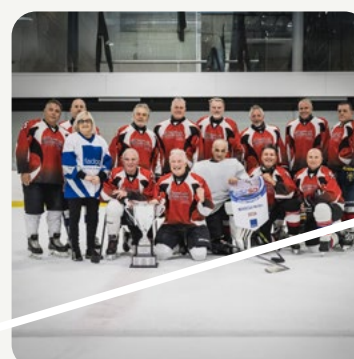




# Annual Report

2024-2025  
FADOQ



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**An Evolving Organization**



**Bringing Our Members Together**



**Raising the Voice of Our Members**



**Informing Our Members**



**A Healthy Organization**

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# Our History

FADOQ, the country's largest organization of people aged 50 and over, was founded in 1970 by Marie-Ange Bouchard, with the goal of overcoming seniors' isolation. In our 55 years of existence, we have won major victories for the rights of people aged 50 and over, while remaining true to our core values. In a rapidly changing environment, FADOQ is constantly adapting to meet our members' needs and interests.

## Our Vision

To be the most representative organization of people aged 50 and over.

## Our Mission

To be part of the lives of people aged 50 and over by defending their rights, promoting their contribution to society and supporting them with a range of suitable services and activities.

## Our Values

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



# 603,701 members

## 16 regional offices

## 690 clubs

\* The number of clubs has been adjusted for 2023-2024. The number of clubs corresponds to clubs affiliated as of March 31, 2025.

# Pride and a Sense of Accomplishment

It is with great emotion and deep gratitude that I present this last president's report as I conclude my third and final term at the helm of the provincial board of directors.

First of all, I would like to thank each and every one of you for the trust you have placed in me over the years. It has been a privilege to represent you and to work with passionate, committed people who are resolutely focused on the well-being of our members and Quebec seniors.

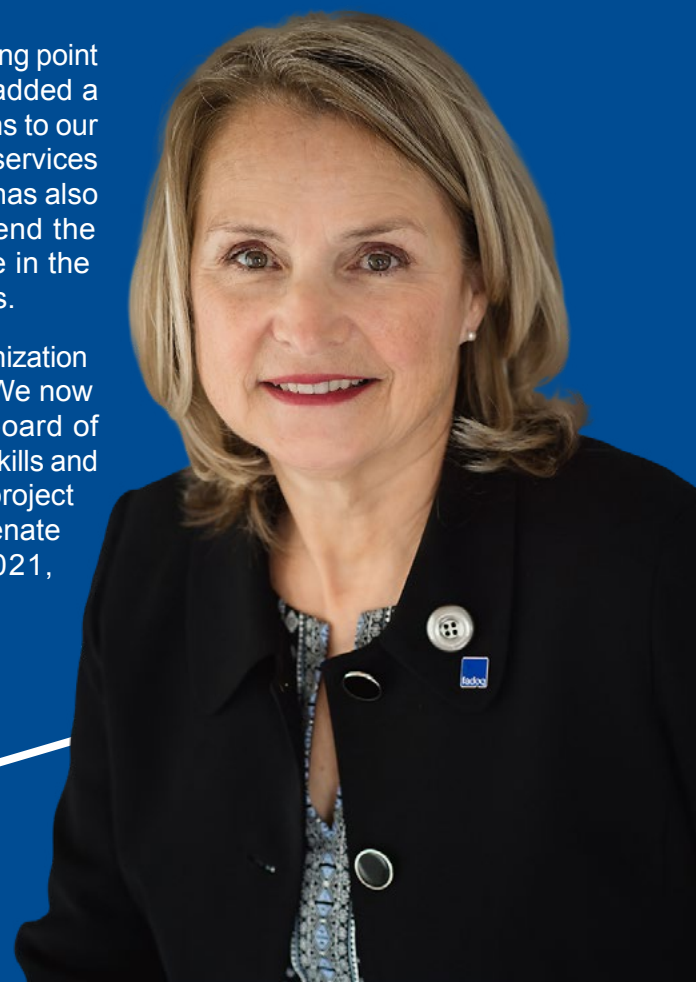
**It has been a privilege to represent you and to work with passionate, committed people who are resolutely focused on the well-being of our members and Quebec seniors.**

We ended the year of 2024-2025 with more than 600,000 members, a strong testament to the vitality of our organization. During my nine years with FADOQ, including six as its president, I have been driven by the desire to represent our members, to listen to them and to continue to grow our organization.

The pandemic, though difficult, was a turning point in our ability to reinvent ourselves. We added a range of activities and online presentations to our programming, which let us diversify our services and reach a wider audience. This period has also strengthened our determination to defend the rights of seniors and to assert our place in the social dialogue on issues that concern us.

During my six years as president, the organization underwent major governance changes. We now have three external members on our board of directors who have brought us additional skills and helped us to broaden our thinking. The project to revitalize our visual identity and rejuvenate our brand image, which began in 2021, is continuing.

## President's Report





I'm also particularly proud that in 2023, we added inclusion to our values, to ensure that every person feels fully welcomed, respected and valued within our organization.

