



fadoq

# ANNUAL REPORT 2022-2023

Réseau FADOQ

## OUR HISTORY

Réseau FADOQ was founded in 1970 by Marie-Ange Bouchard, with the goal of overcoming seniors' isolation. Half a century later, the Réseau has 551 473 members across the province, making it the largest seniors' organization in Quebec and Canada.

## OUR MISSION

Réseau FADOQ brings together people aged 50 and over with the aim of maintaining and improving their quality of life.

The Réseau defends and promotes their collective rights, highlights their contributions to society, and supports them with programs, services, and activities, mostly in the areas of recreation, culture, sports, and the outdoors.

## OUR VALUES

- Cooperation
- Commitment
- Equity
- Integrity
- Pleasure
- Respect
- Solidarity

## OUR VISION

To be the leader in Quebec and a reference in Canada and internationally to ensure active and quality aging.

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# SNAPSHOT OF 2022-2023



**APRIL** \_\_\_\_\_

**Elder abuse campaign:**  
major gain for Réseau FADOQ



**MAY** \_\_\_\_\_

**30<sup>th</sup> anniversary of *Virage* marked** with the publication of its 130<sup>th</sup> issue



**JUNE** \_\_\_\_\_

**AVA platform launch**  
(Accompagner dans un Vieillessement Actif)



**AUGUST** \_\_\_\_\_

Provincial election:  
**Réseau FADOQ unveils its platform of demands**



**AUGUST** \_\_\_\_\_

FADOQ provincial Secretariat **moves to new offices**

2022



## SEPTEMBER \_\_\_\_\_

Launch of new campaign, ***Entrez dans la danse***



## OCTOBER \_\_\_\_\_

**FADOQ provincial newsletters** become theme-based



## DECEMBER \_\_\_\_\_

**VIVA platform launch** (Vivre Inspirer Valoriser Agir)

**February \_\_\_\_\_**

FADOQ obtains the mandate to organize the **2024 Canada 55+ Games** in Quebec City

**March \_\_\_\_\_**

**Signing of 16 new provincial partnerships**

**2023**



# RETURNING TO NORMAL AND SCULPTING THE FUTURE



The past year at Réseau FADOQ was marked by the resumption of activities after two years of disruptions. We are now a well-oiled machine, picking up where we left off and continuing to improve our online tools.

I was happy to be able to travel the roads of Quebec again in 2022 and 2023 to visit members in their regions. I witnessed the strength of our organization, and the mutual aid and solidarity of club members, delegates and our regional teams. Seeing this commitment, the saying "strength in numbers" takes on its full meaning.

Human contact is the DNA of Réseau FADOQ, and over the past 12 months we have returned to our normal programming. Clubs reopened, members enjoyed our face-to-face events again and we had a normal, in-person provincial Congress. We held the 29<sup>th</sup> edition

of the FADOQ Games in Quebec City and our members once again put into practice our values of fairness, cooperation, integrity, fun and respect during the competitions.

Our small and large events would not be possible without the exceptional support of our Major Partners, Beneva and Intact Insurance. I thank them for their confidence, for believing in our mission and for supporting us in achieving it.

The reopening of FADOQ clubs was accompanied by a recruitment drive that brought in new members and former members who had not renewed during the pandemic. The advertising blitz in local and regional newspapers, as well as the Go Ahead, Betray Your Age campaign on television and on the Web, gave our organization great visibility and raised awareness.

**"I want to underline the tremendous team effort, by both the statutory committees and the entire Board of Directors, regarding the new governance structure"**

As face-to-face activities got going again, we took the opportunity this year to set up two digital platforms, AVA and VIVA. These two launches consolidate the digital services we provide to our members.

We also maintained an active presence before and during the provincial election campaign to make our demands known through our election platform and media appearances. All five major political parties participated in our debate, proving the importance of issues that affect seniors.

After celebrating our 50<sup>th</sup> anniversary in 2020, we have now turned our attention to Réseau FADOQ's future to continue evolving and remain the most representative organization of people aged 50 and over.

The provincial Board of Directors has been working over the past few months on a big project that has been in development for a long time. After finalizing the future risk analysis, we developed the strategic plan that will determine the main directions of Réseau FADOQ over the next four years.

Our branding review with a specialized agency has continued to progress. This year we commissioned a Léger survey of members, former members and potential future members. The results provide us with a deeper understanding of their needs and their vision of the Réseau FADOQ. With this analysis, we can make informed decisions about branding and clientele segmentation.

I also want to underline the tremendous team effort, by both the statutory committees and the entire Board of Directors, regarding the new governance structure. We reviewed the by-laws in anticipation of them coming into effect at our Annual General Meeting. We will now have three independent members joining the Board.

We welcome this new development. Combined with our new mission and vision, which were unveiled in the strategic planning, it will provide us with an outside perspective and expertise that will help us grow and evolve.

The future is bright for Réseau FADOQ. All the decisions we make today and tomorrow will allow our organization to remain the reference for people aged 50 and over.



**Gisèle Tassé-Goodman**

President

OUR 2022-2023

# BOARD OF DIRECTORS

**Gisèle Tassé-Goodman**  
President



**Diane Beaulieu-Desjardins**  
**LAURENTIDES**  
1<sup>st</sup> Vice-president



**Yves Bouchard**  
**MAURICIE**  
2<sup>nd</sup> Vice-president



**Guy Bonneau**  
**QUÉBEC**  
Treasurer



**Odette Charbonneau**  
**GASPÉSIE ÎLES-DE-LA-MADELEINE**  
Secretary







**Solange Q. Lemire**  
**ABITIBI-  
TÉMISCAMINGUE**

Board member



**Roch Rousseau Jr**  
**BAS-SAINT-LAURENT**

Board member



**Sylvie St-Pierre**  
**CENTRE-DU-QUÉBEC**

Board member



**Ghyslaine  
Côté-Bélanger**  
**CHAUDIÈRE-  
APPALACHES**

Board member



**Toussaint Richard**  
**CÔTE-NORD**

Board member



**Line Dubé**  
**ESTRIE**

Board member



**Jocelyne Wiseman**  
**ÎLE DE MONTRÉAL**

Board member



**Luce Gervais**  
**LANAUDIÈRE**

Board member



**Robert Robidoux**  
**LAVAL**

Board member



**Francine Paquet**  
**OUTAOUAIS**

Board member



**André Beaumont**  
**RICHELIEU-YAMASKA**

Board member



**Lucie Hébert**  
**RIVE-SUD-SUROÏT**

Board member



**Marthe L'Espérance**  
**SAGUENAY – LAC-  
SAINT-JEAN – UNGAVA**

Board member

# OUR REGIONAL TEAMS

## Many happy 50<sup>th</sup> anniversaries

A few years after the 50<sup>th</sup> anniversary of the founding of Réseau FADOQ, it is now the turn of the regional FADOQ groups to celebrate their half-century of existence in style. Seven of them reached this milestone in 2022-2023. In addition to those that recently turned 50, there are also those that turned 50 in 2019 and 2021, for a total of 11 regional groups out of 16 that are now old enough to have their FADOQ card!

