ANNUAL REPORT

April 1st 2023 - March 31st 2024





Comox Military Family Resource Centre Society Annual General Meeting at 6:00 p.m. on September 11, 2024

Proposed Agenda

- 1. Call to Order ("Presiding Officer")
- 2. Opening Remarks/Welcome and Introductions
- 3. Appointment of Presiding Officer and Parliamentarian
- 4. Confirmation of Quorum and Voting
- 5. Motions for Business Required to Proceed with the AGM
- (i) "That notice of this Annual General Meeting was properly distributed, consistent with section 3.1 d of our Bylaws"
- (ii) "To approve the current agenda that was distributed beforehand unless there are any changes"
- (iii) "To approve the draft Minutes of the last Annual General Meeting held on September 20, 2023."
- 6. Consideration of the 2023/2024 Financial Statements and Auditor's Report

Motion to accept the audited 2023/2024 financial year statements as presented

- 7. Report by the Executive Director
- 8. Appointment of New Auditors
- 9. <u>Election of Board Members</u>
- 10. New and/or "Unfinished Business"
- 11. Closing Remarks

MEETING MINUTES

COMOX MILITARY FAMILY RESOURCE CENTRE – 28TH ANNUAL GENERAL MEETING 20 SEPTEMBER 2023 @ 1800 HRS

Chair: Eve Nguyen

Vice-Chair: Kristen Matthews

Secretary: Keeley Young (Interim)

Treasurer: Mathieu Kuhn

Ex-Officio:

Wing Representatives: CWO Don Farr, CWO April Roach

Executive Director: Wendy Secord

Directors:

Sarah Toone Jillian Sicard Lindsey Beeksma Guests:

Jill Killin

Tanis Boyle

Santina Williams

Rebecca Barton Rana Short

Jess Pearson Lauri Neufeld

Scott Worthing

Justine McMurdo

1.0 Call to Order & Introductions

The Chair called the meeting to order at 1805 hrs and welcomed all members to the 28th Annual General meeting of the Comox Military Family Resource Center.

The Chair indicated that (as per Bylaw 2.3.2) the Board Chair would preside as chair of the general meeting and appointed Keeley Young as meeting secretary. No objections were raised.

2.0 Declaration of Quorum & Voting Protocol

Quorum was confirmed as by Bylaw 3.2.1 The Chair explained that motions would be read out loud and that voting members would be asked to raise their hands to indicate either a Yah or Nah for each motion.

3.0 Motion for Business Required

The following motions were proposed as an omnibus motion:

- 1. That notice of this Annual General Meeting was properly given as per bylaw 3.1d.
- 2. To adopt the agenda that was distributed.

MOTION: Kristen Matthews motioned to accept the Notice and adopt the Agenda for the 29th Annual General Meeting of the Comox MFRC Society, seconded by Don Farr. Motion was carried.

- Tangible capital assets increased by \$145K due to the \$179K in Daycare equipment and furniture additions, net of \$34K in amortization.
- Long-term investments (including current portion) increased by \$707K due to the purchase of long-term deposits.
- Accounts Payable decreased by \$21K due to the general timing of trades payable.
- Deferred revenue increased by \$260K due to the \$168K in grants deferred for eth purchase of capital assets, \$67K in KCC funding advances and \$54K in Military Family Services contingency funding, net of amounts recognized in the year.

Specific highlights for the Resource Center included:

- Revenues decreased by \$448K (4%) from last year for just a total of just over \$1,108,000.
- Expenditures increase by \$94K (10%) this year to just over \$1,036,000.
 - \$75K increase in Operating and Administrative Wages
 - \$23K Increase in Operating costs (18%) due to increased professional development costs (board policies creation) and gender-based conference (new in 2022)
- Program costs decreased by \$2K (2%)
- Operating profit for the resource centre accumulated to \$68,715 compared to \$118,285 in 2022.
- The centre has an accumulated surplus of over \$840K to carry forward for future years.

Specific highlights for the Kinnikinnik Child Care Center included:

- Revenues decreased by \$139K (10%) over last year totalling just over \$1.33 million.
 - \$192K decrease due to reduced parent fees and operating funding. Capacity at the daycare was reduced due to the inability to maintain staff due to the labour market.
 - o \$53K increase due to the recognition of the infrastructure and health and safety grant which were expended in 2022/23.
- Expenditures decreased by \$261K (15%) this year over last year to \$1.36 M
 - Operating and Administrative wages decreased by \$297K (20%)
 - Supplies increased by \$40K (12%) due to the use of the Inclusion Grant
- Operating deficit for the Kinnikinnik Child Care Centre accumulated to \$61,141 compared with a deficit of \$173,608 in 2022.
- Kinnikinnik has an accumulated surplus of over \$56K to carry forward for future years (surplus in prior years have created a buffer to cover the current year deficiency).