During my three terms, I have made numerous representations on your behalf to elected officials, both in Ottawa and Quebec City. Since 2019, FADOQ has contributed to significant advances for seniors, in Quebec and internationally. The Senior Assistance Tax Credit has been enhanced, the earnings exemption for people receiving the Guaranteed Income Supplement has been increased, legislation to combat elder abuse has been passed, the first national policy to support caregivers has been put in place, the Quebec Pension Plan has been made more flexible for experienced workers, the decompartmentalization of healthcare professions has been accelerated, and investment in homecare has increased.

Over the past year, our actions have helped to strengthen protection for senior tenants thanks to the expansion of the Françoise David law. On the world stage, our participation in the UN Open-ended Working Group on Ageing led to a landmark decision in favour of a future international convention to protect the rights and well-being of older people.

## Sincere thanks

All these achievements are the fruit of exceptional collaboration. I would like to acknowledge the remarkable work of all past and present members of the board of directors, as well as our dedicated staff, and to thank the Ministers of Seniors—Marguerite Blais, Sonia Bélanger, and the six successive federal ministers—for their attentiveness to our demands.

FADOQ can also count on loyal partners. In particular, I'd like to thank Intact Insurance, Beneva and Sécuriglobe for supporting us year after year.

I have the highest regard for every single person who contributes, in one way or another, to our organization. It's been a real pleasure to work with you in every region of Quebec. Thanks to you, FADOQ has been able to evolve, adapt and remain a strong, respected voice. By cultivating my curiosity, I've been able to deepen my understanding of others, get closer to humanity and become fully aware of the value of relationships and the inner richness of each individual. At the end of my volunteer commitment, I can say that this experience has transformed me, making me a better person.

A huge thank you to my husband, Earl, whose unfailing support and invaluable presence have accompanied me every step of the way on this wonderful adventure.

I'm extremely proud to have been your president and to have contributed to our mission. FADOQ will always hold a special place in my heart.



**Gisèle Tassé-Goodman**  
**President**

## President's Report

## 2024-2025 At a Glance



Jacinthe Roy  
commences duties  
as Executive Director

**April**



Organization of  
Canada 55+ Games  
in Quebec City

**August**



Cost of membership  
card adjusted

**January**



Tribute to our president,  
Gisèle Tassé-Goodman,  
at Québec's  
National Assembly

**February**



\$452,990 total  
earnings for  
first provincial  
50/50 draw

**March**

**September**

1,350 members  
participate in  
the 31<sup>st</sup> FADOQ  
Provincial Games  
in Sherbrooke



# A Historic Milestone for FADOQ

It's already been a year since I took over as FADOQ's Executive Director. The year 2024-2025 has come to a close in the most wonderful way. We passed the 600,000 member mark for the first time in our organization's history, eloquent proof of the relevance of our mission. This achievement is the fruit of exceptional teamwork in recruiting and retaining our members. It is a source of inspiration as we continue our dynamic commitment to people over 50 in Quebec.

One of the year's highlights was the very first provincial online 50/50 draw, which was a resounding success. This project has generated substantial funds to support our actions and activities and bodes well for the next draw, scheduled for the end of 2025.

At the same time, we continued to work diligently on our brand image. Modernizing our visual identity is a big project that we are conducting step by step. The redesign of *Virage* magazine, in terms of both visuals and editorial line, is also progressing steadily.

In the interests of fairness, we have harmonized and adjusted the price of the FADOQ membership card. The aim of this simplification was to standardize our offer throughout FADOQ. This change was well received by members.

Last, the year was marked by events that brought our community together: the 10<sup>th</sup> Coupe du Québec 50+, the Provincial Congress, our 31<sup>st</sup> FADOQ Provincial Games and the Canada 55+ Games in Quebec City. These gatherings are part of our organization's DNA, providing memorable moments for all participants.

Every action taken and every project completed is the fruit of an exceptional collective commitment. I want to extend my warmest thanks to our directors, volunteers, partners and staff, who enable FADOQ to continue to grow and radiate everywhere in Quebec.

In closing, I want to extend my sincere thanks to Gisèle Tassé-Goodman, who has been a great president for FADOQ. It has been a real pleasure working with her, and I wish her all the best for the future.