### ABITIBI-TÉMISCAMINGUE

President

**Frédéric Audet**

Executive Director

**Jacinthe Doyon Goyette**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 4         | 16    | 12,788  |

### CENTRE-DU-QUÉBEC

President

**Sylvie St-Pierre**

Executive Director

**Annie Belcourt**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 7         | 69    | 24,479  |

### ESTRIE

President

**Line Dubé**

Executive Director

**Martine Grégoire**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 7         | 46    | 38,082  |

### ÎLE DE MONTRÉAL

President

**Jocelyne Wiseman**

Executive Director

**Rosée Tremblay**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 9         | 34    | 51,754  |

### BAS-SAINT-LAURENT

President

**Roch Rousseau Jr**

Executive Director

**Étienne Tremblay**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 4         | 11    | 10,651  |

### CÔTE-NORD

President

**Toussaint Richard**

Executive Director

**Claudine Emond**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 5         | 42    | 11,287  |

### GASPÉSIE ÎLES-DE-LA-MADELEINE

President

**Odette Charbonneau**

Executive Director

**Marylin Arsenaull**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 8         | 20    | 7,519   |

### LANAUDIÈRE

President

**Luce Gervais**

Executive Director

**Caroline Majeau**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 11        | 50    | 43,606  |

**16** regions

**790** clubs\*

**551,473** members

### LAURENTIDES

President

**Diane Beaulieu-Desjardins**

Executive Director

**Michael Leduc**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 12        | 41    | 44,959  |

### MAURICIE

President

**Yves Bouchard**

Executive Director

**Manon De Montigny**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 9         | 73    | 29,110  |

### QUÉBEC ET CHAUDIÈRE- APPALACHES

President

**Guy Bonneau**

Executive Director

**Michel Beaumont**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 16        | 172   | 95,463  |

### RIVE-SUD-SUROÛT

President

**Lucie Hébert**

Executive Director

**Anne-Renée Hert**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 11        | 58    | 71,582  |

### LAVAL

President

**Evelyne Garceau**

Executive Director

**Sylvie Deschamps**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 5         | 9     | 16,311  |

### OUTAOUAIS

President

**Francine Paquet**

Executive Director

**Anne Desforges**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 8         | 23    | 26,050  |

### RICHELIEU-YAMASKA

President

**André Beaumont**

Executive Director

**Nicole Deutsch**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 7         | 58    | 35,786  |

### SAGUENAY – LAC-SAINT-JEAN – UNGAVA

President

**Marthe L'Espérance**

Executive Director

**Patrice St-Pierre**

| Employees | Clubs | Members |
|-----------|-------|---------|
| 9         | 68    | 32,046  |

\*The significant increase in the number of clubs can be explained by the formation of clubs in the regions to better serve members who belong to clubs affiliated with retiree associations.

# A PIVOTAL YEAR FOR RÉSEAU FADOQ



As I begin my report on the year 2022-2023, the image of a trampoline comes to mind. The last 12 months have seen the completion of several major projects and record high membership levels. So, everything is in place for FADOQ to leap forward into the next 50 years of its history. All that remains is to take the first step in the direction indicated by this pivotal year, the direction of necessary change.

In this respect, our organization will not be stepping into the void. In fact, the Réseau possesses all the tools we need to move serenely towards a long and prosperous future.

First, we have carefully prepared the 2023-2027 strategic plan, which has been approved by the Board of Directors, so that we can begin this new adventure. Second, our almost completed deliberations on the brand image and clientele segmentation

will be an essential lever in our evolution. Lastly, the new governance structure will inject fresh air into the organization.

These steps would be pointless without all of our members. One of the highlights of the past few months has been our success in reversing declining membership due to the forced hiatus of face-to-face activities during the pandemic. Our membership now stands at 551,473 members, an all-time record! This achievement was made possible, in part, by a major effort to revitalize club activities.

The year 2022-2023 also marked the resumption of face-to-face major FADOQ events, including the FADOQ Games—in a smaller version than usual—and the provincial Congress.

"Everything is in place for FADOQ to leap forward into the next 50 years of its history. All that remains is to take the first step in the direction indicated by this pivotal year, the direction of necessary change"

The review of 2022-2023 does not end here, far from it. In terms of collective rights, there have been numerous gains, many of which have been good for seniors' wallets in these inflationary times. Our opinion and expertise were sought more than ever, as was our presence in traditional and social media.

On the recreational side, the Réseau obtained nothing less than the organization, in collaboration with Quebec City and FADOQ's Québec et Chaudière-Appalaches region, of the Canada 55+ Games 2024. We also saw the launch of two platforms, AVA and VIVA.

As for our partnerships, the past year has brought us 16 new discounts. We also have many renewals, including a new five-year agreement with Beneva. Similar to the agreement signed with Intact Insurance last year, it is a testament to the importance of this mutually beneficial business relationship.

I would also like to mention the success of the FADOQ mobile application, now being used by nearly 110,000 members.

In August 2022, the Réseau moved into a brand new, state-of-the-art building: the Maison du loisir et du sport in Montreal. This is quite an improvement over the Olympic Stadium premises the Réseau had occupied since 1985!

At the end of this most productive year, many thanks are in order. To the members of the Board of Directors, for their collaboration, to the regional Executive Directors, for their support, and of course to the staff team at the provincial Secretariat, for their dedication and professionalism.

In the coming months, important issues will be on the table. For example, we will continue to seek adjustments to the proposed legislation on the protection of personal information in the private sector.

We will also continue to approach the Régie des alcools, des courses et des jeux to have the allocation of licenses for half-and-half draws reviewed and to obtain an umbrella license once again.