9.0 New Business No new items from the floor. 10.0 Closing Remarks & Adjournment The Chair thanked all guests for attending the 29th Annual General Meeting of the MFRC. The meeting concluded at 1841 hrs.

Chairperson

Approved:

Secretary

FINANCIAL OVERVIEW

This current fiscal year was focused on prioritizing and streamlining our finances. As we adjusted to the changing needs of our funders, we needed to ensure we were set up for success. We hired an independent contractor to set up our MFRC General Ledger accounts to mirror our funding allocations which made life a whole lot simpler! In line with best practices, the daycare (KCC) was set up as its own company. This enabled us to have separate income statements and to have clearer financials. We also hired a contractor to set up our KCC General Ledger accounts to create better accountability; this is a priority for 2024!

The main funder for the MFRC is Military Family Services (MFS) and they allocated funding to the MFRC which included funding for the Veteran Family Program (VFP) and Gender Based Violence (GBV). MFS additionally, allocated a cost-of-living increase. The total allocation was \$967,917.00. Unused funding from the previous year was deducted from our allocations.

We also received \$10,000 in emergency/respite funding through the Child Care Primary Office (CCPO). In addition, True Patriot Love allowed us to carry forward a surplus from the previous fiscal year which was expensed on Professional Development for multiple MFRCs nationally.

It was our turn for an MFS Compliance Audit which happened in September. There is some room for improvement as always, but we received an improved rating of 84%! The Board of Directors decided to go one step further and we hired a Forensic Auditor to do a deep dive into our finances. The goal was to have a clean slate moving forward.

SUPPORTING MENTAL HEALTH















RELOCATION SUPPORT

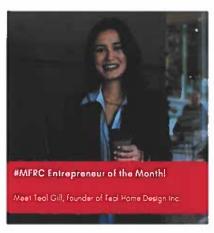














PROFESSIONAL DEVELOPMENT

Kimochi's

Through, funding via various sources (CCPO and True Patriot Love), the MFRC staff were able to attend professional development training and to purchase Kimochi's. Kimochi's are used to create confident, connected, and compassionate kids! Children will learn emotional intelligence and well-being by fostering self-awareness, self-management, social awareness, relationship skills and responsible decision making. Stay tuned as we add kimochi's to a variety of programs in the upcoming months.



TESTIMONIAL: "In the deployment support kits, you had those Kimochi nesting hearts. I got one for my daughter and she loves it! I've also had teachers at her school asking as well! It's really helped her with drop offs. She has taken her heart with her to school everyday for 2 weeks now! During drop off, she waves her heart out the window, while I show her that I have the smaller heart with me. She also checks my purse every morning to make sure it's still in there."

Kids Have Stress Tool

True Patriot Love was a wonderful supporter so that more than 40 MFRC staff across the country could attend workshops on 'Kids Have Stress Too!" At the Comox MFRC, we had six staff attend the training which they will be able to weave through all programs in the future.

TESTIMONIAL: "Children's mental health is finally being recognized as an important area that needs attention and cultivation to help prepare our children through their journey in life. Kids Have Stress Too not only provided evidence-based information but was paired with much needed tools and resources to help the educator/caregiver be both an advocate for children and more importantly, help children be an advocate for their own mental health. This training aligned with a number of programs that I was facilitating, and I was able to pull tools and resources as the program unfolded which allowed for even better lessons for the children and their families".

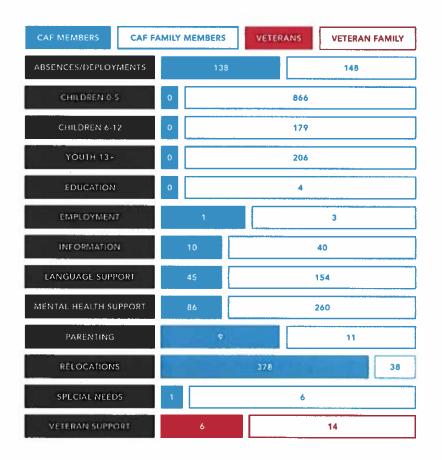
TESTIMONIAL: "We will be able to implement these activities into programs that are already running for both children and youth and add a stress focus. The training provided many age-appropriate lessons around problem solving, explaining stress, coping tools, social skills and much more. The activities can be implemented in group settings as well as individual. Our families experience stress related to transition, relocations, work absence and deployments and these programs will allow us to support our families with a variety of different techniques."