**Jacinthe Roy**  
Executive Director and editor of *Virage*

## Report of the Executive Director





## FADOQ in Figures



**603,701**  
members

Nearly  
**1,000**  
discounts and privileges  
across the province



**46,121**  
followers to the  
Facebook page

**87%**  
overall renewal rate



**4,579**  
volunteers in FADOQ  
administrative roles

**223,430**  
distinct members  
have logged on to the  
FADOQ app since 2022



**1,350**  
individuals took  
part in the FADOQ  
Provincial Games

**1,511**  
mentions of FADOQ  
in the media



**490,000**  
copies of *Virage*

**162,000**  
member subscriptions  
or renewals on  
FADOQ website

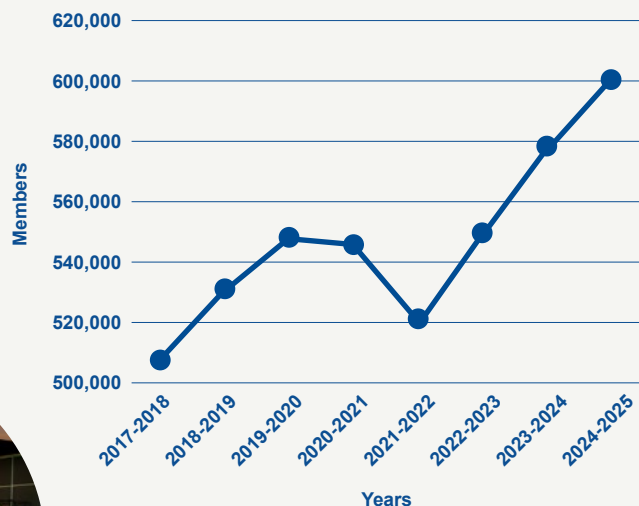


**180,414**  
subscriptions to  
the newsletter

**\$452,990**  
generated with  
the 50/50 draw

# A first!

For 55 years, members have been the foundation and central priority of FADOQ's mission. In 2024-2025, the FADOQ family continued to grow. For the first time in our history, we passed the 600,000 member mark. We will continue to evolve to serve the interests of our 603,701 members by defending their rights and offering them activities, services and discounts tailored to their needs.



**An Evolving Organization**

## A needed adjustment

As of January 1, 2025, the FADOQ card costs \$30 for one year. It is also offered at \$55 for two years at participating clubs. The cost of membership had not been adjusted for several years, which had a significant impact on several aspects of our mission. Together with the regional boards of directors, the provincial board of directors decided to adjust the cost of the card so that we can continue to offer quality services.



## A new concept

The year 2024-2025 was marked by a major overhaul to simplify the FADOQ card offerings. Some cards were withdrawn and others reworked. A new development is the "Affinity Member" card, which replaces the "Friend" and "Spouse" cards. Available for \$12, it is aimed at existing members who wish to participate in the activities of another club, as well as those under 50 who wish to take part in a club's activities. Nearly 2,000 have been sold.

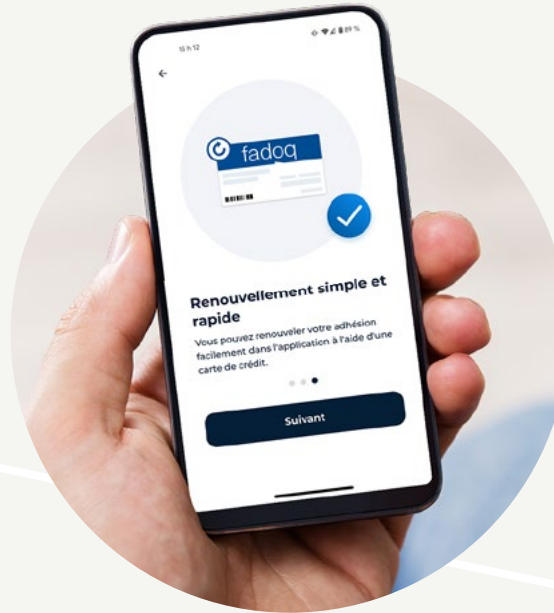


## A winning draw on all counts



# \$452,990

Our first provincial 50/50 draw produced one lucky winner: Carolle Lozeau, who won \$226,495. Nearly 21,000 purchases translated to sales of more than 305,000 tickets, raising a total of \$452,990. FADOQ received half of this amount, minus administrative costs. The proceeds from this online draw will help fund important projects and support our mission.



## An Evolving Organization

## New features for our mobile app

- › Addition of an alternative identification method if card number is forgotten
- › Translation of the application into English
- › Addition of similar versions for iOS and Android tablets
- › Aesthetic enhancement

## Bringing Our Members Together



### Smiles and fun at the FADOQ Provincial Games

For the second year running, the FADOQ Provincial Games were held in Sherbrooke. Some 1,350 members took part in the event. Beyond the medals and the pleasure of participating, a highlight was Guylaine Tanguay's performance at the Soirée des Jeux.



### Congress in Saguenay

The 2024 Provincial Congress brought together over 200 participants in Saguenay. The annual event, hosted this year by Ève-Marie Lortie, focused on the theme of Enraciner pour bâtir l'avenir [Rooting for the Future]. Attendees were treated to talks by Sylvie Bernier and Danièle Henkel. Our new Executive Director, Jacinthe Roy, had plenty of time to chat with delegates from all over Quebec.



## Bringing Our Members Together

### 144 golfers for FADOQ-Golf experience at Golf Atlantide



### A first for Québec

We called all of Canada together for the first Canada 55+ Games on Quebec soil. More than 2,000 people, including 400 FADOQ members, took part in the competitions in Quebec City. Quebec distinguished itself, particularly in the running events.



### 10<sup>th</sup> edition of the hockey tournament

A total of 22 teams took part in the Coupe du Québec 50+ hockey tournament in 2024. This 10th edition welcomed a new women's category, for 60+ players. This is a very family-oriented event, where families come out to support their players. The three Néron brothers (photo) played together.