Also noteworthy: a campaign against ageism in all its forms, led by a group of organizations across Canada, including FADOQ.

Of course, we have our existing priorities and those that will require our full attention as current events and political decisions dictate. And let's not forget the projects and services that will be put forward or enhanced to improve the member experience. In short, the coming year will be just as I like it: eventful and full of challenges!



**Danis Prud'homme**

Executive Director

# PROVINCIAL SECRETARIAT TEAM

## EXECUTIVE MANAGEMENT

**Danis Prud'homme**  
Executive Director and  
Publisher of *Virage*

**Jacinthe Roy**  
Deputy Executive Director

**Frédérique Charest**  
Editor-in-Chief of *Virage*

**Philippe  
Poirier-Monette**  
Government Relations  
Special Advisor

**Sylvie Gauthier**  
Executive Secretary

## FINANCE AND ADMINISTRATION DIVISION

**Francine Chabot**  
Director of Finance and Administration

**David Leblanc**  
IT Manager

**Alexandra Brouillette-  
Pelletier**  
Human Resources Advisor

**Alexandre Demers**  
IT Project Manager

**Yolande Simoneau**  
Accounting Advisor

**Larissa Khitrova**  
Accounting Clerk

**Liliane Desjardins**  
Materials and Warehouse Clerk

## COMMUNICATIONS AND PUBLIC AFFAIRS DIVISION

**Bernard Blanchard**  
Director of Communications  
and Public Affairs

**Nicolas Dupont**  
Communications Advisor

**Nathalie Guay**  
Communications Advisor

**Christian Labarre-Dufresne**  
Communications Advisor

**Fanny Breton-Flageole**  
Customer Service Agent

## PARTNERSHIPS AND MEMBER SERVICES DIVISION

**Carole Noiseux**  
Director of Partnerships  
and Member Services

**Johanne Rivet**  
Advertising and Sponsorship  
Representative

**Linda Hurteau**  
Member Services Coordinator

**Camille Théorêt**  
Member Services Agent

## RECREATION, EVENTS AND PROGRAMS DIVISION

**Isabelle Michaud**  
Director of Recreation, Events  
and Programs

**Karina Néron**  
Recreation Manager

**Denis Plamondon**  
Corporate Events Advisor  
*in replacement of Karine Corbeil  
on maternity leave*

**Edmond-Louis Dussault**  
Social Programs Advisor  
*in replacement of Julie Silveira  
on maternity leave*

**Roxane Charette**  
Recreation Events Coordinator

**Gabrielle Hébert**  
Virtual Recreation and  
Events Coordinator

**Lucie Le Borgne**  
Intimidation Prevention Project Manager

# HIRING, TRAINING... AND BOXES!

## MAJOR CLEANUP AND A BIG MOVE

In 2022-2023, the provincial Secretariat employees conducted their work both in person and online. The standout event took place in August, when Réseau FADOQ moved into brand new offices in the Maison du loisir et du sport, on Lacordaire Street, in Montreal. This is quite an improvement over the Réseau's premises at the Olympic Stadium, where it had been since 1985!

The move was preceded by a major cleanup both of documents that had been accumulating over many years, and office equipment that had become outdated since the digital shift imposed by the pandemic.

## A DEPARTURE AND MANY NEW ARRIVALS

Five new employees were hired during the last 12 months: Denis Plamondon, Corporate Events Advisor (maternity leave replacement), Edmond-Louis Dussault, Social Programs Advisor (maternity leave replacement), Gabrielle Hébert, Virtual Recreation and Events Coordinator, Lucie Le Borgne, Intimidation Prevention Project Manager, and Frédérique Charest, Editor-in-Chief of *Virage*. Vincent Caron left his position to take on a new challenge, after more than seven years with Réseau FADOQ.

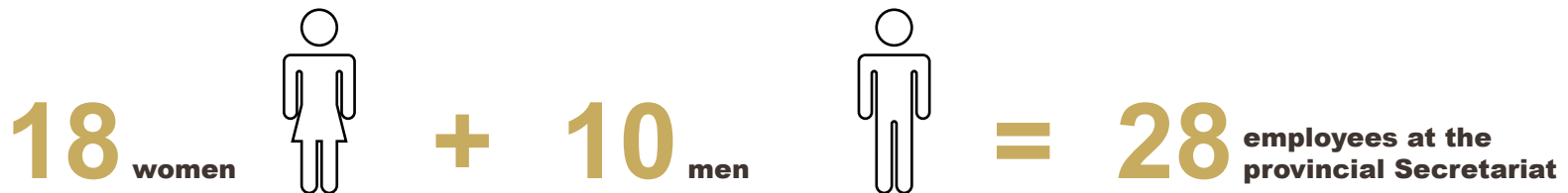
In addition, in 2022-2023, we highlighted the seniority of three employees: Yolande Simoneau (10 years), Camille Théorêt (5 years) and Liliane Desjardins (5 years).

## CONTINUING TRAINING, AN ESSENTIAL TOOL

Two training sessions on equity, diversity and inclusion, aimed at better understanding the reality of contemporary Quebec society, were provided to the provincial Secretariat team. In addition, many employees have taken or are still taking online English classes during their work week, in order to better serve our English-speaking members and partners.

## TWO BABIES ON THE WAY

Our organization attaches great importance to families. We at the Réseau were therefore delighted with the news that two FADOQ employees are pregnant. Fanny Breton-Flageole is expecting her first and Alexandra Brouillette-Pelletier, her second child. Congratulations!



# BETTER-THAN-EXPECTED RESULTS

## MOSTLY HIGHER REVENUES

Réseau FADOQ's financial situation is quite satisfactory. In fact, although the budget forecasts announced a deficit of \$1,662,000, the year ended with a deficit of \$854,000. The difference between budget and reality is more than \$808,000.

The results for 2022-2023 differ from those of last year in several respects. Let's start with overall revenues, up \$708,000 (9.3%) over last year.

All revenues are up, including revenues from activities (\$193,000), grants (\$189,000), corporate donations (\$161,000), *Virage* magazine (\$84,000), member dues (\$44,000), fundraising activities (\$18,000), net investment income (\$13,000) and other income (\$6,000).

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"The resumption of in-person events explains most of these expenditure increases"

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## A SHARP RISE IN EXPENDITURE

Expenses are up by \$2,016,000 (+28%) compared with 2021-2022. This increase breaks down mainly as follows: equipment, printing and postage (\$609,000), travel and accommodation (\$379,000), salaries and benefits (\$369,000), *Virage* magazine (\$212,000), advertising and promotion (\$153,000), rebates and financial assistance to regions (\$140,000). A final significant increase was in rentals (\$133,000).