CLIENT RELATIONSHIP MANAGEMENT SYSTEM (PENELOPE)



Effective 01 April 2023, it became mandatory for all MFRCs to utilize the client relationship management system (Penelope). This was not an easy transition for the staff, and we are still learning. Clients are asked to fill out a client consent form which allows us the ability to place minimal information in the system. This centralized data management system streamlines the reporting and statistics process. This has been challenging for the staff as we learn how to navigate the system. To make it a bit more fun, we have Penny the Pig (Penelope) who helps make the process a little bit easier!

*The information is based on number of interactions rather than number of individuals as we may have multiple interactions over time. As this was a new process, the numbers of interactions are much higher than shown. In addition, we had 3952 indirect interactions which was not broken down into categories below.



CHILDCARE Q & A

MFRCs are provincially incorporated, and publicly funded not-for-profit organizations authorized to deliver the mandated Military Family Services Program (MFSP) to families of CAF personnel. Effective 01 April 2022, Military Family Services (MFS), a division of CFMWS, announced national public funding will not be made available to support any MFRC childcare and/or school aged children's programs, as they were deemed to fall under provincial legislation.

Why is the Comox MFRC able to run the Kinnikinnik Childcare Centre (KCC)?

KCC is fully funded by parent fees and provincial government funding. 19 Wing provides the space, playground upkeep and cleaning but does not provide direct funding to keep KCC operational.

I require emergency/respite care only, can the MFRC assist with this?

Unfortunately, the MFRC is not funded to provide emergency/respite care. Emergency childcare requests are actioned through the Emergency Family Care Assistance Program which is managed by the Family Information Line. The MFRC has a small amount of funding provided by the Child Care Primary Office and can be accessible through our mental health team. Please contact our mental health team to help support you through these processes.

Can the MFRC provide direct childcare for Mess events such as TGIF or Wing events where alcohol is served?

The MFRC cannot provide childcare as such operations do not meet risk management or insurance policy exclusions (see below).

Ref: Halpenny Insurance: Liquor liability exclusion

"Please be advised that there is a liquor liability exclusion on your insurance policy. We would like to remind you that any type of activity/event where there is alcohol present is excluded under your policy."

STRATEGIC PLAN - ANNEX A



A road map for the future

This strategic plan responds to the input and insight of the many stakeholders who participated in the September 2023 planning process. Representatives from the Comox MFRC leadership team, management team, along with members of the Board of Directors met to review recent successes and explore strengths, opportunities, and challenges. Focused discussion resulted in emerging goals and objectives.

The plan is designed to outline strategic priorities and associated goal statements for the following three years. The plan demonstrates a mix of current and future state goals. Staff and Board members will consult the plan to ensure individual and collective work plans focus on priorities and remain aligned with the current vision and mission focus. The plan will also aid in the evaluation of programs and services and help to articulate successful outcomes.

2024-2027 Strategic Priorities

- Enhance relationships across the organization: including the Board of Directors, staff team, and 19
 Wing Comox base leadership and personnel.
 - i. Develop and share individual staff member work plans to clarify roles, align people, processes, and to build better understanding about future directions.
 - ii. Advocate for a Base Liaison role to foster and coordinate collaboration and consensus between the MFRC and 19 Wing aiming to create a more stable exchange of information.
- 2. Deliver programming that supports current and relevant needs.
 - Extend MFRC service reach to deepen connections with families living off-base by collaborating with other organizations that serve military families in the broader community.
 - ii. Deepen program impact by elevating staff understanding of and ability to support evaluation efforts underway, with an aim to ensuring measurement data is relevant and applicable to MFRC program design and delivery.
 - iii. Review service delivery return on investment, by collecting and interpreting stakeholder and partner feedback, and by analyzing participation rates, targets, program outcomes, and costs.
- 3. Improve communication across the organization.
 - Implement a communications-focused role to build and facilitate effective internal and external communications.

