized jointly with Waskahegen Corporation. A $6,000 scholarship was awarded to Lauren Shattler, a single mother who became a paraplegic following a tragic snowmobile accident. The award enabled her to continue her studies and obtain a degree in business administration.

A compassionate gesture and a wonderful way to see a dream come true for Aboriginal youth.
Message from the Director of housing operations  

Martin Voisine

2011 was a busy year for all employees at the Corporation Waskahegen/Habitat Métis du Nord. Some employees had to leave their duties, either temporarily or permanently, for various reasons. These departures naturally required more involvement on the part of the management team and employees remaining in their positions. The commitment, determination and dedication of our team nonetheless enabled us to achieve our mission. I would like to take this opportunity to express my gratitude to all employees who made a significant contribution to a better life for our 3,850 tenants.

Since we achieved our objectives only as the result of effective teamwork, on behalf of the Waskahegen/Habitat Métis du Nord family, I present the results for 2011 and the objectives for 2012.

As in every year, we must maintain a strict oversight of our management of rents receivable. This performance indicator is a measure of our efficiency in the eyes of our financial partners, the Société d’habitation du Québec (SHQ) and the Canada Mortgage and Housing Corporation (CMHC).

Accounts receivable

In 2011, the absence of certain employees had an impact on rents receivable, which grew by around 19% over the previous year. Despite this increase, the results are excellent, since they are the third best in 15 years (see chart on following page).

Other than tenants’ regularity, the main reason why rents receivable were maintained at such low levels is explained by close monitoring on the part of our staff. We adopt a preventive approach with our customers through our Community Social intervention Service. Our rental agents communicate rapidly and frequently in writing and by telephone with tenants who default on payment deadlines. In addition, 70% of tenants use our pre-authorized payment program. We strongly recommend that tenants use this method of payment to minimize late payments. Finally, in specific cases, we offer tenants an opportunity to make an arrangement to extend payment over several months.

Annual visits

In 2011, 91% (1,833/2,004) of our homes were visited at least once by our employees. The objective of this initiative was to ensure the welfare and safety of our customers, check the status of our housing development and ensure that regulations are respected.

Through these visits, we hope to increase tenant satisfaction. Compared with the previous year, our performance improved by 5% (100 more visits).
**Accounts receivable**  
(comparison from 1997 to 2011)

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<tr>
<th>Year</th>
<th>Amount</th>
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</tr>
<tr>
<td>2008</td>
<td>$86,781</td>
</tr>
<tr>
<td>2009</td>
<td>$93,836</td>
</tr>
<tr>
<td>2010</td>
<td>$89,408</td>
</tr>
<tr>
<td>2011</td>
<td>$117,119</td>
</tr>
</tbody>
</table>

**Sustainable development and pilot project**

Our pilot project, initiated in December 2010 and still ongoing, aims to reduce electricity costs attributable to hot water consumption. It involves two 6-unit buildings located in the Quebec City region. Assessment of pilot project performance is scheduled for early 2012.

Our organization has been in existence for 40 years and has always taken an innovative approach to improving services. Above all else, we hope to continue our mission for another 40 years. We believe we have a duty to offer our customers a safe environment that fosters their aspirations and helps their dreams come true.

**Community projects: My home, my pride! and pavillon Mawandoseg**

For some years now, we have used the opportunity of the public forum of our annual report to talk about community projects for tenants of Waskahegen/Habitat Métis du Nord. These opportunities for sharing have become invaluable. The My home, my pride! and pavillon Mawandoseg projects are beneficial both for the preservation of our housing development and for the day-to-day lives of the tenants. Who better to express the positive impact that these projects have on their lives than the tenants themselves? This year we let them speak for themselves:

“My kids and I love the community celebrations and the outdoor movie nights in the summer. The kids just adore it! And it gives me a chance to talk to the neighbours!”  
Yannick Pelosse, Quebec City resident and father of three

“I’m on the Tenants’ Committee and I get to meet people and build relationships and get involved in volunteer activities. I also love the Bingo. We have lots of fun!”  
Sylvie Parent, Quebec City resident