## Gains at home and abroad

FADOQ takes the defence of the collective rights of its members and Quebec seniors very seriously. Over the past year, we have made seniors voices heard, and represented them on a number of issues. Our briefs and opinions, as well as the positions we have taken, have led to significant gains that will have a positive impact on seniors' daily lives, finances and health.



Enhanced protection against evictions thanks to the extension of the Françoise David law



Introduction of a free shingles vaccination program



Another step towards an international convention on seniors' rights

## Raising the Voice of Our Members



## A president on the ground

FADOQ President Gisèle Tassé-Goodman has taken part in a number of press conferences, parliamentary consultations and rallies to push many issues forward. In this photo, she is engaged in a new campaign to strengthen protection for older tenants against eviction.

# Multiple ways to send messages



FADOQ enjoys a high media profile. The interviews we give are a way to accentuate our messages, promote our mission and publicly defend our members' collective rights. Ms. Tassé-Goodman has given television, radio and print interviews on various topics, including:

- › Housing and RPAs [private seniors residences]
- › Home support services
- › Financial precariousness of seniors
- › Provincial FADOQ Games

In addition to interviews, we issued 13 press releases on topics such as rights advocacy, *Virage*, Canada 55+ Games and the selection of new executive director, as well as several open letters.

Our executive director and president took part in a number of consultations, including one on the Quebec Home Support Policy, in addition to sitting on various committees to represent FADOQ and give their opinions. In the photo on the right, they are with the Minister responsible for Seniors, Sonia Bélanger, at the Journée Première Ligne en santé in March 2025.



## Raising the Voice of Our Members

More than  
**1,300**  
mentions in print  
and electronic media

**211**  
mentions on radio  
and television

**13**  
news releases  
published

## Informing Our Members

## Websites growing in popularity

Visits to the FADOQ website continue to grow. Page views were up 19% compared to last year. In addition, 162,000 members joined or renewed their membership on the website, a number that increases year after year. Traffic to the *Virage* website is also growing, with a 20% increase in page views, a 9% rise in engagement and an 18% increase in average engagement time. On the Avenues.ca website, 853,000 pages were viewed, 20% more than the previous year.

## Popular social media

FADOQ's Facebook page ended the year 2024-2025 with 46,121 subscribers, 5.58% more than last year. In addition, there was a 40% increase in interactions, demonstrating engagement with our content. The Avenues.ca Facebook page has 20,729 subscribers.

### FADOQ Facebook page statistics from April 1, 2024 to March 31, 2025



People reached  
**998,056**



Number of publications  
**743**



Interactions  
**112,187**



Engagement rate  
**20%**



Clicks on the link  
**71,036**



Sharing  
**16,420**

**↑ 19%**

for page views  
on the [fadoq.ca](https://fadoq.ca)  
website

**↑ 18%**

average length of  
engagement on the  
[viragemagazine.com](https://viragemagazine.com)  
website

**↑ 3,245**

subscribers to the  
Facebook page

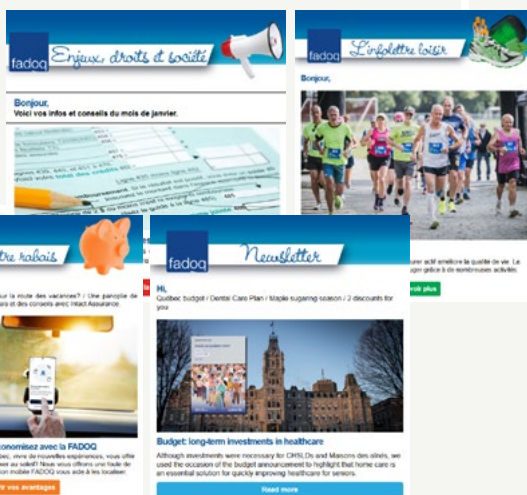
## Informing Our Members

↑ 8,271

more people subscribed  
to the newsletters

180,000

people are subscribed  
to our newsletters

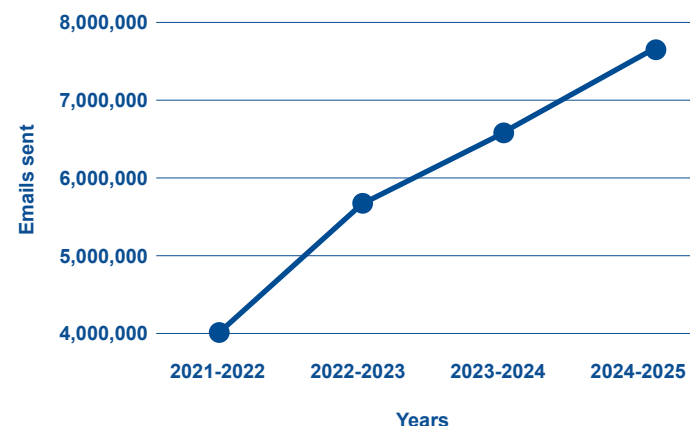


## High-performance newsletters

Our newsletters are one of our most important communication tools, with over 180,000 subscribers. With an average open rate of 62% and a click-through rate of 13%, our performance is excellent. By way of comparison, for an NPO, a very good open rate is around 40%, while a very satisfactory click-through rate is 3.27%.