- 3. Work to further support and engage Board volunteers to ensure maximum return for the organization.
 - i. Allocate space and time on meeting agendas to review Board structure, roles, meeting processes and volunteer experiences.
 - ii. Formalize a mentorship approach to match newer Board volunteers with members with greater experience and understanding of expectations and processes to support ongoing Board work and succession planning.
 - iii. Survey interest and plan for an annual retreat, focusing on Board volunteer engagement, connection, skills development and succession planning.
 - iv. Focus on Board communications and performance to increase the organization's efficiency and impact.

"Our values are aligned and our hearts are in the right place." 2023 CMFRC Board Members.

 Niveau 3: Intervention
 Cette activité comprend des services axés principalement sur le soutien à l'intervention familiale pour sensibiliser à la nécessité de soins par les familles.

Une feuille de route pour l'avenir

Ce plan stratégique répond aux contributions et aux observations des nombreux intervenants ayant participé au processus de planification en septembre 2023. Les représentants de l'équipe de direction du Comox MFRC, de l'équipe de gestion, ainsi que les membres du conseil d'administration se sont réunis pour passer en revue les succès récents et explorer les forces, les opportunités et les défis. Des discussions ciblées ont conduit à l'émergence d'objectifs et de buts.

Le plan est conçu pour définir les priorités stratégiques et les déclarations d'objectifs associées pour les trois prochaines années. Le plan démontre un mélange d'objectifs actuels et futurs. Le personnel et les membres du conseil consulteront le plan pour garantir que les plans de travail individuels et collectifs se concentrent sur les priorités et restent alignés sur la vision et la mission actuelles. Le plan aidera également à évaluer les programmes et services et contribuera à articuler les résultats réussis.

Priorités stratégiques 2024-2027

Renforcer les relations au sein de l'organisation : y compris avec le conseil d'administration, l'équipe du personnel et le leadership et le personnel de la base de la 19e Escadre Comox.

- Développer et partager des plans de travail individuels du personnel pour clarifier les rôles, aligner les personnes et les processus, et mieux comprendre les orientations futures.
 - Plaider en faveur d'un rôle de liaison avec la base pour favoriser et coordonner la collaboration et le consensus entre le CRFM et la 19e Escadre dans le but de créer un échange d'informations plus stable.
- 2. Offrir des programmes qui répondent aux besoins actuels et pertinents.
 - i. Étendre la portée des services du CRFM pour approfondir les liens avec les familles vivant hors de la base en collaborant avec d'autres organisations qui desservent les familles militaires dans la communauté élargie.
 - ii. Renforcer l'impact des programmes en améliorant la compréhension du personnel et sa capacité à soutenir les efforts d'évaluation en cours, dans le but de garantir que les données de mesure sont pertinentes et applicables à la conception et à la prestation des programmes du CRFM.

- ii. Tirer parti du travail récemment réalisé sur les politiques et procédures pour soutenir l'audit organisationnel annuel, la conformité et les évaluations liées à la performance.
- iii. Aider l'équipe de direction du CRFM dans de nouvelles initiatives émergentes qui nécessitent un soutien à un niveau stratégique.
- 2. Mettre en œuvre une stratégie de formation et de développement pour soutenir la fonction individuelle des rôles, les pratiques collectives de réunion et une planification efficace de la succession.
 - i. Développer et mettre en œuvre un calendrier d'opportunités d'apprentissage virtuelles et en personne axées sur la clarification des rôles, et la compréhension des protocoles et des pratiques de réunion.
- 3. Travailler à soutenir davantage et à impliquer les bénévoles du conseil d'administration pour garantir un rendement maximal pour l'organisation.
 - Allouer du temps et de l'espace dans les ordres du jour des réunions pour examiner la structure du conseil, les rôles, les processus de réunion et les expériences des bénévoles.
 - ii. Formaliser une approche de mentorat pour associer les nouveaux bénévoles du conseil à des membres ayant une plus grande expérience et une meilleure compréhension des attentes et des processus pour soutenir le travail continu du conseil et la planification de la succession.
 - iii. Sonder l'intérêt et planifier une retraite annuelle, axée sur l'engagement des bénévoles du conseil, la connexion, le développement des compétences et la planification de la succession.
 - iv. Axer sur la communication et la performance du conseil pour augmenter l'efficacité et l'impact de l'organisation."

"Nos valeurs sont alignées et nos cœurs sont à la bonne place."

- Membres du conseil 2023 du CRFM de Comox.