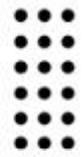




Association nationale des retraités fédéraux / National Association of Federal Retirees

OUTAOUAIS



2025 BOARD OF DIRECTORS REPORT



Mechoui August 2025

34th ANNUAL GENERAL MEETING APRIL 8, 2026

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A word from the President

Dear members,

On behalf of the Board of Directors, I am honored to present the 2025 annual report of the National Association of Federal Retirees (NAFR), Outaouais Branch. The past year has been very busy and always focused on the continuous improvement of our services and processes.

The NAFR's by-laws set out the following seven essential functions for its branches:

[1] **Advocacy** - We initiated the organization of two electoral debates bringing together five candidates for the federal election (in April) and three candidates for the municipal election of the City of Gatineau (in October). The exercise allowed us to raise awareness among a wide range of political actors in a short period of time about the issues facing retirees and seniors in the Outaouais. We intend to repeat this experience for the provincial election scheduled for 2026. In addition, we met individually with elected officials in the region, including the Honourable Steven MacKinnon, to remind him of the priorities of the NAFR and the Outaouais Branch.

[2] **Information sharing** - We have continued our engagement with our members through monthly newsletters (until June 2025), the "Latest News from the Outaouais Branch" bulletins (since September), biannual inserts in the SAGE magazine, the ongoing updating of our page on the national NAFR website and our Facebook page, which has more than 1,500 followers, and of course our breakfast conferences, numerous videoconferences and events. Our Branch launched a LinkedIn page with the goal of reaching active civil servants eligible to be members of the Branch and thus benefit from its many advantages. Finally, we are inaugurating our own website, which will provide greater flexibility in promoting our activities and services.

[3] **Member recruitment and participation** - We participated in several events and hope to increase opportunities to meet our current and, especially, potential members. Once again, our Branch experienced positive growth compared to other branches in Quebec and across the NAFR. These results confirm that the sustained recruitment efforts of the Outaouais Branch are paying off.

[4] **Member support** - We ensure rigorous follow-up by regularly responding to our members' telephone and email requests within a maximum of 48 hours, covering a wide range of issues and topics. Since May 2025, we have maintained a presence at our offices in the Cabane en bois rond every Wednesday from 9:30 a.m. to 4:30 p.m., and by appointment on Mondays, Tuesdays, and Wednesdays from 10:00 a.m. to 2:30 p.m.

[5] **Volunteer support and development** - We continued our efforts to attract new volunteers. Success was achieved as we tripled the number of our part-time volunteers. However, we experienced several departures among our branch directors, prompting us to redouble our efforts to attract new applications in 2026.

[6] **Financial management** – Our Branch's finances are healthy both due to a rigorous expense management and recurring funding (2024 to 2026) secured from the NAFR. To ensure the sustainability of these resources, which are essential to the quality of our services, I have added the necessary discussions regarding the long-term viability of this funding model to the agenda for the May 2026 Quebec District meeting. This initiative aims to secure a funding method that is indispensable to the vitality of active branches like ours.



[7] **Governance** – In June, our Branch conducted a review of its strategic plan and its integrated recruitment and retention program for members and volunteers, charting the path for our activities over the next three years.

The NAFR is made up of 76 branches across Canada, divided into six districts, including the Quebec District. The six Quebec branches in Quebec have continued their close cooperation to promote a regional approach to several key issues, including advocacy and member recruitment and retention. Since November 2024, the six branch presidents have been meeting every month—totalling nine virtual and two in-person meetings in 2025—to advance shared priorities and exchange expertise. This momentum makes the Quebec District the most active in the country, establishing it as an inspiring model for the entire NAFR.

Initiated in 2024, the dual review of the NAFR's restructuring and governance represents a crucial challenge for the coming year. The Outaouais Branch remains open to change; however, it continues to advocate for a decentralized NAFR that places greater emphasis on recruitment, retention, member service, and Branch support. We are determined to continue advocating for your interests and providing you with excellence service.

In closing, I would like to acknowledge the commitment of our volunteers and staff. Thanks to their ongoing dedication, we are building a strong and supportive association focused on member service.

