

# ANNUAL REPORT

**2021/22**  
Réseau FADOQ





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## MESSAGE FROM SSQ INSURANCE



We are happy to be one of Réseau FADOQ's Major Partners. Our partnership supports Réseau FADOQ's core mission of fostering the well-being of people aged 50 and over.

It also provides you with access to exclusive discounts and benefits for your life insurance, health and accident insurance and savings. In addition to protection, our financial security advisors dedicated to FADOQ offer personal, simple and accessible services throughout Quebec.

SSQ Insurance will become Beneva, but not right away. In 2020, La Capitale and SSQ Insurance, two solid local companies, joined forces to become Beneva. A new name, but the same collaborative and mutualistic approach that reminds us what we are: people protecting people.

Our priority will remain the same. For over 75 years, our committed people have been making sure you get the best advice. We continue to accompany you in your big and small life projects, bringing you peace of mind.

Thank you for putting your trust in us all these years!

A handwritten signature in black ink that reads "Pascale Gauthier".

**PASCALE GAUTHIER**

Regional Vice-president  
Career Networks  
SSQ Insurance



## MESSAGE FROM INTACT INSURANCE



At Intact Insurance, we want to continue to support communities, especially the most vulnerable populations like seniors who have been hard hit by the pandemic of the past two years.

This is why Intact Insurance has maintained its commitment as a Major Partner and sponsor of Réseau FADOQ for 30 years. Seniors have a vital role to play in ensuring the vitality of our communities and we must preserve their well-being and quality of life. Our partnership allows us to support the aim FADOQ has been pursuing for over half a century by representing and promoting the social contributions of Quebecers aged 50 and over.

Today, more than half a million members rely on Réseau FADOQ to promote their rights and benefit from services and activities. For our part, in order to meet the needs of these people for whom financial security is sometimes an issue, we have created FADOQ FreeSpace, a home and auto insurance program that offers peace of mind under the most advantageous terms.

Long live Réseau FADOQ and the bond of trust that unites us and allows us to envision together a better future for Quebec seniors.

A handwritten signature in black ink, appearing to read 'Nadine Hudon-Paquette'. The signature is fluid and cursive.

**NADINE HUDON-PAQUETTE**

Vice-president  
Strategic Distribution and Communications  
Intact Insurance



## 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 522,514 members across the province, making it the largest seniors' organization in Quebec and Canada.

## OUR VISION

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

## 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
- Engagement
- Equity
- Integrity
- Fun
- Respect
- Solidarity



**522,514**  
MEMBERS

**36%**  
OF MEMBERS  
**ARE**  
**UNDER 65**



**4,653**  
VOLUNTEER BOARD  
MEMBERS THROUGHOUT  
THE NETWORK

**437,000** COPIES  
OF EVERY ISSUE OF *VIRAGE* MAGAZINE

**12,000**  
REGISTRATIONS  
FOR THE LES  
AVENTURIERS  
VOYAGEURS ONLINE  
ACTIVITY

**+1,000 DISCOUNTS**  
THROUGHOUT THE PROVINCE

**12**  
GAINS RESULTING FROM  
OUR DEMANDS AND  
REPRESENTATIONS

**11**  
**WOMEN**  
**7**  
**MEN**

ON THE PROVINCIAL  
BOARD OF  
ADMINISTRATION

**37,195**  
SUBSCRIBERS  
TO THE  
FACEBOOK PAGE



**152**  
EMPLOYEES,  
INCLUDING 26 AT  
THE PROVINCIAL  
SECRETARIAT

**150,000+**  
SUBSCRIBERS  
TO THE FADOQ  
NEWSLETTER



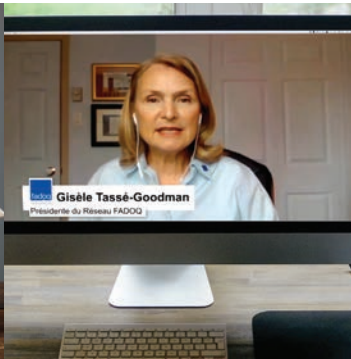
**26,553**  
DOWNLOADS OF THE  
FADOQ MOBILE APP



## SNAPSHOT OF 2021-2022



**APRIL**  
**SIGNIFICANT GAINS**  
ON BEHALF  
OF TENANTS  
IN PRIVATE  
SENIORS'  
RESIDENCES



**MAY**  
**LAUNCH OF  
THE PROJECT LA  
PRÉSIDENTE DU  
RÉSEAU FADOQ  
VOUS RÉPOND**  
[President of Réseau  
FADOQ answers your  
questions]



**JUNE**  
**NEW  
CULTURAL  
ACTIVITY:  
FADOQ IN  
PICTURES**

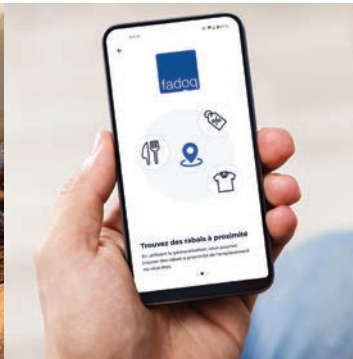
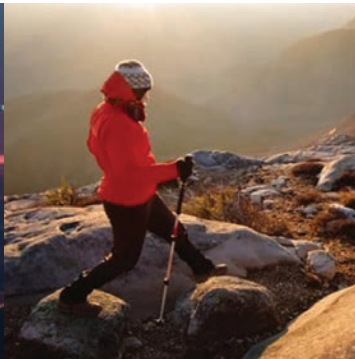


**JUNE**  
**VIDEO CLIPS,  
VISAGES DE  
LA PRÉCARITÉ  
FINANCIÈRE**  
[Portraits of financial  
insecurity],  
MADE AVAILABLE  
ONLINE



**JUNE**  
**RE-ELECTION  
OF GISÈLE  
TASSÉ-  
GOODMAN  
AS FADOQ  
PRESIDENT**





**SEPTEMBER**

LAUNCH OF  
THE CAMPAIGN  
**ALLEZ-Y,  
TRAHISSEZ  
VOTRE ÂGE**

[Go ahead, betray  
your age]

**OCTOBER**

CONTEST  
IN COLLABO-  
RATION WITH  
TÉLÉ-QUÉBEC,  
**GÉNÉRATIONS  
EN CHANSON**

[Generations in Song]

**DECEMBER**

NEW SECTION  
ON AVENUES.CA,  
**“BOUGER”**

[Get moving]

**FEBRUARY**

RÉSEAU FADOQ  
GETS ITS  
**MOBILE APP**

**MARCH**

AGREEMENTS  
SIGNED WITH  
**MANY NEW  
PARTNERS**



## RESILIENCE, SOLIDARITY AND INNOVATION

We thought that by 2021-2022, the pandemic would be behind us, but unfortunately it has not yet had its last word. Despite the frustrations and disappointments, we navigated the waves of COVID-19 to support our members. The past 12 months have proven to us that we are a tightly woven organization that has once again been able to adapt to the unexpected, on more than one occasion.

Réseau FADOQ has continued to be there, especially for our members. We have never lost sight of our mission. Our great organization has been resourceful and creative in keeping our members moving and entertained, while employing various means to keep them informed through these troubled times.