## A much-used tool

Over the past five years, e-mails sent by regional groups and clubs via Outil Web Tools (OWF) have been steadily increasing, reaching nearly 7.5 million in 2024-2025.



## Content in two languages

In 2024-2025, in line with the strategic plan's major focus on improving member experience, we increased English-language content on the FADOQ provincial website. This means that 62.5% of the provincial section is now translated, representing an increase of 7.7%.



## Informing Our Members



## Four inspiring women on the front page of *Virage*

Four personalities marked the year with their presence on the cover of our *Virage* magazine: Joe Bocan, Janette Bertrand, Ève-Marie Lortie and Caroline Néron. *Virage* continued to grow in 2024-2025. The Spring 2025 issue achieved an impressive circulation of almost 490,000. The English insert, distributed to 17,500 members, also continues to gain ground.

## Two new video clips for the Senior- Aware program

The Senior-Aware program, designed to raise awareness among seniors about fraud and abuse, is gaining in popularity. Since 2010, over 85,000 people have taken part in our information sessions. The volunteers who run these sessions can now count on two new video clips. One deals with text message fraud, the other with financial abuse by a loved one.



**5,373**  
participants in  
154 sessions

DANS LA PEAU



D'UN AÎNÉ

**2,066**  
participants in  
142 sessions



## A Healthy Organization

# Stable financial statements

FADOQ boasts an excellent financial picture at the conclusion of 2024-2025. We ended the fiscal year with a deficit, but this was anticipated. Overall revenues are up by more than \$300,000 compared with 2023-2024, despite a major drop in grants (-\$786,000). The hosting of the Canada 55+ Games and a first 50/50 draw explain the significant increases. The main sources of revenue growth were membership dues (+\$148,000), fundraising (+\$487,000) and other activities (+\$601,000). As far as expenses are concerned, several items are up, notably due to the organization of the Canada Games 55+, a large-scale event in Quebec City.

## New partnerships to suit all tastes

FADOQ signed agreements with 17 new partners over the past year. Members can take advantage of new discounts on travel and tourism (Air Canada Vacations, Célébritours), food (Aliments M&M), pets (Mondou) and telecommunications (Telus).

**\$8,834,994**

FADOQ total revenue

**62**

Renewal of  
62 partnerships, 2 of which  
have been upgraded

**Advertising  
revenues up  
for *Virage***

**6%**

more for the Spring  
2025 edition compared  
to 2024

**\$132,300**

The e-card eliminated the  
need to produce and ship  
105,000 plastic cards, saving  
\$132,300 in production and  
postage costs, as well as  
being environmentally friendly

**[intact]**  
ASSURANCE

**\$603,990**

Membership dues  
associated with our partner  
Intact Insurance

**13,621**

Number of memberships  
from Intact Insurance

**67%**

more in the *Virage*  
newsletter

## A Healthy Organization

# Revenue and Expenses

For the year ending March 31, 2025

	2025 \$	2024 \$
<b>Revenue</b>		
Membership dues	3,959,419	3,811,873
Grants	1,453,772	2,239,656
Fundraising activities	1,102,506	615,591
<i>Virage</i> magazine	500,333	628,499
Other activities	1,096,156	494,677
Corporate donations	362,000	361,150
Net investment income	324,391	364,186
Other income	36,417	9,511
	<b>8,834,994</b>	<b>8,525,143</b>

	2025 \$	2024 \$
<b>Expenses</b>		
Direct costs – <i>Virage</i> magazine	2,683,367	2,564,971
Salaries and benefits	2,314,005	2,456,505
Contractual fees	549,829	586,800
Travel and accommodation	889,557	488,999
Advertising and promotion	183,646	361,026
Supplies, printing and postage	1,179,275	1,176,351
Financial assistance and rebates to regions	276,995	50,000
Telecommunications and office expenses	337,552	339,607
Rentals	429,625	156,355
Insurance and taxes	57,107	52,390
Training	9,922	8,605
Rental fees	14,150	18,821
Professional fees	85,974	68,681
Other expenses	133,878	35,462
Depreciation of property, furniture and equipment	43,735	66,297
	<b>9,188,617</b>	<b>8,430,870</b>
Surplus (deficit) of revenue over expenses	<b>(353,623)</b>	<b>94,273</b>