In addition, two areas of expenditure have fallen significantly: professional fees (-\$22,000) and other expenses (-\$29,000).

The resumption of in-person events explains most of these increases. Comparisons between the two financial years are always tricky if you don't take the trouble to analyze the projects carried out with the funding obtained.

First, the 2022-2023 fiscal year was dedicated to relaunching activities in local clubs and almost completely resuming Réseau FADOQ events in face-to-face mode. Second, fiscal 2021-2022 showed only a timid recovery in activities. A striking difference!



## AN OPERATING DEFICIT ON THE HORIZON

In terms of budget forecasts for the 2023-2024 fiscal year, we anticipate a deficit of \$658,560. This deficit will be absorbed by the accumulated surplus.

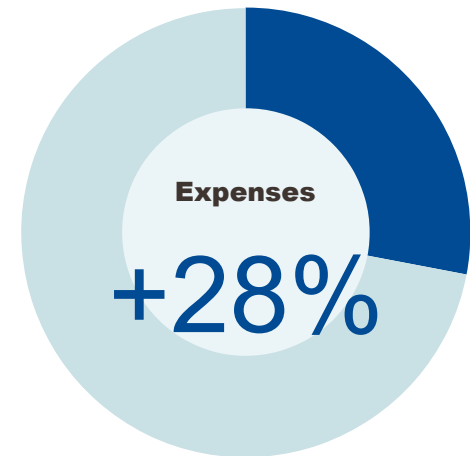
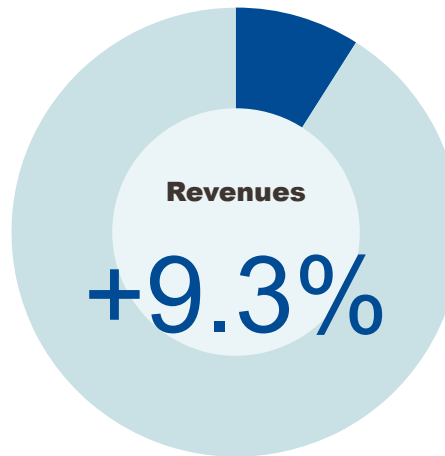
However, for the first time in a very long time, the projected budget deficit centres on operations. This means that it is not linked to a project or investment that Réseau FADOQ has decided to make.

These deficit forecasts have forced us to make major changes in our day-to-day operations to cope with inflation, which is hitting us hard.

We need to think carefully about the next steps.

In 2022-2023  
all revenues are up

### 2022-2023 RESULTS COMPARED TO 2021-2022



# FINANCIAL STATEMENTS FOR THE YEAR

ENDED MARCH 31, 2023

| REVENUES               | 2023      | 2022      | EXPENSES                                       | 2023      | 2022      |
|------------------------|-----------|-----------|--|-----------|-----------|
|                        | \$        | \$        |  | \$        | \$        |
| Member revenue         | 3,675,857 | 3,632,408 | Direct costs - <i>Virage</i> magazine          | 2,495,038 | 2,283,749 |
| Government grants      | 2,268,684 | 2,080,073 | Salaries                                       | 1,998,878 | 1,705,316 |
| Fundraising activities | 673,204   | 654,821   | Employee benefits                              | 506,237   | 430,471   |
| <i>Virage</i> Magazine | 647,840   | 563,868   | Contract workers                               | 411,383   | 369,808   |
| Other activities       | 489,855   | 296,841   | Travel and accommodations                      | 572,954   | 194,202   |
| Corporate donations    | 361,308   | 200,000   | Publicity and promotional activities           | 765,121   | 612,501   |
| Net investment revenue | 169,878   | 157,073   | Equipment, printing and postal costs           | 1,387,044 | 778,273   |
| Other income           | 12,471    | 6,163     | Financial assistance and rebates to regions    | 207,148   | 67,155    |
|                        | 8,299,097 | 7,591,247 | Telecommunications and office expenses         | 365,658   | 371,053   |
|                        |           |           | Rental   | 188,417   | 54,959    |
|                        |           |           | Insurance and taxes                            | 45,173    | 45,337    |
|                        |           |           | Training                                       | 21,744    | 4,872     |
|                        |           |           | Rental expenses                                | 14,612    | 11,963    |
|                        |           |           | Professional fees                              | 63,237    | 85,196    |
|                        |           |           | Other expenses                                 | 35,930    | 65,003    |
|                        |           |           | Amortization of property and equipment         | 74,429    | 57,437    |
|                        |           |           |  | 9,153,003 | 7,137,295 |
|                        |           |           | Surplus (deficit) of revenues<br>over expenses | (853,906) | 453,952   |

# FINANCIAL POSITION

AT MARCH 31, 2023






|  | 2023             | 2022             |
|--|------------------|------------------|
|  | Total<br>\$      | Total<br>\$      |
| <b>ASSETS</b>                                      |                  |                  |
| <b>Short term</b>                                  |                  |                  |
| Cash   | 903,620          | 901,133          |
| Trade accounts receivable<br>and other receivables | 539,075          | 310,718          |
| Stock  | 156,755          | 168,798          |
| Prepaid expenses                                   | 269,796          | 216,709          |
| Short-term investments                             | 832,552          | 1,936,090        |
|  | <b>2,701,798</b> | <b>3,533,448</b> |
| Investments  | 4,983,174        | 4,441,906        |
| Property and equipment                             | 120,067          | 175,228          |
|  | <b>7,805,039</b> | <b>8,150,582</b> |

|   | 2023             | 2022             |
|---|------------------|------------------|
|   | Total<br>\$      | Total<br>\$      |
| <b>LIABILITIES</b>                                  |                  |                  |
| <b>Short term</b>                                   |                  |                  |
| Accounts payable and other<br>operating liabilities | 1,022,023        | 922,359          |
| Deferred grants                                     | 220,812          | 72,259           |
| Deferred revenues                                   | 3,262,589        | 3,002,444        |
|   | <b>4,505,424</b> | <b>3,997,062</b> |
| <b>NET ASSETS</b>                                   |                  |                  |
| Invested in capital assets                          | 120,067          | 175,228          |
| Internal restriction                                | 1,000,000        | 1,000,000        |
| Unrestricted  | 2,179,548        | 2,978,292        |
|   | <b>3,299,615</b> | <b>4,153,520</b> |
|   | <b>7,805,039</b> | <b>8,150,582</b> |