We thought this past year would see a great return to normalcy with face-to-face activities and gatherings. We were only allowed a glimpse of this, but it was appreciated. The recreation team has continued to expand the virtual activity offerings, which are now here to stay. In fact, all this work will lead to the launch of two virtual platforms in the near future, which will be a kind of legacy of these two years or more of pandemic.

A highlight of the year was the launch of our free mobile app in February, thanks to our IT team. This new tool proves once again that Réseau FADOQ keeps up with the times. Tens of thousands of members have already made the switch to the virtual card, eliminating the need to print a plastic card and send it in an envelope through the mail. This reduces our ecological footprint.

We have brought the voice of seniors into the public arena on many issues affecting our collective rights. Among other things, we have increased our efforts to promote the need for a real shift towards home care, which is much desired by Quebecers. Also, since the rising cost of living has hit millions of seniors hard, we have continued to call for an increase in the Guaranteed Income Supplement and an increase in the Old Age Security pension to include people aged 65 to 74.

We have also filed briefs in the House of Commons and the National Assembly on several other issues. I am particularly proud of our entire team for helping to improve the bill to combat elder abuse. Our representations have led, among other things, to the introduction of criminal sanctions against the perpetrators of abuse.

**“I WANT TO  
ACKNOWLEDGE THE  
INVALUABLE WORK OF  
OUR ORGANIZATION’S  
VOLUNTEERS AND BOARD  
MEMBERS. WITHOUT  
THEM, RÉSEAU FADOQ  
SIMPLY WOULD NOT  
EXIST”**

As inflation has soared over the past few months, agreements with our partners have allowed our members to make significant savings during these difficult times. The Réseau team continues to build partnerships so that our members can take advantage of valuable discounts such as those offered by our new partners, including L'Équipeur, Harnois Énergies and Starfrit.

Once again, I would like to thank our Major Partners, Intact Insurance and SSQ Insurance, for their exceptional support. Our organization and our members are privileged to have these strong business relationships.

Our new strategic plan, which we have been working on all year, will help us to anticipate future challenges through analysis of our risk management.

In 2022-2023, we must comply with the modernization of governance rules. These changes will only affect the Board of Directors at the provincial level. On a day-to-day basis, Réseau FADOQ will continue to operate in the same way.

Here, I want to acknowledge the invaluable work of our organization's volunteers and board members. Without them, Réseau FADOQ simply would not exist.

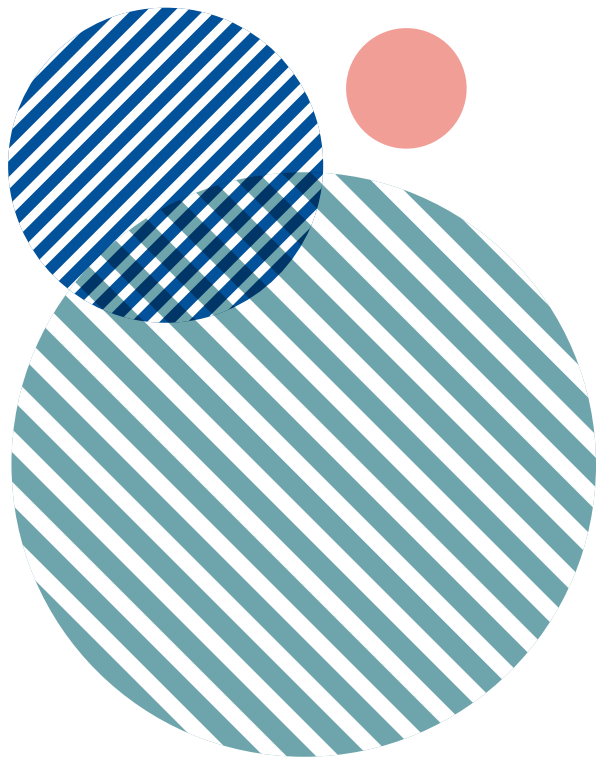
An organization like ours is built on human contact. I can't wait for the return of more normal operations, so that we can all discuss, reflect and have fun together.

The past two years have shown us that FADOQ can face any challenge and come out even stronger. Let's keep moving forward to maintain our sustainability and grow as a collective movement. I am confident that together we will meet the challenges of the future.



**GISÈLE TASSÉ-GOODMAN**  
President

OUR 2021-2022 BOARD OF DIRECTORS



**GISÈLE TASSÉ-  
GOODMAN**  
*President*



**RÉJEAN  
DESPINS**  
CENTRE-DU-QUÉBEC  
*1<sup>st</sup> Vice-president*



**PAUL  
LEGAULT**  
ESTRIE  
*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 JR  
ROUSSEAU**  
BAS-SAINT-LAURENT  
*Board member*



**GHYSLAINE  
CÔTÉ-BÉLANGER**  
CHAUDIÈRE-APPALACHES  
*Board member*



**TOUSSAINT  
RICHARD**  
CÔTE-NORD  
*Board member*



**JOCELYNE  
WISEMAN**  
ÎLE DE MONTRÉAL  
*Board member*



**LUCE  
GERVAIS**  
LANAUDIÈRE  
*Board member*



**DIANE BEAULIEU-  
DESJARDINS**  
LAURENTIDES  
*Board member*



**EVELYNE  
GARCEAU**  
LAVAL  
*Board member*



**YVES  
BOUCHARD**  
MAURICIE  
*Board member*



**FRANCINE  
PAQUET**  
OUTAOUAIS  
*Board member*



**ANDRÉ  
BEAUMONT**  
RICHELIEU-YAMASKA  
*Board member*



**SUZANNE  
LOISELLE**  
RIVE-SUD-SUROÛT  
*Board member*



**MARTHE  
L'ESPÉRANCE**  
SAGUENAY - LAC-SAINT-JEAN - UNGAVA  
*Board member*

## OUR REGIONAL TEAMS

**16**  
REGIONS

**701**  
CLUBS

**522,514**  
MEMBERS

### ABITIBI-TÉMISCAMINGUE

President: **Frédéric Audet**  
Executive Director: Jacinthe Doyon Goyette  
No. of employees: 3  
No. of clubs: 8  
**NO. OF MEMBERS: 12,298**

### BAS-SAINT-LAURENT

President: **Gilles Noël**  
Executive Director: Étienne Tremblay  
No. of employees: 4  
No. of clubs: 5  
**NO. OF MEMBERS: 10,079**

### CENTRE-DU-QUÉBEC

President: **Réjean Despins**  
Executive Director: Annie Belcourt  
No. of employees: 6  
No. of clubs: 64  
**NO. OF MEMBERS: 22,886**

### CÔTE-NORD

President: **Toussaint Richard**  
Executive Director: Claudine Émond  
No. of employees: 5  
No. of clubs: 36  
**NO. OF MEMBERS: 10,609**

## ESTRIE

President: **Paul Legault**  
Executive Director: Martine Grégoire  
No. of employees: 7  
No. of clubs: 41  
**NO. OF MEMBERS: 35,947**

## GASPÉSIE ÎLES-DE-LA-MADELEINE

President: **Odette Charbonneau**  
Executive Director: Renée Blouin  
No. of employees: 6  
No. of clubs: 15  
**NO. OF MEMBERS: 6,702**

## ÎLE DE MONTRÉAL

President: **Jocelyne Wiseman**  
Executive Director: Rosée Tremblay  
No. of employees: 9  
No. of clubs: 31  
**NO. OF MEMBERS: 52,747**