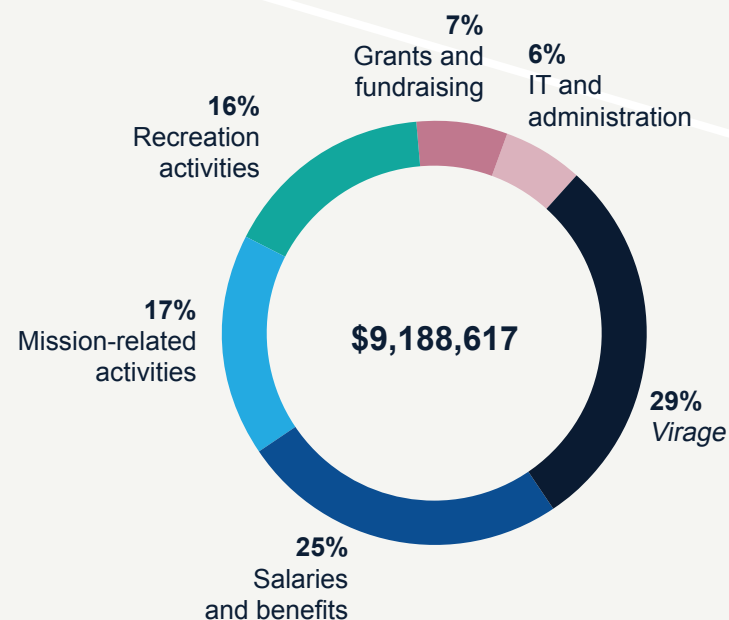
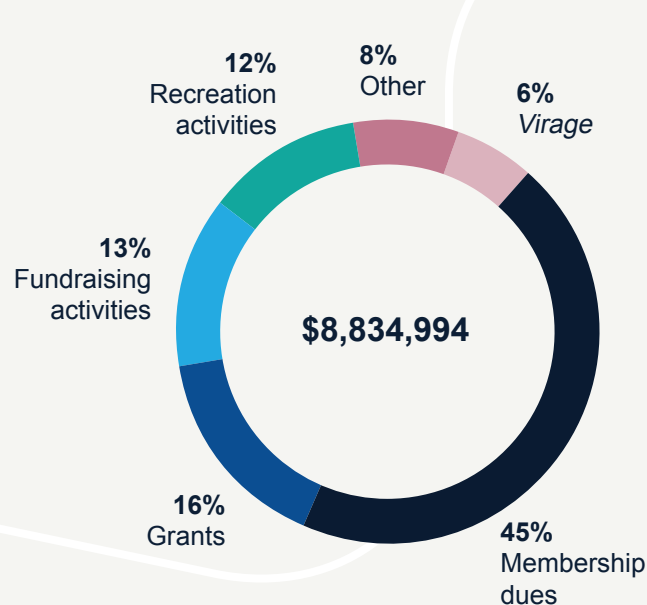
## A Healthy Organization

# Position

For the year ending March 31, 2025

	2025 \$	2024 \$
<b>Assets</b>		
<b>Short term</b>		
Cash on hand	1,846,788	1,131,298
Customer accounts and other receivables	350,116	478,733
Stocks	53,782	153,540
Prepaid expenses	347,384	396,622
Short-term investments	1,595,048	795,358
	<b>4,193,118</b>	<b>2,955,551</b>
Investments	3,885,311	5,070,894
Property, furniture and equipment	11,558	31,548
Intangible assets	3,728	27,473
	<b>8,093,715</b>	<b>8,085,466</b>
<b>Liabilities</b>		
<b>Short term</b>		
Accounts payable and other operating liabilities	1,212,951	1,071,246
Deferred grant		32,416
Deferred revenue	3,840,500	3,587,917
	<b>5,053,451</b>	<b>4,691,579</b>
<b>Net assets</b>		
Invested in property, furniture and equipment	15,286	59,021
Internal restriction	1,000,000	1,000,000
Unallocated	2,024,978	2,334,866
	<b>3,040,264</b>	<b>3,393,887</b>
	<b>8,093,715</b>	<b>8,085,466</b>

## A Healthy Organization



## Total Revenues

For the year ending  
March 31, 2025

● Membership dues	45%	\$3,959,419
● Grants	16%	\$1,453,772
● Fundraising activities	13%	\$1,102,506
● Recreation activities	12%	\$1,096,156
● Other	8%	\$722,808
● Virage	6%	\$500,333
	<b>100%</b>	<b>\$8,834,994</b>

## Total Expenses

For the year ending  
March 31, 2025

● Virage	29%	\$2,683,367
● Salaries and benefits	25%	\$2,314,005
● Mission-related activities	17%	\$1,528,010
● Recreation activities	16%	\$1,444,137
● Grants and fundraising	7%	\$659,971
● IT and administration	6%	\$559,127
	<b>100%</b>	<b>\$9,188,617</b>

## A Healthy Organization

**1,510**

new members  
thanks to  
Web campaign



## A high-impact Web campaign

The *FADOQ, complice de votre vie!* campaign has produced excellent results. The four 15-second videos, released in Fall 2024 on Google Ads and Facebook Ads, generated 1,510 new memberships. The campaign generated almost 2,000,000 impressions and the videos were viewed more than 640,000 times.

## Well-deserved promotions



**Jacinthe Roy**  
New Executive  
Director



**Nathalie Guay**  
Communications  
and Marketing  
Officer

## Long-term staffers



**Karina Néron**  
Recreation Officer



**Johanne Rivet**  
Advertising and Sponsorship  
Representative



**Francine Chabot**  
Director of Finances  
and Administration

## Further training

- › Alexandre Demers obtained his PMP certification from the Project Management Institute
- › Jacinthe Roy is a certified corporate director, having completed the university certification program in corporate governance at Université Laval's Collège des administrateurs de société.