# FINANCIAL TABLES

AT MARCH 31, 2023





## RÉSEAU FADOQ TOTAL INCOME

|   |       |             |
|---|-------|-------------|
|  Dues          | 44.3% | \$3,675,857 |
|  Grants        | 27.3% | \$2,268,684 |
|  Activities    | 18.4% | \$1,524,367 |
|  <i>Virage</i> | 7.8%  | \$647,840   |
|  Other income  | 2.2%  | \$182,349   |



\$8,299,097

## RÉSEAU FADOQ TOTAL EXPENSES

|   |       |             |
|---|-------|-------------|
|  Activities                                  | 35.6% | \$3,258,894 |
|  Salaries and employee benefits              | 27.4% | \$2,505,115 |
|  <i>Virage</i>                               | 27.3% | \$2,495,038 |
|  Data processing and administrative expenses | 5.6%  | \$515,471   |
|  Programs and recreation activities          | 4.1%  | \$378,485   |



\$9,153,003

# NEVER GO

## WITHOUT OUR INFORMATION TECHNOLOGIES

### MOBILE APPLICATION: TRY IT AND YOU'LL BECOME A FAN

Year 1 of the FADOQ mobile application, launched in February 2022, was a success that far exceeded expectations. As of March 31, 2023, 109,066 members had logged on; 97,910 virtual cards had been activated; and 14,721 members had renewed their cards with the application. This represents a significant reduction in production costs, postage costs and our organization's environmental footprint!

### A WEBSITE WHOSE POPULARITY IS CONSTANTLY GROWING

Another strong performance to be highlighted in 2022-2023: a significant increase over the previous year in traffic to the Réseau's official website, with an impressive 29% increase in page views. Memberships and renewals on the fadoq.ca website have maintained their upward trend. In the last 12 months, there were 138,030.

### FADOQ WEB TOOLS ARE POPULAR

As for FADOQ's Web Tools, their use saw a 40.8% uptick in one year! Regional groups and clubs used them to send more than 5.6 million emails during the year. In addition, 123 clubs used this application to publish their web page.

### CUSTOMIZED SUPPORT

The Information Technology team also provided support for a variety of projects, including deploying a module that logs communications with members and clubs, conducting cybersecurity training, configuring several new security settings on employee computers and servers, optimizing the use of the Microsoft 365 platform and maintaining existing systems. In other words, a very busy year.

### Membership and renewal

On fadoq.ca

138,030

Via the FADOQ app

14,721



### Emails sent by regions and clubs

2021-2022

3,996,963

2022-2023

5,627,900



# THE RÉSEAU AT THE HEART OF THE DEBATE

## RECOGNIZED AND SOUGHT-AFTER EXPERTISE

As the leader of seniors' organizations in Quebec, Réseau FADOQ was repeatedly called upon in 2022-2023 to give its opinion on issues affecting all aspects of the quality of life of people aged 50 and over. During the year Réseau FADOQ submitted eight briefs and statements. In addition, we participated in four parliamentary committee hearings and consultations on the Quebec Pension Plan (QPP). Our expertise has been sought by several organizations: Société de l'assurance automobile du Québec, Public Curator, Juridique, ministère des Transports du Québec, Taxpayers' Ombudsman, Retraite Québec, etc.

## ELECTION PLATFORM OF DEMANDS AND DEBATE

In addition, In August, Réseau FADOQ unveiled its platform of demands and an explanatory video to focus attention on seniors' priorities during the provincial election campaign. Then, on September 8, FADOQ organized a virtual/in-person election debate with representatives of the five main political parties, including the future Minister for Health and for Seniors, Sonia Bélanger.

## MEASURES FOR EXPERIENCED WORKERS

Our many efforts on behalf of seniors have paid off. Examples of gains include QPP measures that benefit experienced workers. As for the QPP, FADOQ's representations helped to preserve past gains by maintaining the age of eligibility for the early retirement pension and avoiding an increase in the penalties for retirement before age 65.

*Souvenir photo of the election debate organized by FADOQ: Pierre-David Tremblay (Conservative Party of Quebec), Ève-Marie Lortie, moderator, Sonia Bélanger (CAQ), Camille Pellerin-Forget (Parti québécois), Gisèle Tassé-Goodman, President of the Réseau, Sol Zanetti (Québec solidaire), Vicki-May Hamm (Quebec Liberal Party) and Danis Prud'homme, Executive Director of the Réseau. ▼*



## FINANCIAL AID, ENHANCED TAX CREDIT

After pressing hard for a financial boost for seniors, the Réseau was successful in obtaining several one-time financial assistance payments from the provincial and federal governments. In addition, as requested by FADOQ, the Senior Assistance Tax Credit has been substantially increased from \$400 to \$2,000. \$20 Internet packages for low-income seniors have also been made available. These measures have helped seniors cope with rising inflation.

## HEALTH GAINS

Another step forward: free shingles vaccination for immunosuppressed individuals and those 80 years and older. The Réseau will continue to lobby for this program to be available at age 65. One of FADOQ's priority demands, massive investments in home care, was also reflected in the last Quebec government budget. Deployment of Silver Alert pilot projects, modeled after Amber Alert but targeted to the geographic area where individuals were last seen, is a further gain achieved in 2022-2023.

## ALL AGAINST ABUSE

The Réseau has also made gains in several areas regarding elder abuse: the introduction of criminal sanctions for abusers; the obligation to report abuse extended to all persons receiving health and social services, including those receiving home care; and the promotion of a culture of well treatment.

## TARGETED ASSISTANCE FOR SMALL PRIVATE SENIORS RESIDENCES (RPAS)

The Quebec government responded to a concern regularly raised by the Réseau: the numerous closures of small private seniors residences (RPAs). In its most recent budget, almost \$95 million was set aside to revise the framework for small RPAs, to support the process of voluntary conversion to intermediate resources in the event of financial difficulties.

8

briefs and  
statements

4

parliamentary  
committees

9

gains

# PARTNERSHIPS: A FRUITFUL YEAR

## 16 NEW DISCOUNTS

Réseau FADOQ has worked hard over the past 12 months to reach agreements to help members cope with inflation. In all, we have 16 new agreements, including major partnerships with SecuriGlobe and Rogers.