## LANAUDIÈRE

President: **Luce Gervais**  
Executive Director: Caroline Majeau  
No. of employees: 8  
No. of clubs: 45  
**NO. OF MEMBERS: 40,611**

## LAURENTIDES

President: **Diane Beaulieu-Desjardins**  
Executive Director: Michael Leduc  
No. of employees: 16  
No. of clubs: 35  
**NO. OF MEMBERS: 42,503**

## LAVAL

President: **Evelyne Garceau**  
Executive Director: Sylvie Deschamps  
No. of employees: 5  
No. of clubs: 2  
**NO. OF MEMBERS: 15,780**

## MAURICIE

President: **Yves Bouchard**  
Executive Director: Manon De Montigny  
No. of employees: 9  
No. of clubs: 67  
**NO. OF MEMBERS: 27,124**

## OUTAOUAIS

President: **Francine Paquet**  
Executive Director: Anne Desforges  
No. of employees: 6  
No. of clubs: 15  
**NO. OF MEMBERS: 23,594**

## QUÉBEC ET CHAUDIÈRE-APPALACHES

President: **Guy Bonneau**  
Executive Director: Michel Beaumont  
No. of employees: 15  
No. of clubs: 166  
**MEMBRES : 88,514**

## RICHELIEU-YAMASKA

President: **André Beaumont**  
Executive Director: Nathalie Lapierre  
No. of employees: 6  
No. of clubs: 53  
**NO. OF MEMBERS: 34,851**

## RIVE-SUD-SUROÛT

President: **Lucie Hébert**  
Executive Director: Anne-Renée Hert  
No. of employees: 12  
No. of clubs: 56  
**NO. OF MEMBERS: 68,729**

## SAGUENAY - LAC-SAINT-JEAN - UNGAVA

President: **Marthe L'Espérance**  
Executive Director: Patrice St-Pierre  
No. of employees: 9  
No. of clubs: 62  
**NO. OF MEMBERS: 29,540**



### A VERY POSITIVE ASSESSMENT

A glance in the rear-view mirror reveals that more than two years of pandemic have changed Réseau FADOQ's trajectory. An upside has been the acceleration of technological transformation, which was even more pronounced in 2021-2022. The downside was our first decline in membership in 14 years.

What should we take away from 2021-2022? First and foremost, the goodwill, hard work and collaboration of the regional groupings and the provincial Secretariat team helped us to ride the waves and turbulence of the pandemic while staying the course. The government responded by providing generous grants to all levels of our organization to ensure the revival of our activities.

Among the successes, there is of course the FADOQ mobile application, already adopted by tens of thousands of members. Another new development is the "Bouger" section on the Avenues.ca website. In terms of communications, we must emphasize the impact of the *Allez-y, trahissez votre âge* [Go ahead, betray your age] campaign and our multiple media appearances over the past 12 months.

In addition, we achieved a dozen gains in collective rights and filed five briefs and statements. In the area of recreation, members have shown enthusiasm for virtual activities and we got the go ahead for the regional FADOQ Games, which will lead to the first provincial FADOQ Games since 2019. Finally! Also, in keeping with our status as a national recreation organization, this year we began to put our current policies on paper and to develop new ones.

Regarding discounts and benefits, the Réseau is attracting more and more partners who want to be associated with FADOQ. Furthermore, we have been able to align our practices with the demands of companies, which, as you will not be surprised to learn, have evolved with the pandemic.

Our 2021-2022 balance sheet is also strong, a feat given the multiple impacts of the pandemic throughout this fiscal year.



For our organization, the darker side of this enduring pandemic is a certain decline in membership. The decline was mainly observed in the clubs, as activities were put on hold for too long. This means that recruitment must again become a priority, otherwise our political weight could be affected. There are more and more people over 50 in the province. Our membership must quickly grow once more.

The Réseau will be proactive in launching a broad promotional campaign to members and clubs. The aim is to win back club members who have not renewed their cards and attract new clientele and communities by diversifying our activities to reflect Quebec society.

In 2021-2022, the provincial Secretariat team has also been hard at work preparing to move Réseau FADOQ's offices to brand new premises in the Maison du loisir et du sport in Montreal, which is dedicated to housing province-wide recreation organizations. Preparations for the move will continue until August, including the digitization of almost our entire archives.

A noteworthy event of the past 12 months was the retirement of Lyne Rémillard, who stepped down as Deputy Executive Director and Editor-in-Chief of *Virage* in early 2022, after 30 years with the Réseau. In terms of human resources,

we have succeeded in recruiting new employees who will support FADOQ's continued growth and modernization.

In closing, I would like to thank the members of the Board of Directors for their support, as well as the regional teams and directors. And of course, the provincial Secretariat team, without whom we would not be able to advance so quickly.

With a strong balance sheet and a return to in-person operations, it is with confidence that we look ahead to 2022-2023. We face big challenges in the coming months and years. However, the pandemic has proven beyond any doubt that our organization knows how to adapt . . . and roll up its sleeves!



**DANIS PRUD'HOMME**  
Executive Director

**“RECRUITMENT  
MUST AGAIN  
BECOME A PRIORITY,  
OTHERWISE  
OUR POLITICAL  
WEIGHT COULD  
BE AFFECTED”**

## PROVINCIAL SECRETARIAT TEAM

### EXECUTIVE MANAGEMENT

**DANIS PRUD'HOMME**

*Executive Director and Editor  
of Virage magazine*

**JACINTHE ROY**

*Deputy Executive Director*

**PHILIPPE POIRIER-MONETTE**

*Special Advisor on  
Government Relations*

**SYLVIE GAUTHIER**

*Executive Secretary*

### FINANCES AND ADMINISTRATION DIVISION

**FRANCINE CHABOT**

*Director of Finances  
and Administration*

**DAVID LEBLANC**

*Information Technologies  
Manager*

**ALEXANDRA BROUILLETTE-PELLETIER**

*Human Resources Advisor*

**VINCENT CARON LAROCHE**

*Systems Administrator*

**ALEXANDRE DEMERS**

*Computerization Project Officer*

**YOLANDE SIMONEAU**

*Accounting Advisor*

**LARISSA KHITROVA**

*Accounting Clerk*

**LILIANE DESJARDINS**

*Materials and Warehouse Clerk*

### COMMUNICATIONS AND PUBLIC AFFAIRS DIVISION

**BERNARD BLANCHARD**

*Director, Communications  
and Public Affairs*

**NICOLAS DUPONT**

*Communications Advisor*

**NATHALIE GUAY**

*Communications Advisor*

**CHRISTIAN LABARRE-DUFRESNE**

*Communications Advisor*

**FANNY BRETON-FLAGEOLE**

*Client Services Agent*

### PARTNERSHIPS AND MEMBER SERVICES DIVISION

**CAROLE NOISEUX**

*Director, Partnerships  
and Member Services*

**JOHANNE RIVET**

*Advertising and Sponsorship  
Representative*

**LINDA HURTEAU**

*Coordinator,  
Member Services*

**CAMILLE THÉORËT**

*Member Services Agent*

### RECREATION, EVENTS AND PROGRAMS DIVISION

**ISABELLE MICHAUD**

*Director, Recreation,  
Events and Programs*

**KARINA NÉRON**

*Recreation Manager*

**KARINE CORBEIL**

*Corporate Events Advisor*

**JULIE SILVEIRA**

*Social Programs Advisor*

**ROXANE CHARETTE**

*Coordinator, Recreation Events*

## DEPARTURES, ARRIVALS... AND POLICIES

### SIX NEW FACES

2021-2022 has been a very productive year on the recruiting front. Six new people were hired: Fanny Breton-Flageole, Client Services Agent; Isabelle Michaud, Director of Recreation, Events and Programs; Christian Labarre-Dufresne, Communications Advisor; Jacinthe Roy, Deputy Executive Director; Nicolas Dupont, Communications Advisor and Alexandra Brouillette-Pelletier, Human Resources Advisor. Among the departures, after 30 years of service, is Lyne Rémillard, Deputy Executive Director and Editor-in-Chief of *Virage*.