“The community kitchen lets us get out of the house. The women get a chance to talk about so many things. We trade recipes, gardening tips, and so on. We love the pot-luck meals!”  
Community Kitchen Member

“Now that we have flowers, everybody makes sure the block stays nice and clean. It’s fun because everyone gets involved.”  
Neighbourhood Beautification Project Volunteer

“Community gardens allow us to share and save. We also get to pass on our knowledge and culture to our children.”  
Participant of the Beautification Project

**Fernande Bourassa Park**

The opening of Fernande Bourassa Park took place in June 2011 on des Rondiers Street in La Tuque. The park was built at a cost of $66,000 and is dedicated to Aboriginal youth. It is the result of a collaborative project between the municipality of La Tuque, The Native Alliance of Quebec, Centraide La Tuque and Waskahegen Corporation/Habitat Métis du Nord.

All employees of the Corporation Waskahegen/Habitat Métis du Nord salute the wisdom of Fernande Bourassa. Ms. Bourassa was the courageous and determined pioneer of the La Tuque community. Her unrelenting struggle to advance the cause of Aboriginal people merits our recognition in naming the park after her. Bravo and congratulations to all on this great achievement!

**New housing development**

Despite the large number of homes owned by Waskahegen/Habitat Métis du Nord, needs are far from being met. Since some government programs for housing development in recent years were too restrictive, we have constructed only a few housing in the last 15 years.

In 2011, after some adjustments, we have taken steps to build new social housing for our customers. The areas identified as having the greatest needs were Maniwaki, Sherbrooke, Gatineau, Saint-Félicien and the Abitibi-Témiscamingue area.

**Termination of agreements**

Following the end of agreements for financing the construction of subsidized housing, the Government of Canada has decided to terminate all annual, social housing subsidies.

Waskahegen/Habitat Métis du Nord has not yet been affected, as our first agreements will reach term in 2012. Over the next 5 years (2012-2016), 502 homes will cease to benefit from this vital contribution from the federal government. The end result will be a substantial rent increase of $200-$300 a month. If the federal government does not reverse its decision, low-income households will no longer be able to afford to stay in their homes. If this becomes the case, the question is what housing options exist for these low-income households?
Objectives for 2012

Sustainable Development
We eagerly await the final results of our project for reducing electricity costs attributable to hot water consumption. This project embraces the values of both our customers and our organization. Regardless of project findings, Wakahegen/Habitat Métis du Nord will continue to be proactive and make every effort to preserve the environment because this aspect of life has been an integral part of Aboriginal culture from time immemorial.

New homes
Our dream of seeing all off-reserve Aboriginals properly housed spurs us on to further development. We recognize the enormity of the task, but our whole team is motivated to make the effort needed to construct enough quality housing to meet our ever-growing demands.

Rents receivable
We will continue to prioritize strict management of rents receivable. We believe we can maintain this important performance indicator at a respectable level, considering the uncertainties of life that our customers experience.

Staff turnover
The year 2011 was special in the sense that we had to manage more staff turnover than usual. Although some employees left the organization for reasons beyond our control and unconnected with their work, others left for reasons that we felt we could influence. The management team has therefore made an analysis of the situation and instituted measures to limit departures due to illness. These days, all organizations are affected by this reality. In 2004, according to Statistics Canada, 3.4 million Canadian workers experienced burnout. In the same period in Quebec, 800,000 workers were affected.

In 2012, we will be even more careful to apply the procedures introduced in 2011. We also want all our employees to become aware of the power that each individual has over their own life, health and career.

Conclusion
Generally speaking, managing a housing development of 2,000 homes is a major undertaking for managers and employees. When these units are spread over 117 municipalities throughout Quebec, it becomes a major challenge.

In the task of providing quality services to our customers, our employees can fortunately count on the support of at least a hundred members of the Native Alliance of Quebec in their work. Without this voluntary contribution, we would be forced to add staff to the team in place. Considering that we must manage our budget in difficult economic times, this effort demonstrates our wish to contribute to sound management of public funds.