In the food sector, discounts have been added as result of agreements with Rôtisseries Benny & Co, Pizza Salvatoré franchises and Yuzu Sushi outlets. In tourism, there are now discounts with Cap Voyages, GoDubai and Wingbuddy travel agencies as well as with PAL Airlines and TeLoc, a satellite phone. In addition, snowbirds can benefit from a discount with KMC Transport for the delivery of their car, RV or boat to Florida and back. Other new discounts: Antirouille Métropolitain, Catit cat products, DeSerres stores, Signé Local website and the Association des podologues du Québec.



**new discounts**

15,000

**new memberships  
signed through Intact**

## NUMEROUS PARTNERSHIPS RENEWED

Several partnerships were renewed, starting with Beneva (formerly SSQ Insurance) for an additional five years. This excellent agreement benefits members and all levels of the organization. Other renewed partnerships: Via Rail, L'Équipeur, Yellow, Boutiques Marie-Claire, Mode Grenier, Harnois, Hydro Solution, Starfrit and several hotel chains.

## INTACT IS RECRUITING

The contribution of Intact Insurance and its representatives to member recruitment through the exclusive FADOQ FreeSpace program must also be highlighted. In the past year, 15,000 members joined the Réseau, generating \$450,000 in membership fees.

## NEW MANAGEMENT TOOLS

A new partnership application form has been designed to facilitate company analysis in the partnership application process. In addition, acceptance criteria for the new discounts were updated and a technical specifications document for partners was created.



# MORE AND MORE VIRTUAL CARDS

## 98,000 SMALL STEPS FOR THE ENVIRONMENT

Every year, hundreds of thousands of FADOQ members renew their FADOQ card or join our organization. That's a lot of paper for the various mailings, and a lot of plastic for the cards. Fortunately, the FADOQ mobile application, a very popular member service, is changing the game. In 2022-2023, over 98,000 members opted for the virtual card.

## OVER 302,000 PLASTIC CARDS

Over the past 12 months, the provincial Secretariat has continued to coordinate card renewals for local club members. As a result, 160,000 cards were produced and mailed. In addition, 142,000 cards were sent to regional club members. A total of 302,000 plastic cards and over 392,000 renewal notices, reminders and emails were sent during the year.

## HIGHLY SUCCESSFUL SPECIAL OPERATIONS

The provincial Secretariat conducted three special recruitment and renewal operations. First, the extensive *Entrez dans la danse* campaign rolled out last fall with local clubs and the general public. Combined with 54,000 promotional flyers and an advertising blitz in local and regional newspapers, the campaign sent the message that clubs were reopened and offering a variety of activities. Result: 11,000 new members!

Also, we obtained 2,800 renewals following a telemarketing operation conducted by an external firm among 4,000 members whose card had not been valid for more than six months.

392,000 +

mailings to ensure  
membership renewals



The flyer features five small images of people in various poses, some dancing, some holding a red mat. Below the images, the text reads: "Entrez dans la danse" in large blue letters, followed by "Votre club FADOQ vous attend!" in orange. At the bottom, there are three bullet points: "Activités et loisirs", "Plus de 1000 rabais et privilèges", and "Défense des droits collectifs". To the right, it says "Devenez membre dès aujourd'hui!" with the website "fadoq.ca/clubs" and the phone number "1 800 828-3344". The FADOQ logo is in the bottom right corner.



98,000

virtual  
cards

# RECREATION ACTIVITIES INSPIRED BY TRADITION AND INNOVATION

## TWO NEW PLATFORMS

The pandemic may be relegated to the past—and that's what we want!—but the online mode is here to stay. The Réseau has launched two platforms in quick succession over the past few months.

The AVA (Accompagner dans un Vieillissement Actif) platform, at [zoneava.ca](http://zoneava.ca), was first launched at the 2022 FADOQ Congress. The objective: to help maintain and improve seniors' physical, mental and cognitive health. A few months later, the VIVA platform (Vivre – Inspirer – Valoriser – Agir) was launched online at [zoneviva.ca](http://zoneviva.ca) to encourage regular physical activity among FADOQ members.

**Viva**

Vivre. Inspirer. Valoriser. Agir.

**Ava** Accompagner  
le vieillissement actif

## A PERFECT FADOQ-GOLF DAY

The only recreation activity that avoided all the waves of the pandemic, the FADOQ-Golf Day was once again a great success. This friendly tournament brought together 144 FADOQ members and Réseau partners on May 30 at the Club de golf de l'Île de Montréal.

**144** players at the  
FADOQ-Golf Day



## FADOQ GAMES, FINALLY!

The FADOQ Provincial Games made a big comeback after a forced break in 2020 and 2021. The 29<sup>th</sup> edition of this great sporting event took place in Quebec City from September 13 to 15, with 574 members participating. It was a smaller version, in terms of the number of disciplines and participants, as the pandemic caused the cancellation of several Regional Games in the spring of 2022.



## THE CANADA 55+ GAMES 2024 IN QUEBEC CITY

Great news: Réseau FADOQ, in collaboration with Quebec City and FADOQ - Québec et Chaudière-Appalaches regions, has been chosen to organize the very first Canada 55+ Games to be held in Quebec. This biennial event will take place from August 27 to 30, 2024, and will bring together more than 2,000 registered participants in some 20 disciplines.

The Quebec delegation did well at the 2022 Canada 55+ Games, held in British Columbia. The 30 Quebec athletes won 22 medals and the best sportsmanship award. It is all very promising for 2024!



## 25 DAYS OF CHRISTMAS

The Réseau offered members a virtual Advent calendar for the second year running. Every day, from December 1–25, it presented ways for members to care for themselves and their loved ones. Highlights included a video clip of Ricardo presenting his best wishes for Christmas to members and an invitation to join a short story writing contest.

## FADOQ IN 3,000 PICTURES

Developed in the heart of the pandemic, the FADOQ in Pictures contest continued to attract interest in the last 12 months. In fact, photo enthusiasts are more engaged than ever, uploading more than 3,000 photos to the Réseau's website over the seasons of 2022-2023. The contest has random prizes and the winning photos are published in *Virage* magazine.

◀ The Quebec delegation at the Canada 55+ Games, in August 2022.

## LES AVENTURIERS VOYAGEURS: A SUCCESSFUL FORMULA

The success of Les Aventuriers Voyageurs has also been long-lasting, without the slightest sign of running out of steam. For a third year, travel-loving moviegoers scooped up the 1,000 free tickets available for each of the 12 films presented online.