### SEVERAL POLICIES WERE DEVELOPED, AND OTHERS WERE UPDATED

During the year, Réseau FADOQ developed two policies. The first defines guidelines for welcoming and orienting a new employee. The second concerns the transition resulting from an employee's departure. In addition, the recognition policy has been revamped. The salary structure was updated to better reflect the reality of the provincial Secretariat's positions and the job market.

### CUSTOMIZED TRAINING COURSES

Because continuing education is important to the Réseau, several employees have taken or are taking online English courses during their work hours. In this way, they improve their knowledge and can more easily communicate with English-speaking members and partners.

### TWO PREGNANCIES

Lastly, during the year, Karine Corbeil, Corporate Events Advisor and Julie Silveira, Social Programs Advisor, announced their pregnancies. This will be Julie's first child and Karine's second. Congratulations!

## MORE THAN SATISFACTORY RESULTS

### A DECREASE IN OVERALL REVENUES

In 2021-2022, Réseau FADOQ's financial situation is more than satisfactory. Although we had announced a budget deficit of \$313,950, we ended the year with a surplus of \$453,950. The difference between budget and reality is almost \$768,000!

Comparing the 2021-2022 data with that of the previous year, we see several differences. First, overall revenues decreased by \$171,000 (-2.2%) compared to last year. Some revenues are up. This is the case for government grants revenues (\$389,000) and *Virage* magazine revenues (\$83,000).

However, these increases are affected by certain declining revenues: net investment revenue (\$211,500), fundraising activities (\$168,000), membership revenue (\$138,000) and other activities (\$124,000). The decrease in net investment revenue is not significant because the increase in investment revenue in 2020-2021 was explained by the recovery from early pandemic declines.

**"AN  
\$873,000  
STIMULUS PACKAGE  
WILL BE USED  
TO BOOST CLUB  
RECOVERY"**





### INCREASING EXPENSES

Expenses have increased by \$278,000 (+4%) over 2020-2021. This increase is primarily in travel and accommodations (\$145,000), salaries and employee benefits (\$110,000), *Virage* magazine (\$102,000), insurance and taxes (\$37,000), publicity and promotional activities (\$28,000) and rentals expenses (\$28,000).

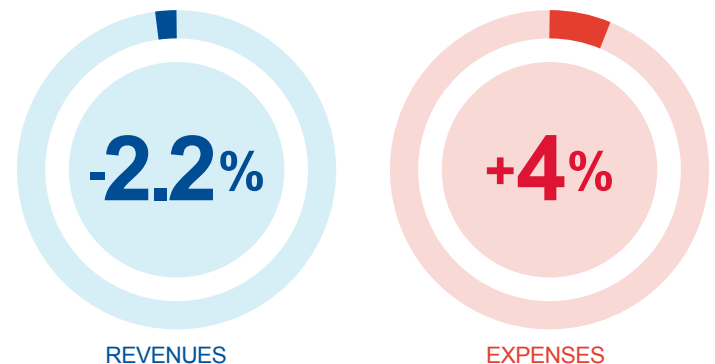
On the other hand, certain expenses are down, including supplies, equipment, printing and postal costs (\$138,000), professional fees (\$40,000) and training costs (\$17,000).

We should point out that comparing two fiscal years that are not similar is not a good practice. In this instance, we are looking at fiscal year 2020-2021, which was hit hard by health restrictions, while the following year shows a timid but continuing recovery of activities.

### DEFICIT ON THE HORIZON

In terms of the 2022-2023 budget forecast, we are projecting a deficit of \$1,662,300. This deficit will be absorbed by the accumulated surplus. These budget estimates reflect Réseau FADOQ's planned offensive to stimulate the resumption of activities in clubs, which have been particularly affected by the pandemic since 2020. This involves an \$873,000 stimulus package, a first for FADOQ!

## RESULTS



# FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2022

	2022	2021
	\$	\$
<b>INCOME</b>		
Membership revenue	3,632,408	3,770,274
Government grants	2,080,073	1,691,194
Fundraising activities	654,821	822,839
Magazine <i>Virage</i>	563,868	480,910
Other activities	296,841	420,728
Corporate donations	200,000	200,725
Net investment revenue	157,073	368,595
Other income	6,163	6,648
	<b>7,591,247</b>	<b>7,761,913</b>

	2022	2021
	\$	\$
<b>EXPENSES</b>		
Direct costs - Magazine <i>Virage</i>	2,283,749	2,181,448
Salaries	1,705,316	1,600,457
Employee benefits	430,471	425,692
Contract workers	369,808	389,734
Travel and accommodations	194,202	49,547
Publicity and promotional activities	612,501	584,274
Equipment, printing and postal costs	778,273	915,969
Financial assistance and rebates to regions	67,155	70,002
Telecommunications and office expenses	371,053	356,471
Rental	54,959	26,467
Insurance and taxes	45,337	8,045
Training	4,872	21,821
Rental expenses	11,963	11,084
Professional fees	85,196	105,739
Other expenses	65,003	63,452
Amortization of property and equipment	57,437	48,468
	<b>7,137,295</b>	<b>6,858,670</b>
<b>Excess of revenues over expenses</b>	<b>453,952</b>	<b>903,243</b>

# FINANCIAL POSITION

MARCH 31, 2022

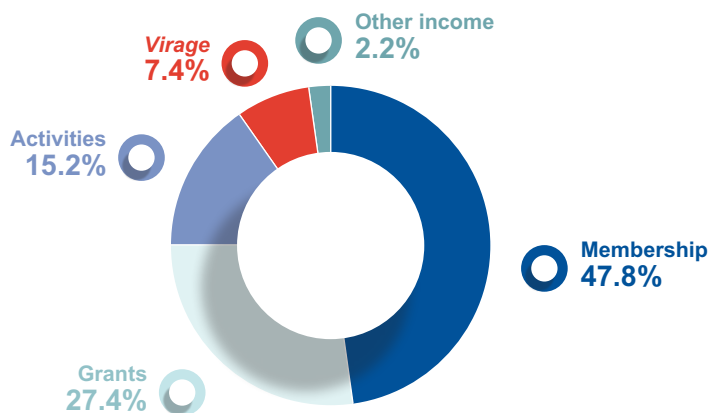
	2022	2021
	Total	Total
	\$	\$
<b>ASSETS</b>		
<b>Short term</b>		
Cash	901,133	403,959
Trade accounts receivable and other receivables	310,719	312,174
Inventories	168,798	173,674
Prepaid expenses	216,708	202,164
Short-term investments	86,977	40,824
	<b>1,684,335</b>	<b>1,132,795</b>
Investments	6,291,019	6,220,688
Property and equipment	175,228	128,804
	<b>8,150,582</b>	<b>7,482,287</b>