Sincerely,

The President of the Outaouais Branch,

Réal Fortin

Financial management

The Outaouais Branch's financial position for 2025 is detailed in the financial statements prepared by the accounting firm. The 2026 budget and 2027 budget forecasts have been established by the Branch. The reserve amounts included in the financial statements have been revised to allocate funds for the activities that the Branch plans to hold over the coming years.

As in previous years, the Branch's primary source of income was the 20 percent membership fee rebate, paid by the National Office. For a second year, we received funding from the National Office through the Renewable Funding Pilot Project (RFPP), which enabled us to maintain our activity levels and organize both videoconferences and in-person information sessions. However, as you will see in the financial statements, we had to return about a third of the amount received because at the end of the year, we had on hand an amount which exceeded one financial year of operation.

The Branch's most significant expense is the salary budget item (three part-time employees). The other major expense is the Christmas banquet held in December. We manage to minimize the deficit of this activity thanks to the sponsorships we receive. Although we are working toward financial break-even for this activity, which is very appreciated by the participants, sponsorships help reduce the deficit.

We ended the year with a surplus thanks to the funding from the RFPP. These funds allowed us to intensify our recruitment and retention efforts, resulting in an increase in membership and providing the Branch with more resources to organize activities for them.

In the financial statements we are presenting to you, the reserve funds have been revised to ensure we have the resources to hold certain activities in the future.

As a non-profit organization, all of our expenses are authorized by two signatories approved by the Branch's Board of Directors. Most of our financial transactions are now conducted online. This shift to online transactions has streamlined our bill payments while eliminating postage costs, making us more efficient and cost-effective.

The Board of Directors and the three staff members are very active in maintaining the level of service to the members, within the scope of our capabilities.

Health Liaison Officer

The Health Liaison Officer position remains vacant on the Board of Directors. Nevertheless, the Branch continues to support members to the best of its ability by following up with the National Office as required. This support appears to meet the needs of our members, who regularly express their satisfaction to us.

Recruitment and retention of members and volunteers

Recruitment and retention of members

The Integrated Recruitment and Retention Program for Members and Volunteers (IRRPMV), implemented in September 2023, was the subject of an in-depth evaluation by Board and staff members during a retreat held in June 2025 at the Cabane en bois rond. Among the changes, it should be noted that the monthly newsletters were replaced in September 2025 by shorter and more dynamic "Latest News from the Outaouais Branch" bulletins, distributed as needed according to the news flow.

This program lists all the activities necessary for member recruitment and retention as well as the member conversion into volunteers. Each activity is clearly defined and accompanied by performance indicators. The program also includes a responsibility matrix (including implementation timelines) and an integrated budget detailing the administrative and financial resources required to achieve the results for each activity.

The IRRPMV aims to attract, recruit, and retain federal retirees and all eligible individuals through the following means:

- 1. Deliver informative communications:** In 2025, we produced six newsletters in both official languages (from January to June), five “Latest News from the Outaouais Branch” bulletins (from September to December), and 25 mass messages to our members about various activities and events. The number of followers on our Facebook page increased from 1,300 to 1,500.
- 2. Offer attractive activities to members:** During the period, we organized 10 videoconferences for 2,366 registered members; the one on MEDOC (now belairdirect) presented in June 2025 alone attracted over 1,200 registrations. We also held two lunch conferences—one with Dignity in March 2025 and a second with GiNutriVida in October 2025—which hosted a total of 108 participating members, as well as the NAFR Christmas banquet with 121 guests at the Palais des congrès de Gatineau.
- 3. Offer a distinct and attractive rebate program:** Through partners who made a difference during the period, we increased the number of partners to 24, and other organizations have indicated their desire to join the program in 2026 (see the list in the appendix).
- 4. Participation in trade shows and public events:** For the second consecutive year, the NAFR Outaouais Branch was present at the auto and electric vehicle show in April and, for the first time, at the transition expo for Canadian Army veterans in May. Also, for the second year in a row, our Branch co-organized, with the Académie des retraités de l’Outaouais (ARO), a barbecue (*méchoui*) for our respective members in August. For the third-year running, our Branch participated in the FADOQ Outaouais 2025 show. These participations significantly increased our visibility and promoted member recruitment.