**Gisèle Tassé-Goodman**  
*President*



**Guy Bonneau**  
*Vice-president*



**Lucie Hébert**  
*Treasurer*



**Yves Bouchard**  
*Secretary*



**André Beaumont**  
*Board member*



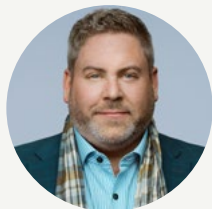
**Marthe L'Espérance**  
*Board member*



**Richard Martin**  
*Board member*



**Toussaint Richard**  
*Board member*



**Alexandre Richer**  
*Board member*



**Sylvie St-Pierre**  
*Board member*



**Jocelyne Wiseman**  
*Board member*



**Poste externe vacant**  
*Open external position  
Board member*



**Poste externe vacant**  
*Open external position  
Board member*

## 2024-2025 Board of Directors

## Provincial Team

### Administration

- › **Jacinthe Roy:** Executive Director and editor of *Virage*
- › **Sylvie Gauthier:** Executive Secretary

### Partnerships, Advertising and Sponsorships

- › **Karine Corbeil:** Partnerships and Corporate Events Manager
- › **Johanne Rivet:** Advertising and Sponsorship Representative

### Finances and Administration

- › **Francine Chabot:** Director of Finances and Administration
- › **David Leblanc:** Information Technology Manager
- › **Alexandra Brouillette-Pelletier:** Human Resources Advisor
- › **Alexandre Demers:** IT Project Manager
- › **Yolande Simoneau:** Accounting Advisor
- › **Rafik Henniche:** Computer technician
- › **Larissa Khitrova:** Accounting clerk
- › **Rosalie Odermatt-Lemay:** Administration and Accounting Officer

### Communications and Public Affairs

- › **Bernard Blanchard:** Director, Communications and Public Affairs
- › **Frédérique Charest:** Editor-in-Chief, *Virage*
- › **Nathalie Guay:** Communications and Marketing Officer
- › **Amélie Doucet:** Social Programs Advisor
- › **Christian Dufresne:** Communications Advisor
- › **Nicolas Dupont:** Communications Advisor
- › **Linda Hurteau:** Member Services Coordinator
- › **Fanny Breton-Flageole:** Client Services Officer

### Recreation Activities

- › **Karina Néron:** Recreation Manager
- › **Roxane Charette:** Recreation Coordinator