	2022	2021
	Total	Total
	\$	\$
<b>LIABILITIES</b>		
<b>Short term</b>		
Accounts payable and other operating liabilities	922,359	900,364
Deferred grants	72,259	
Deferred revenues	3,002,444	2,882,355
	<b>3,997,062</b>	<b>3,782,719</b>
<b>NET ASSETS</b>		
Invested in capital assets	175,228	128,804
Internal restriction	1,000,000	1,000,000
Unrestricted	2,978,292	2,570,764
	4,153,520	3,699,568
	<b>8,150,582</b>	<b>7,482,287</b>

# FINANCIAL TABLES MARCH 31, 2022

## RÉSEAU FADOQ TOTAL INCOME

**\$7,591,247**

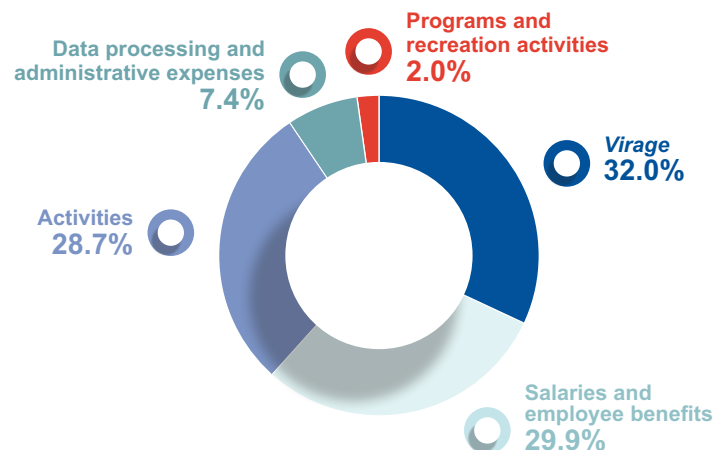


### RÉSEAU FADOQ TOTAL INCOME

Membership	47.8%	\$3,632,408
Grants	27.4%	\$2,080,073
Activities	15.2%	\$1,151,662
Virage	7.4%	\$563,868
Other income	2.2%	\$163,236
		<b>\$7,591,247</b>

## RÉSEAU FADOQ TOTAL EXPENSES

**\$7,137,295**



### RÉSEAU FADOQ TOTAL EXPENSES

Virage	32.0%	\$2,283,749
Salaries and employee benefits	29.9%	\$2,135,787
Activities	28.7%	\$2,051,036
Data processing and administrative expenses	7.4%	\$526,298
Programs and recreation activities	2.0%	\$140,425
		<b>\$7,137,295</b>



## A NEW APPLICATION AND MUCH MORE!

### THE MOBILE APPLICATION IS A HIT

A major project for the IT team, the FADOQ mobile application was a huge hit when it was launched in February 2022. Enticed by the possibility of geolocating FADOQ discounts, renewing their membership in a few clicks and always having their FADOQ card with them, in less than two months, 26,553 members had downloaded the application. In addition, 1,073 members used it to renew their card. And the 23,050 virtual cards activated through the app during this period represent as many helpful gestures for the planet, since all these plastic cards do not need to be produced or mailed!

### ALL AT FADOQ.CA

Another highlight: the number of page views on the fadoq.ca website increased by 6.5% over the previous year. Online memberships and renewals reached a record 135,768.

### YES TO FADOQ WEB TOOLS

As for the FADOQ Web Tools, they have proven to be more useful than ever. They enabled the creation and delivery of nearly 4 million emails by regions and clubs in 2021-2022. This is a 271% increase in five years.

### 50 SHADES OF IT

Information technologies have also supported a host of other operations. These include planning a project to optimize the use of the Microsoft 365 platform at the provincial Secretariat, drafting reference guides for new employees and provincial administrators, adding functionalities to the member management system, maintenance and technical support for the various existing systems, etc.

FROM 2017-2018 TO 2021-2022



ONLINE MEMBERSHIPS  
AND RENEWALS



## GAINS OF ALL KINDS

**12**  
**GAINS**

**10**  
**PRESENTATIONS  
TO PARLIAMENTARY  
COMMITTEES**

**5**  
**BRIEFS AND  
STATEMENTS**

### BRIEFS, STATEMENTS AND PARLIAMENTARY COMMITTEES

More than ever in the past 12 months, Réseau FADOQ's opinions and expertise have been solicited by governments, further establishing FADOQ's prominent public position on all issues affecting the quality of life of people aged 50 and over. The Réseau filed five briefs and statements during the year. It also made presentations to ten federal and provincial parliamentary committees.

### INVESTMENTS IN HOME CARE

These efforts were not in vain. Throughout 2021-2022, FADOQ has been making gains. A good example is the Quebec government's 2022-2023 budget. Additional funding was announced for home care and services and investments in the health workforce, two of the Réseau's main health demands. While the \$500 one-time payment will help seniors, the Réseau's focus was on targeted measures to assist seniors with their recurring needs.

### GAINS AND DOLLARS

A few months earlier, in its economic update, the Legault government took action in line with FADOQ's demands. The tax credit for support for eligible seniors aged 70 and over has been enhanced, as has the Shelter Allowance for low-income individuals. In addition, there was the cost of living benefit, which was again one-time.

### CERB-GIS PAYMENT AT LAST

For its part, the Trudeau government used its economic update last December to announce a one-time payment to Guaranteed Income Supplement (GIS) recipients who had their monthly payments reduced or eliminated because they received an emergency benefit in 2020. Under fire from the Réseau and others, the government finally confirmed the date of the long-awaited payment: April 19, 2022.



Ottawa has also announced an additional one-time Canada Health Transfer payment. This is a gain even if the Réseau is calling for a recurring enhanced transfer.

### **DECOMPARTMENTALIZATION AND CAREGIVERS**

In other good news, the Quebec government has decided to allow paramedics to provide certain types of care in emergency rooms and health care institutions. This is another step towards breaking down the barriers between health care professions, a long-standing demand of the Réseau. Also, the first governmental action plan for caregivers has been tabled. It responds to critical needs that FADOQ has repeatedly brought forward.

### **DISABILITY PENSION: A REDUCED PENALTY**

In addition, a new provision will significantly reduce the penalty on the retirement pension of individuals who, between the ages of 60 and 64, were receiving a disability pension from the Régie des rentes du Québec. Réseau FADOQ has long denounced this inequity.

### **FREE PAPER INVOICES**

Also, the Canadian Radio-television and Telecommunications Commission (CRTC) has ruled that certain consumer groups can request free paper bills from their communications service provider.

### **OLD AGE SECURITY, A FIGHT THAT MUST BE FINISHED**

Moreover, since the Trudeau government announced a 10% increase in the Old Age Security pension only for those aged 75 and over, the Réseau has taken advantage of every opportunity to denounce this unjust decision.

## NEW PARTNERS MEANS NEW SAVINGS

### HELPFUL DISCOUNTS

As the cost of living spirals out of control, members can now look forward to six new province-wide discounts, many of which provide everyday savings. An example of this is L'Équipeur, with a year-round discount and two special promotions. An agreement was also signed with Harnois Energies, a first in this sector of activity, which translates into discounts on gasoline and other promotions in convenience stores with Proxi and Proxi Extra service stations.