**3,000+**  
photos submitted  
to FADOQ  
in Pictures



# CONTINUING EDUCATION

## FADOQ STYLE

### OVER 5,000 SENIORS ARE MORE AWARE



The Senior-Aware program is back on track in 2022-2023—and then some. Approximately 5,000 seniors attended fraud, abuse and bullying free awareness sessions, mostly in person, which is 33% more than in 2019-2020. During the year, two new videos were filmed and two more will follow in 2023-2024.

### IN THE SHOES OF AN OLDER PERSON: 1,200 PARTICIPANTS

The In the Shoes of an Older Person (Dans la peau d'un aîné) workshops saw the same resurgence of popularity. In all, more than 1,200 people were made aware of the importance of well treatment for seniors, almost twice as many as the previous year. There is still some catching up to do to reach the number of participants obtained in the last pre-pandemic year. The free workshops were given mostly in person, to various audiences: school, institutional, professional and community.



### WHAT'S NEW AT FADOQ.CA WORKSHOPS

FADOQ.ca workshops (Ateliers FADOQ.ca) continued to be offered across the province. They now include a Windows 11 computer workshop and an updated Windows 10 Internet introduction workbook.

### 15<sup>th</sup> FADOQ 360 INFO SHEET IN PREPARATION

In 2022-2023, the FADOQ 360 info sheet on driver's licences was updated. An info sheet on tax-related aspects of seniors employment is now being prepared.

### RELEVANT COLLABORATIONS

The Réseau pursued its involvement in two research projects this year. One is about the social participation of seniors experiencing marginalization and exclusion. The other project aims to develop seniors' digital and computer skills. The Réseau is also collaborating with diverse organizations and programs.

# VIRTUAL, HYBRID MODE AND FACE-TO-FACE GATHERINGS

## A FACE-TO-FACE CONGRESS, AT LAST!

Human contact is the DNA of Réseau FADOQ. The 200 or so delegates were all smiles as they attended the 2022 provincial Congress—in person, thank you very much! The event took place from June 14 to 16 in Saint-Sauveur. The theme chosen was Réseau FADOQ faces the future.

## AN ELECTION DEBATE IN HYBRID MODE

Building on its expertise from the pandemic, the Réseau presented a hybrid mode debate for last year's provincial election campaign. Some 100 members watched the debate at the PHI Centre in Montreal, and another 35,000 on Facebook, either live or on replay, and on YouTube.

## A VIRTUAL CONFERENCE ON THE SEASONAL FLU

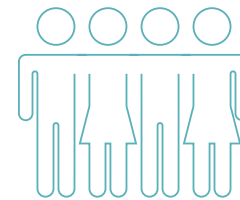
On October 18, the virtual mode was adopted for the conference on influenza given by Dr. Cécile Tremblay, microbiologist and infectiologist at the CHUM. Over 250 people registered for this interactive conference held in collaboration with SANOFI.

## 2<sup>nd</sup> EDITION OF THE GÉNÉRATIONS EN CHANSON CONTEST

The collaboration between FADOQ and Télé-Québec continued in 2022 with the second edition of the *Générations en chanson* contest, as part of the *Belle et Bum* Christmas special. The program introduced viewers to the talents of the Paquette family.

## THE FADOQ CONFERENCE, BACK IN PERSON!

From January 23 to 25, 2023, 145 regional and provincial employees of the Réseau converged in Quebec City for the 5<sup>th</sup> FADOQ Conference. Several talks were given to explore the theme: Member experience at the heart of our actions.



145

employees at the  
FADOQ Conference

200

delegates at the  
provincial Congress

# IN THE HEADLINES:

## SOME GOOD NEWS

### THEMATIC NEWSLETTERS = FANTASTIC RESULTS

In 2022-2023, Réseau FADOQ redesigned its French-language newsletters. Since last October, three personalized thematic newsletters, based on the three aspects of our mission (discounts, recreation and defence of collective rights), have been sent to subscribers on a monthly basis. We also publish a monthly newsletter in English and special newsletters. Result: a 3.4% increase in the open rate and a 3.5% increase in the click-through rate, well above the expected 1%! Even better, over 10,000 members joined the ranks of subscribers during the year, an increase of 6.7%!

This new generation of newsletters allows for some segmentation to begin, better promotion of the different mission areas, more topics, and a focus on what the Réseau is doing for its members.

### NEWSLETTERS, THEN THE WEBSITE!

FADOQ newsletters remain the most effective way to increase traffic on our website. As a result, the popularity of the thematic newsletters led to an explosion in traffic on the Réseau's website: a 28.9% increase in page views and a 30.6% increase in unique views!



#### FADOQ Newsletters

##### Open rate

61.7%

##### Click-through rate

14.2%

##### Subscribers

162,200

#### fadoq.ca

##### Page views increase

2021-2022

6.5%

2022-2023

28.9%

##### Unique views increase

2021-2022

3.6%

2022-2023

30.6%

### COMMUNICATIONS REGISTER: USEFUL INFORMATION

The year 2022-2023 also saw the creation of the Communications Register, a very important pilot project launched with the provincial Secretariat and the regions of Lanaudière, île de Montréal and Québec et Chaudière-Appalaches. This new tool was then deployed in all regions. The register has several functions: inventory calls and emails received, determine the reasons people contact us, monitor traffic, obtain a history of communications made with the same person and extract statistical data. Between October 25, 2022 and March 31, 2023, the Register noted 22,307 communications.

### COMMUNICATIONS OFFICERS HOLD FRUITFUL MEETINGS

Five meetings were held with communications officers in 2022-2023, in addition to the FADOQ Conference. Training and a presentation were also provided to the Réseau's regional and provincial communications personnel. The communications team at the provincial Secretariat continued to hold welcome meetings for all new Réseau communications staff.

### GO AHEAD, BETRAY YOUR AGE, TAKE TWO

In the fall of 2022, Réseau FADOQ renewed the Go Ahead, Betray Your Age campaign for a second year. The campaign consisted mainly of TV ads, web content and mall displays. Results were excellent, especially the Web campaign, which generated over 2 million views, 300,000 more than the previous year.

The new Member Portraits project, deployed on Facebook and on the website, was also a success. Very popular, these 20 testimonials highlighted FADOQ members who are defying age stereotypes, many of whom had spontaneously expressed their desire to participate in this campaign. These portraits generated 15,836 reactions, not including comments and shares.