During 2025, despite sustained efforts that led to the recruitment of 969 new members, the year nevertheless ended with a net gain of only 28 members. This discrepancy is mainly explained by relocations, deaths and voluntary departures.

Specifically, our membership increased from 11,297 members on January 1 to 11,325 active members on December 31, 2025.

In order to ensure the relevance of the IRRPMV, the Board of Directors relies on a committee responsible for developing and incorporating the Branch’s new and future initiatives into the program. The committee also ensures that program components are updated to guarantee its long-term sustainability.

The Branch offers its sincere condolences to the partners, families and friends of our deceased members. The full list of our members who passed away in 2025 can be found in Appendix 1 of this document.

Volunteer recruitment and retention

Volunteering within our Branch is rewarding and driven by a positive dynamic.

The year 2025 was marked by strong mobilization: 14 volunteers joined our team, and no less than 57 hours of volunteering were dedicated to our various activities.

That is why, last year, we resumed the tradition of public recognition to thank members who have stood out over the years through their contribution to the influence of our Branch.

Merit Award for 2025

The 2025 Merit Award for the Outaouais Branch was presented to Michael MacNeil for his exceptional commitment and outstanding contributions to the organization at the local and regional levels, as well as at the district and national levels.

Member services

Member services are at the heart of our Branch's priorities. We respond to the numerous inquiries from our members. The role of the member services coordinator is to establish quality relationships, provide support, and guide members toward the appropriate resources. In 2025, the coordinator responded to more than 343 phone calls and 523 emails.

The majority of the inquiries received were about membership renewals and new subscriptions. Several members also requested clarification regarding the various activities offered by the Branch.

The issue that generated the most comments and complaints from our members concerned the sending of our Branch bulletin in the fall edition of SAGE magazine. The English version was sent by mistake to a significant, though unspecified, number of our Francophone members. In response, the National Office sent an apology message to all affected members. Additionally, a PDF version of the bulletin in French was sent to those who requested it.

Increase in videoconference participation (now called webinars)

The high level of interest in our videoconferences generated a significant volume of questions, particularly the presentation of MEDOC (now *belairdirect*) on June 5. This session sparked many inquiries due to its very high participation (more than 500 registrations in French, and more than 700 in English).

In June and July, ticket sales for the annual barbecue (*méchoui*), organized jointly by the Académie des retraités de l'Outaouais (ARO) and our Branch, also triggered a high volume of inquiries regarding the registration process. We are currently working on optimizing registration procedures for the August 2026 edition.

New website

The Outaouais Branch has made considerable efforts to develop a website to facilitate content publishing and better meet the expectations of its members. This new site will thus ensure increased accessibility, particularly for members who use assistive technologies. The new website will be presented to members at the Annual General Meeting on April 8, 2026.

Association Partnerships

Our Branch continues to develop ties with seniors' organizations, such as the ARO. The renewal of our partnership with the ARO in March 2026 allows members to enjoy ARO activities, conferences, special events, and trips at the same rate as their own members, in addition to free access to the Viactive program. Our two organizations meet regularly to coordinate joint initiatives, such as videoconferences, the annual barbecue (*méchoui*), and sugar bush outings.

Our Branch actively contributes to the monthly newsletter of the Table de concertation des aînés de la région de l'Outaouais to strengthen our visibility and attract new members.

Partnership with Héma-Québec

In February 2025, the Outaouais Branch committed to promoting plasma donation among its members through a partnership with the Héma-Québec Donation Center. While our initial goal was 400 donations for the period from April 1, 2025, to March 31, 2026, the results far exceeded our expectation. Thanks to the mobilization of 107 individuals under our Branch's name, a grand total of 925 donations was collected. This represents an average of eight donations per person—an extraordinary result, according to the Héma-Québec coordinator. These 925 donations represent savings of approximately \$300,000, thereby avoiding the need for foreign suppliers to meet our collective plasma needs.