Other new discounts: Starfrit, CanaDream recreational vehicle rental, SecuriGlobe travel insurance and Wingbuddy travel agency.

### RENEWALS THAT PAY OFF

In addition, during the year, some 40 province-wide agreements were evaluated, negotiated and renewed. In all, FADOQ members are well served with over 1,000 regional and province-wide discounts.

### \$500,000 THANKS TO INTACT INSURANCE

Once again this year, Intact Insurance and its brokers have contributed to the recruitment of members through the exclusive FADOQ FreeSpace program. In 2021-2022, this resulted in 16,500 new memberships, which equates to nearly \$500,000 in revenue for our organization.

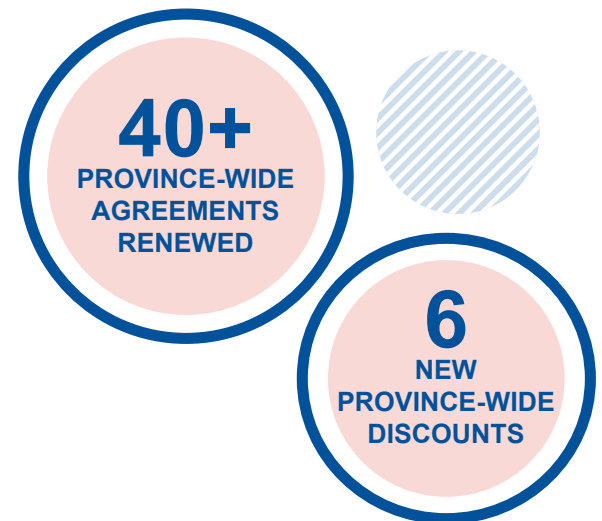
### SSQ INSURANCE BECOMES BENEVA

Also, in view of the merger of SSQ Insurance and La Capitale to become Beneva, negotiations are underway for a new agreement.

### THANK YOU!

Special thanks to our partners, especially Intact Insurance and SSQ Insurance, for their support and understanding of the situation caused by the pandemic.

**16,500**  
NEW  
MEMBERSHIPS  
THROUGH  
INTACT



## A LA CARTE MEMBERSHIPS AND RENEWALS

### A HELPING HAND TO OUR CLUBS...

When the pandemic entered our lives and the Réseau's daily routine, a mail-in renewal process was quickly put in place by the provincial Secretariat. In 2021-2022, a large majority of local clubs decided to continue in this manner. 122,000 renewal notices were mailed out, followed by the mailing of member cards.

Throughout the year, the provincial Secretariat absorbed the entire cost of producing and mailing renewal notices and cards to local club members.

### ...AND TO OUR REGIONAL ASSOCIATIONS

The Member Services team also managed the renewal process and the production and mailing of cards to regional club members.

### PLASTIC CARDS FOR ALL, OR ALMOST ALL!

Over 378,000 renewal notices, reminders and e-mails were sent to club and regional members. This is in addition to tens of thousands of new memberships, including those from Intact Insurance and its brokers.

In all, this resulted in the production and mailing of 355,000 plastic cards, so that all members now have their own recyclable card made of recycled plastic.

All except the many members who downloaded the FADOQ mobile application and chose the virtual card. This nice gesture for the environment also allows them to always have their card at hand.

### ANOTHER KEY WORD: LOYALTY

The 2022 loyalty campaign strategy has been revised. A new contest was launched last January to encourage members to stay in the FADOQ family.

**378,000+**  
**MAILINGS**

TO ENSURE  
MEMBERSHIP  
RENEWALS

**355,000+**  
CARDS PRODUCED  
AND MAILED OUT

## OTHER TIMES, OTHER PASTIMES

### FADOQ IN PICTURES: OBJECTIVE REACHED!

In 2021-2022, the pandemic added miles to the marathon of patience endured by group recreation enthusiasts. This unusual period nevertheless provided an opportunity for Réseau FADOQ to turn its attention to other interests pursued by members.

This is how the FADOQ in pictures was born in the summer of 2021. Photo enthusiasts are invited to upload their best shots, which are presented on the FADOQ website. Each season, three randomly selected photos are published in *Virage*. The initiative was an instant success. More than 1,000 photos have been submitted since the launch of the contest, and the participation rate increases from season to season.



### A MAGNIFICENT FADOQ-GOLF DAY

While the FADOQ Games and other large sporting events were still on hiatus in 2021-2022, the FADOQ-Golf Day was an exception once again on September 20. This was the first event to be held with vaccine passport validation. Some 112 golfers were happy to tee off on a beautiful day at Summerlea Golf Club in Vaudreuil-Dorion.



## ADVENTURES MORE POPULAR THAN EVER

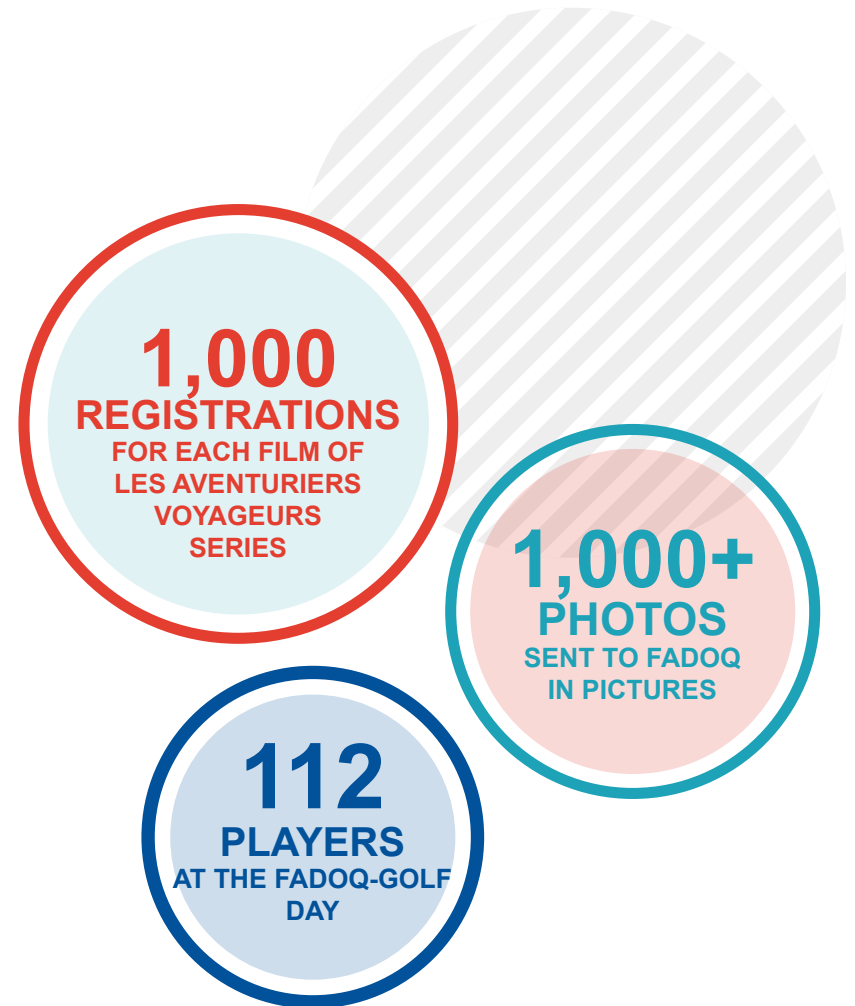
Through many initiatives since the beginning of the pandemic, Réseau FADOQ has proven that remote recreation can be popular. A good example is the collaboration with Les Aventuriers Voyageurs, which continued for a second year with increasing popularity. We've reached the 1,000 free registration limit for each of the 12 films that have taken members on a journey without them leaving their seats.