The entire Wakahegen/Habitat Métis du Nord team wishes to convey their most sincere gratitude to all the volunteers of the Native Alliance of Quebec who contribute to a better life for our customers.

I conclude by stressing the remarkable work of the Board of Directors who are involved heart and soul in improving the quality of life for Aboriginal people living off-reserve.

On behalf of the Wakahegen/Habitat Métis du Nord family, there is always a dream…

From left to right: Getulio Di Martino (President, Centre Énergie Solaire; Installer), Jean-Yves Harvey (Foremen Supervisor, Wakahegen/Habitat Métis du Nord), Gérard Laprise (Subcontractor, Wakahegen/Habitat Métis du Nord), Camil Laprise (Foreman for the Quebec City region, Wakahegen/Habitat Métis du Nord), Serge Bouchard (Management Consultant, Société d’Habitation du Quebec), Alain Bellefeuille (Director for Intergouvernemental and Aboriginal Affairs, Société d’Habitation du Quebec), Pascal Li-Huu (Technological Innovation Project Leader, Agence de l’efficacité énergétique du Quebec), Martin Vasine (Director of Housing Operations, Wakahegen/Habitat Métis du Nord)
We are proud that we achieved our goals for the completion of major projects in 2011. With a budget reduced by $1 million compared to 2010, we nevertheless invested $3,667,845 in projects to improve our housing development. The main work consisted of repairing roofs and porches and replacing siding, doors and windows, etc.

True to the vision of our predecessors, our team consistently demonstrated creativity, resourcefulness and efficiency in providing our customers with our best service.

### Allocation of costs of major work completed by region

<table>
<thead>
<tr>
<th>Branches</th>
<th>Number of Units</th>
<th>Cost of work completed</th>
<th>% by region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Val d’Or</td>
<td>120</td>
<td>$174,897</td>
<td>5%</td>
</tr>
<tr>
<td>Rouyn-Noranda</td>
<td>197</td>
<td>$527,797</td>
<td>14%</td>
</tr>
<tr>
<td>Mansfield</td>
<td>250</td>
<td>$458,599</td>
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<tr>
<td>Maniwaki</td>
<td>241</td>
<td>$343,746</td>
<td>9%</td>
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<tr>
<td>Québec</td>
<td>255</td>
<td>$512,485</td>
<td>14%</td>
</tr>
<tr>
<td>Montréal</td>
<td>108</td>
<td>$317,160</td>
<td>9%</td>
</tr>
<tr>
<td>Dolbeau-Mistassini</td>
<td>306</td>
<td>$637,421</td>
<td>17%</td>
</tr>
<tr>
<td>Baie-Comeau</td>
<td>155</td>
<td>$197,135</td>
<td>5%</td>
</tr>
<tr>
<td>Sept-Îles</td>
<td>145</td>
<td>$285,753</td>
<td>8%</td>
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<tr>
<td>Mont-Joli</td>
<td>98</td>
<td>$212,852</td>
<td>6%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1875</strong></td>
<td><strong>$3,667,845</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

### Building Health Inspection

Health inspections were implemented at Waskahegen/Habitat Métis du Nord in collaboration with the Société d’habitation du Québec (SHQ) at the end of 2009. If we want to correctly position ourselves to negotiate budgets with the SHQ, it is our duty to be fully informed about our housing development. This is the role of the firm associated with the Waskahegen Corporation, Gestion de projets en architecture. In 2011, after completing the first inspection cycle, we commenced the second five-year cycle of inspecting around 400 units per year for five years. It is important to note that this database helps us maintain and improve our housing development.

### Home Improvement Programs

For disabled people living in remote areas, their dream is to have access to the services of an occupational therapist, without excessive waiting times, so that appropriate recommendations can be made for modifying their home or residence. Had this been the case in 2011, we would have been able to complete eight out of our ten active files and to access more of the budget for the Residential Adaptation Assistance Program (RAAP). This program provides from $16,000 to $33,000 of financial assistance, payable to homeowners for the completion of adaptation projects.