## 1 Abitibi-Témiscamingue

**President:** Frédéric Audet  
**Executive Director:**  
Jacinthe Doyon Goyette  
**Members:** 13,228  
**Clubs:** 12

## 2 Bas-Saint-Laurent

**President:** Louise Chénard  
**Executive Director:**  
Mireille Dubé  
**Members:** 11,699  
**Clubs:** 6

## 3 Centre-du-Québec

**President:** Sylvie St-Pierre  
**Executive Director:**  
Annie Belcourt  
**Members:** 26,951  
**Clubs:** 63

## 4 Côte-Nord

**President:** Toussaint Richard  
**Executive Director:**  
Amélie Martin  
**Members:** 11,856  
**Clubs:** 36

## 5 Estrie

**President:** Line Dubé  
**Executive Director:**  
Jean-Charles Boily  
**Members:** 41,431  
**Clubs:** 41

## 6 Gaspésie Îles-de-la-Madeleine

**President:** Linda Cyr  
**Executive Director:**  
Marylin Arsenault  
**Members:** 8,701  
**Clubs:** 14

## 7 Île de Montréal

**President:** Jocelyne Wiseman  
**Executive Director:**  
Rosée Tremblay  
**Members:** 53,450  
**Clubs:** 31

## 8 Lanaudière

**President:** Michel Deschênes  
**Executive Director:**  
David Moreau  
**Members:** 49,196  
**Clubs:** 44

## 9 Laurentides

**President:** Gaétane Grenier  
**Executive Director:**  
Michael Leduc  
**Members:** 49,560  
**Clubs:** 34

## 10 Laval

**President:** Gilles Sénécal  
**Executive Director:**  
Sylvie Deschamps  
**Members:** 18,139  
**Clubs:** 3

## 11 Mauricie

**President:** Yves Bouchard  
**Executive Director:**  
Manon De Montigny  
**Members:** 31,166  
**Clubs:** 61

## 12 Outaouais

**President:** Donald Déry  
**Executive Director:**  
Marc-André Plouffe  
**Members:** 29,167  
**Clubs:** 16

## 13 Québec et Chaudière-Appalaches

**President:** Guy Bonneau  
**Executive Director:**  
Michel Beaumont  
**Members:** 107,024  
**Clubs:** 165

## 14 Richelieu-Yamaska

**President:** André Beaumont  
**Executive Director:**  
Nicole Deutsch  
**Members:** 39,574  
**Clubs:** 51

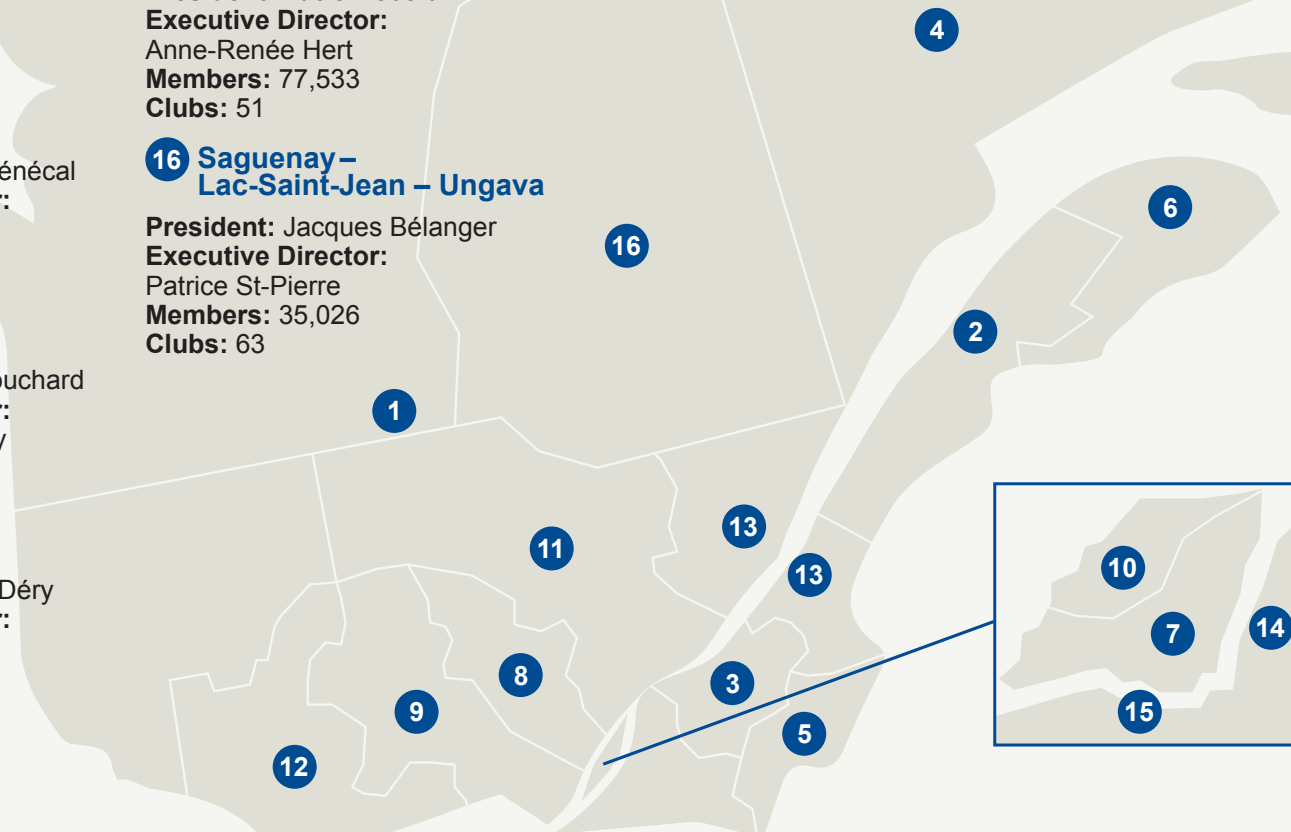
## 15 Rive-Sud-Suroît

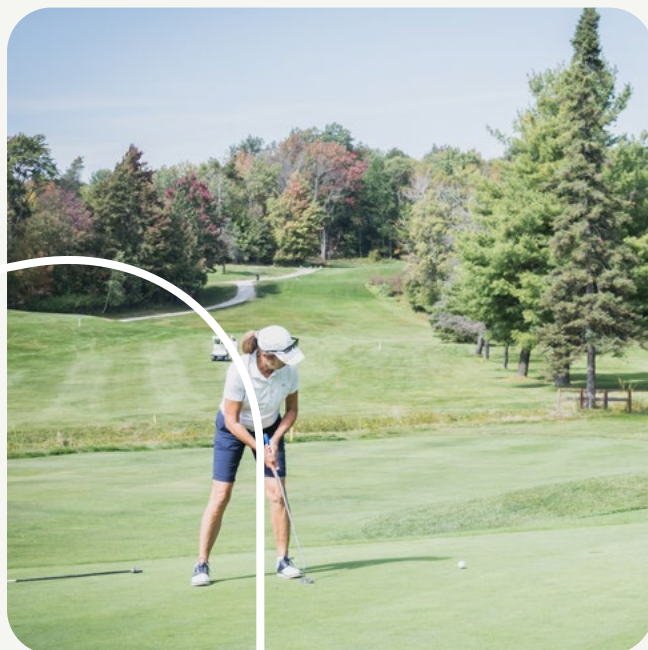
**President:** Lucie Hébert  
**Executive Director:**  
Anne-Renée Hert  
**Members:** 77,533  
**Clubs:** 51

## 16 Saguenay- Lac-Saint-Jean – Ungava

**President:** Jacques Bélanger  
**Executive Director:**  
Patrice St-Pierre  
**Members:** 35,026  
**Clubs:** 63

# Regional Teams





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