## ADVENT IN VIRTUAL MODE

Réseau FADOQ also posted an Advent calendar on its website. From December 15 to 25, an activity or special moment was suggested daily for members to take care of themselves and their loved ones.

## GUIDE AND SUPPORT

As health measures have evolved, the Activity Resumption Guide has been repeatedly reworked and updated in collaboration with the regional offices committee. The recreation team also held several virtual meetings with regional recreation representatives. Because of these discussions, we were able to offer a variety of programs to members. Last but not least, the Réseau directed government attention to clubs' needs to revive their activities. As a result, 575 clubs received a check for \$2,452.



# INNOVATE TO IMPROVE TRAINING, INFORMATION AND AWARENESS

## SENIOR-AWARE, FACE-TO-FACE AND VIRTUAL

Despite the pandemic, 1,000 people were educated about fraud, abuse and bullying during free in-person and virtual sessions. Furthermore, promotional tools for the Senior-Aware Program have been updated, as well as the resource directory. Also, to counter some of the fraud schemes affecting seniors, additional information was posted on FADOQ's website and viewed by several thousand members. New clips will be shot in the near future.

## IN THE SHOES OF AN OLDER PERSON: 600 PARTICIPANTS

Education on well-treatment also continued over the last 12 months, with 600 people attending the In the shoes of an older person workshop sessions, both virtual and face-to-face. A variety of audiences have been educated on the impacts of human aging: school (elementary and college), institutional, professional and community.

## FADOQ 360 INFO: ANOTHER INFO SHEET

In 2021-2022, we published a new FADOQ 360 info sheet. It deals with the main aspects of home care and assistance.



## WHAT'S NEW AT FADOQ.CA WORKSHOPS

The FADOQ.ca Workshops were offered in small groups in person, as well as in virtual mode, over the past year. Further video call training sessions (Messenger and Facetime), specially designed for virtual presentation, were given. A new virtual training course on online purchasing has generated a lot of interest from members, and for good reason! Finally, the Digital Citizenship project was enriched with tips and tricks on navigation cookies.





## THE ART OF GATHERING... AT A DISTANCE

### A FIRST VIRTUAL ANNUAL GENERAL MEETING!

Human contact is central to an organization like Réseau FADOQ. But, if the pandemic is an obstacle, we can do without. In this respect, June 16, 2021 is a date to remember. On that day, the first virtual provincial Annual General Meeting (AGM) in FADOQ's history was held on the Zoom platform. Non-delegates could watch the AGM live on YouTube.

### INTERGENERATIONAL SINGING

The result of a collaboration between Réseau FADOQ and Télé-Québec, the *Générations en chanson* contest was launched last October. Intergenerational groups could sign up for a chance to sing in the *Belle et Bum* Christmas special on December 24. This contest put members in the holiday mood and gave FADOQ a lot of visibility.

### A MUCH APPRECIATED PRESENTATION

About 200 people attended a virtual talk on November 3 concerning the vaccination of older people against respiratory infections during a pandemic. Offered in collaboration with Pfizer, the talk was given by Dr. Dominique Tessier.

### PRESENTATIONS AS A GIFT

Can't get together? So be it! The Réseau offered members two virtual presentations on the theme of Christmas on December 9. In total, 400 people learned how to decorate their table with Émilie Cerretti or took part in a mixology workshop with Monsieur Cocktail.

### MAKE WAY FOR THE FADOQ CONFERENCE... ONLINE

Initially scheduled to take place in person, from January 24 to 26, the 4<sup>th</sup> FADOQ Conference switched to virtual mode a few days before the event. This enabled a record participation of 145 employees. The theme, "Let's move forward, more together than ever", was reflected in the presentations and training sessions.



FIRST  
EVER  
VIRTUAL  
PROVINCIAL  
AGM

## COMMUNICATIONS

# PROGRESS AT ALL LEVELS

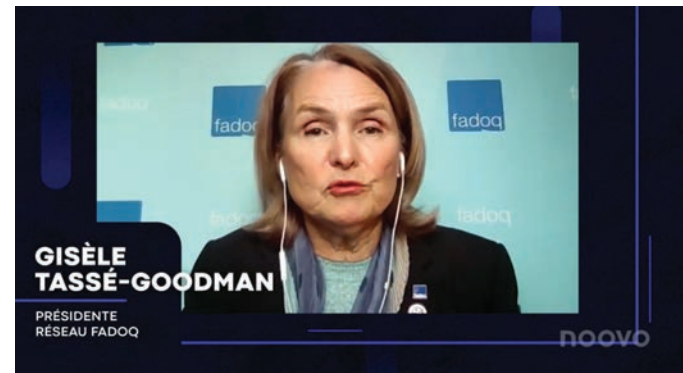
### THE RÉSEAU MAINTAINS A STRONG MEDIA PRESENCE

Throughout 2021-2022, Réseau FADOQ was regularly asked to react to the news in the media. Among other things, we saw or heard President Gisèle Tassé-Goodman on the special edition of the Radio Canada TV newsmagazine show *24-60* on CHSLDs, on the *Ici Première 15-18* radio show, during Nathalie Normandeau's programs on the Cogeco network and on numerous LCN broadcasts. Topics: home care, pandemic, financial precariousness, federal and provincial budgets, CHSLD, health system, etc. In addition, six open letters from the president were published. In all, there were 308 print and 265 radio and television appearances.

### THE *ENSEMBLE* NEWSPAPER HAS A NEW LOOK

On the internal communications side, Réseau employees' *Ensemble* newspaper was completely revamped. Among the new features: a video editorial.

573  
MEDIA  
APPEARANCES



## VIDEO CLIPS THAT ARE ALWAYS RELEVANT

Gisèle Tassé-Goodman's already high profile, due to her sustained presence in the media, has been raised a notch higher with the project *La présidente du Réseau FADOQ vous répond* [President of Réseau FADOQ answers your questions]. In these monthly video clips, she answers questions from subscribers to the provincial Facebook page. A total of ten clips were produced in 2021-2022. Issues included collective advocacy, promotion of recreation and social programs, and member privileges.

## A POPULAR AND ACTIVE FACEBOOK PAGE

In the past 12 months, FADOQ's Facebook page has added over 4,000 new subscribers, for a total of 37,195. This community is particularly active, with 738,450 people reached, 383,809 interactions and 106,075 link clicks. The Réseau is also more present than ever on Instagram, Twitter and LinkedIn.