The Emergency Repair Program (ERP) is intended for the repair of major home defects. In 2011, it enabled us to help only two households. If the threshold of qualifying income truly reflected our reality, we could offer this program to a larger customer base that could benefit between $6,000 and $11,000, depending on geographic location.

Lastly, the RénoVillage program offers assistance of up to $10,000, depending on income and size of household, to help homeowners in rural areas make their homes safe and sanitary. In 2011, nine cases were eligible. We had to return to the SHQ $200,000 out of the budget of $319,500 that we had been allocated for the programming of 2011-2012. Nevertheless, we still had part of the budget available at the end of programming.

Inspired by a determination to serve a larger customer base, our team gets actively involved in promoting home improvement programs within our community.
Kisis Technologies is a plant producing heat-treated wood, which involves heating lumber in an oven to make it more ecological, durable, stable and aesthetic. This results in a beautiful, top quality product at an affordable price!

This year, the company sold over 300,000 sq ft of yellow poplar siding. Boosted by this momentum, we have introduced two new products to the market: interior paneling and patio lumber. In addition, Kisis Technologies initiated discussions in Spain to supply a demand for patio lumber in red oak, to be produced in large volume.

In 2011, Kisis Technologies expanded its distribution network. This has paid off and allowed the company to reach breakeven point. During this period, we also had to improve heating, profiling and dyeing formulas to deliver a longer-lasting product.

The mission of Kisis Technologies for next year is to increase its sales volume in order to purchase a new oven and add a range of dyes in order to control all stages of manufacture at the Dolbeau-Mistassini plant.

Patrick Gaudreault
General Manager

Polyformes Structures is an ultra-versatile product that provides thermal efficiency, sound insulation, fire resistance and durability, while being unbreakable. The panels can withstand a hydrostatic pressure of 1100 pounds per square foot of poured concrete.

This ultra-versatile product is suited to all styles of buildings and adaptable to all recognized surface materials for interior or exterior finishes. In addition, since the panels are lightweight and easy to install, the system can achieve significant economies of scale.

Given that the mission of Polyformes Structures is to persevere in efforts already underway to conclude business partnerships with reputable companies in countries where there is a real need for concrete construction, the company is currently active in Ecuador, Cameroon, Congo, Angola and Panama.

Since the earthquake that struck Haiti, it also plans to establish a production line of products with local partners to help rebuild the country by constructing sustainable social housing that is earthquake and hurricane-proof.

With sales in 16 countries, and having already concluded a joint venture with Hizaki Formwork of Japan in 1999, Polyformes Structures continually strives for improvement in supplying the best possible products to its customers.
Pourvoirie du lac Husky

Have an unforgettable stay!

Pourvoirie du lac Husky welcomes nature lovers for an unforgettable experience in one of the richest fishing regions in Quebec. With hundreds of square kilometres of unspoiled forest and countless lakes, it is a spot that has everything to delight visitors.

Summer or winter, everyone is invited to discover the vastness of a seldom-visited area whose main asset is its unique geographical location.

Accessible by vehicle, Husky Lake is located at the 50th parallel, or 200 km north of Dolbeau-Mistassini in Lac-Saint-Jean. An 8-km-long headwater lake feeding the Mistassibi River, it is a fishing paradise guaranteed to provide exceptional catches.

Located on a site of great natural beauty in the heart of Quebec’s boreal forest, Pourvoirie du lac Husky offers European or American plan packages and a full range of activities:

- Fishing
- Hunting
- Hiking
- Canoeing
- ATV trail riding
- Snowmobiling
- Snowshoeing
- Etc.

Pourvoirie du lac Husky
112 avenue de l’Église, suite 204
Dolbeau-Mistassini (Québec) G8L 4W4
Tel: 418-276-7551
Email: info@lachusky.com
Website: www.lachusky.com (French only)
Gilles Bérubé  
President-Chief Executive Officer

Fernand Chalifoux  
Vice-president

Jean Jolicoeur  
Clerk-treasurer

Earl Kearney  
Director

France Cloutier  
Director

Roland Normandeau  
Director

Raymond Bouchard  
Director