### Encore of Go Ahead, Betray Your Age campaign

**1,940**  
airings  
on TV

**9,000**  
airings  
on MAtv

**2,000**  
new  
members

**300,000**  
video  
views

## AN IMPRESSIVE RENEWAL RATE

The 2022-2023 renewal effort was right on target. The renewal rate for the FADOQ card was 85%, which is 2% higher than last year, including 24-month cards. In the end, 36% of club members opted for the 24-month card, an 8% increase over 2021-2022, and 85% of regional members did the same, a 1% increase over last year.

85%

card  
renewal rate

## MORE THAN EVER IN THE TRADITIONAL MEDIA

In 2022-2023, there were many interviews to comment on budgets and economic updates, as several measures affected seniors. Réseau President Gisèle Tassé-Goodman was interviewed on *Zone Économie* and *24/60* on RDI as well as *À vos affaires* on LCN and Qub Radio. In addition, FADOQ was mentioned on 1,558 occasions in the written media (digital and paper).

Every effort was made to ensure that Réseau FADOQ took its rightful place in the public sphere, including during the provincial election campaign. During the year, the communications team also began posting a short commentary from the President on social media concerning a hot issue, just prior to issuing a news release on the topic.



## ... AND SOCIAL MEDIA

Increasingly popular, the Réseau FADOQ Facebook page now has 41,319 subscribers, an increase of more than 4,000 over last year. In 2022-2023, 816,834 people were reached, and there were 10,893 comments, 15,032 shares and 91,413 reactions. The number of followers on Instagram and Twitter has increased significantly. LinkedIn has a 70% increase in subscribers.



41,319

subscribers

816,834

people  
reached



# A LOVE STORY THAT HAS LASTED 30 YEARS

## AN ANNIVERSARY AND SOME NEW DEVELOPMENTS

The 130<sup>th</sup> issue of *Virage*, published in the summer of 2022, coincided with the 30<sup>th</sup> anniversary of the official FADOQ magazine. Far from resting on its laurels, *Virage* has unveiled several new features for 2022-2023: new columns reflecting suggestions from members in a recent survey, exclusive videos featuring the magazine's cover personalities, etc.



## LESS PAPER

In an effort to reduce the magazine's ecological footprint, the Réseau conducted an offensive with members, especially couples, who were mailed two magazines to the same address. The aim was to encourage those who so desired to receive just one. The result was conclusive. In fact, in just a few weeks, thousands of members gave up their paper copy, for a total of 6,204 in 2022-2023. Despite this, the circulation of 449,200 copies, one of the largest in Quebec, is up slightly due to the increase in the number of members. The English insert also has slightly more readers than before.

### Virage digital open rate

+ 55.7%

from 2021-2022 to 2022-2023

## ... AND MORE DIGITAL MAGAZINE

As a result, the digital magazine, available at viragemagazine.com, saw its open rate of 14,849 for the Spring 2022 issue rise to 23,125 for the Spring 2023 issue. Good news for the planet!

## MUCH APPRECIATED NEWSLETTERS

The already enviable open and click-through rates for the *Virage* newsletter improved during the year. We also note a significant growth in advertising purchases in the *Virage* newsletters and at viragemagazine.com, and, to a lesser extent, in the print magazine.

## A NEW EDITOR-IN-CHIEF

After a brief stint as Editor-in-Chief but some 30 years writing for the Réseau's magazine, Sophie Gagnon retired at the end of the Spring 2023 issue. She was succeeded as Editor-in-Chief by Frédérique Charest.

# RISING POPULARITY OF AVENUES.CA

## A RECORD-BREAKING RENDEZ-VOUS AVENUES.CA

The popularity of the Rendez-vous Avenues.ca continues to grow. The Rendez-vous Avenues.ca with the theme of Quebec's most beautiful gardens, held on June 2, 2022, at the Montreal Botanical Garden, even set a new attendance record, with 256 tickets sold! On October 5, the first Avenues.ca Rendez-vous was held in the Lanaudière region. The talk, *Le voyage gourmand*, with Hélène Laurendeau, was greatly appreciated by the 120 people in attendance.

## STATISTICS GOING UP

Avenues.ca is also increasingly present on social media. This web media now attracts 17,507 Facebook followers, and increasing numbers of Instagram and YouTube followers. There was also a slight increase in visitor loyalty to the Avenues.ca site. Other reasons to celebrate include repeat and first-time advertisers as well as successful advertising campaigns.

## GROWING INTEREST IN THE NEWSLETTER

The same is true of the Avenues.ca newsletter, which ended the 2022-2023 year with 8,012 subscribers. The number of clicks per newsletter sent rose from 15% to 20% in one year, while the open rate reached 66%, an increase of 4.3%.

## CONTENT THAT TRAVELS

Finally, each week, Avenues.ca content proposals were sent to all FADOQ regional groups to feed their social media and/or newsletters. Réseau FADOQ is thus able to benefit from the expertise of the seasoned journalists who write for Avenues.ca.

### From 2021-2022 to 2022-2023

**Instagram and  
YouTube subscribers**

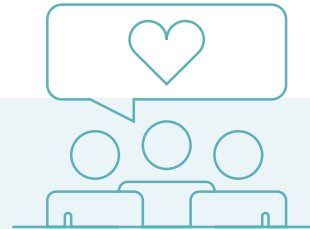
**+ 50%**

**Facebook page  
subscribers**

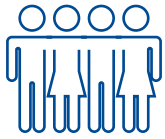
**+ 9.4%**

**Click-through rate  
per newsletter**

**+ 33%**



# IN FIGURES



551,473

MEMBERS

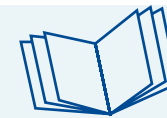
35%

of members  
ARE UNDER 65



4,644

volunteer board members  
in the Réseau



449,200

copies of every issue  
of *Virage* magazine

3,184

photos submitted  
to FADOQ in Pictures  
virtual activity

NEARLY 1,000

discounts across the province

9 GAINS

resulting from our  
demands and  
representations



12  
women



6  
men



109,066

downloads of  
the FADOQ  
mobile app

160

employees, including  
28 at the provincial  
Secretariat

162,000 +

subscribers to the  
FADOQ newsletter



41,319

Facebook page  
subscribers

on the provincial  
Board of Directors

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