## NO. OF FACEBOOK SUBSCRIBERS



## 1,700,000 VIEWS OF THE ALLEZ-Y, TRAHISSEZ VOTRE ÂGE CAMPAIGN

### A CAMPAIGN THAT GETS PEOPLE TALKING

In the fall of 2021, Réseau FADOQ launched the *Allez-y, trahissez votre âge* [Go ahead, betray your age] campaign on television, the Web and on posters in shopping malls. The message, that age is often more a state of mind than a number, was well received. Almost 85% of respondents to a Léger survey found the ads original, credible, clear and easy to understand. The ads aired nearly 600 times on television and were viewed over 1.7 million times on the Web.

### A SUCCESSFUL RENEWAL CAMPAIGN

As for the renewal campaign, it achieved an 83% success rate, if you take into account that a 24-month card is a form of renewal. In fact, the 24-month card is the choice of a growing proportion of members. In fact, 28% of club members have adopted it, as have some 84% of regional members.



## FADOQ NEWSLETTER

**+49%**  
SUBSCRIBERS  
IN FIVE YEARS

**51** REGULAR AND SPECIAL  
NEWSLETTERS PUBLISHED  
IN 2021-2022

### MASSES OF NEWSLETTERS AND SUBSCRIBERS

In 2021-2022, the Réseau sent out no less than 51 regular and special FADOQ newsletters. This way of keeping informed also gained followers, as the net number of subscribers rose by more than 6% to 151,950. The already excellent open and click-through rates increased over the previous year for both the English and French newsletters.

The *Rester en contact avec le Réseau FADOQ* [Staying in touch with Réseau FADOQ] campaign, which ended in October 2021, clearly has something to do with this very positive outcome. The goal of this year-long campaign was to increase the number of subscribers to the FADOQ newsletter through promotional messages, advertising and contests.

### EVEN MORE VISITS TO FADOQ.CA

The fadoq.ca site is like the rest of the Réseau's platforms: it has grown in popularity over the years. In the last 12 months alone, there has been a 6.5% increase in page views. The most popular pages were, in order: Discounts, Membership and the Home page.

### PRECARIOUSNESS HAS MANY FACES

The Trudeau government's decision to increase Old Age Security benefits for people aged 75 and over only has raised the ire of FADOQ members who have sent thousands of comments to the Réseau. To illustrate the unfairness of this decision in a tangible way while giving a voice to seniors, the *Visages de la précarité financière* [Portraits of financial insecurity] project was set up. Four compelling clips were posted on our website, Facebook page and YouTube channel. On Facebook alone, this campaign reached 152,000 people.

### WELL-TRAINED WORKERS

During the 2021-2022 year, three trainings were offered to the Réseau FADOQ's communication workers, a group composed of regional and provincial employees. The goal of the trainings was to better understand Google Analytics, to improve newsletters and to optimize the presence on social networks. The objective of this continuing education offer is to promote information sharing and harmonize communication practices.

## 96.3% SATISFACTION RATE

### A SURVEY THAT SAYS IT ALL

On the eve of its 30<sup>th</sup> anniversary, *Virage* magazine couldn't be in better shape. A survey conducted in the summer of 2021, with 3,200 readers responding, reported a 96.3% satisfaction rate. The many suggestions received from readers will allow the *Virage* team to further improve the content. Reflecting the decline in membership, circulation of the magazine declined somewhat in 2021-2022, while circulation of the English language section increased slightly.

### GOODBYE, MADAME RÉMILLARD!

At the helm of *Virage* since its inception, Lyne Rémillard retired at the beginning of 2022. Sophie Gagnon has succeeded her as Editor-in-Chief.

### YES TO A DIGITAL MAGAZINE

More and more readers are becoming familiar with the digital magazine available at [viragemagazine.com](http://viragemagazine.com). That's an increase of 214% in one year! Many thousands have already given up receiving the print magazine, a move that reduces the Réseau's environmental footprint.

### VIRAGE NEWSLETTER: 143,260 SUBSCRIBERS

The *Virage* newsletter has more momentum than ever. The number of subscribers has grown by 8.6% over the past year to 143,260. Open and click-through rates are enviable and on an upward trajectory.

### SALES ON THE RISE

A lack of availability of advertising space in the FADOQ newsletters and the increase in the frequency of *Virage* newsletters since 2020 have generated advertising sales growth of 78% in one year for the *Virage* newsletter. Sales have doubled for [viragemagazine.com](http://viragemagazine.com). For the print magazine, the increase has been close to 17% over the last 12 months.



VIEWING RATE OF THE  
DIGITAL MAGAZINE

**+214%** IN THE LAST YEAR

ADVERTISING SPACE SALES  
FROM 2020-2021 TO 2021-2022

VIRAGE NEWSLETTER **+78%**

VIRAGEMAGAZINE.COM **+100%**

## CHALLENGES AND NEW FEATURES

### VIRTUAL APPOINTMENTS: CHALLENGE MET

With the resumption of some social activities, demand for Web events was lower than in 2020-2021. However, despite a drop in total views for the six Avenues.ca Rendezvous events, they were still very popular. As for the *Bouquiner avec Claudia Larochelle* videos, now broadcast twice a month, they average between 15,000 and 30,000 views. The "Voyages en images" section, introduced in 2020, is also a huge success.

### AVENUES.CA PODCASTS

In an effort to keep up with current trends, the Avenues.ca team has embarked on the development and distribution of podcasts. Launched in the fall of 2021, the initiative is gaining momentum. As of March 31, there were already 14 podcasts available on Spotify, Apple podcast, Google podcast and Avenues.ca.

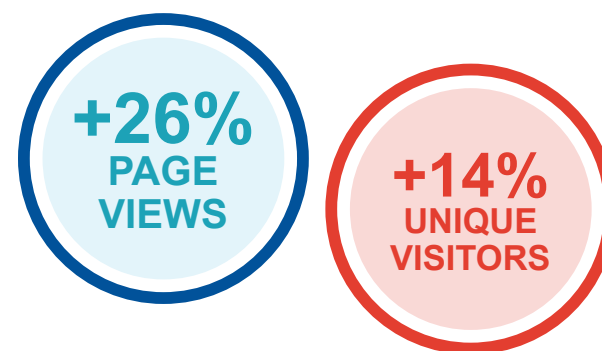
### A NEW SECTION CALLED "BOUGER" [GET MOVING]

To contribute to Réseau FADOQ's effort to provide platforms that encourage physical activity, Avenues.ca launched the "Bouger" section in November. It features expert advice in videos, podcasts and texts as well as articles. The videos were very popular.

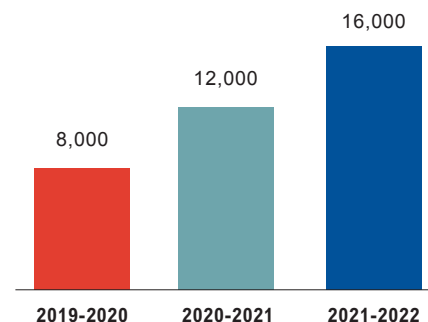
### NUMBERS ARE UP

The numbers speak for themselves. Page views increased by 26% to 1,169,036, unique visitors increased by 14% to 537,626 and Facebook subscribers doubled in two years. Finally, the team has set up a communication channel with FADOQ regional offices to provide them with publications from Avenues.ca content. This will allow FADOQ members from all over Quebec to benefit from these interesting columns and articles.

## AVENUES.CA WEBSITE FROM 2020-2021 TO 2021-2022



## FACEBOOK PAGE SUBSCRIBERS







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