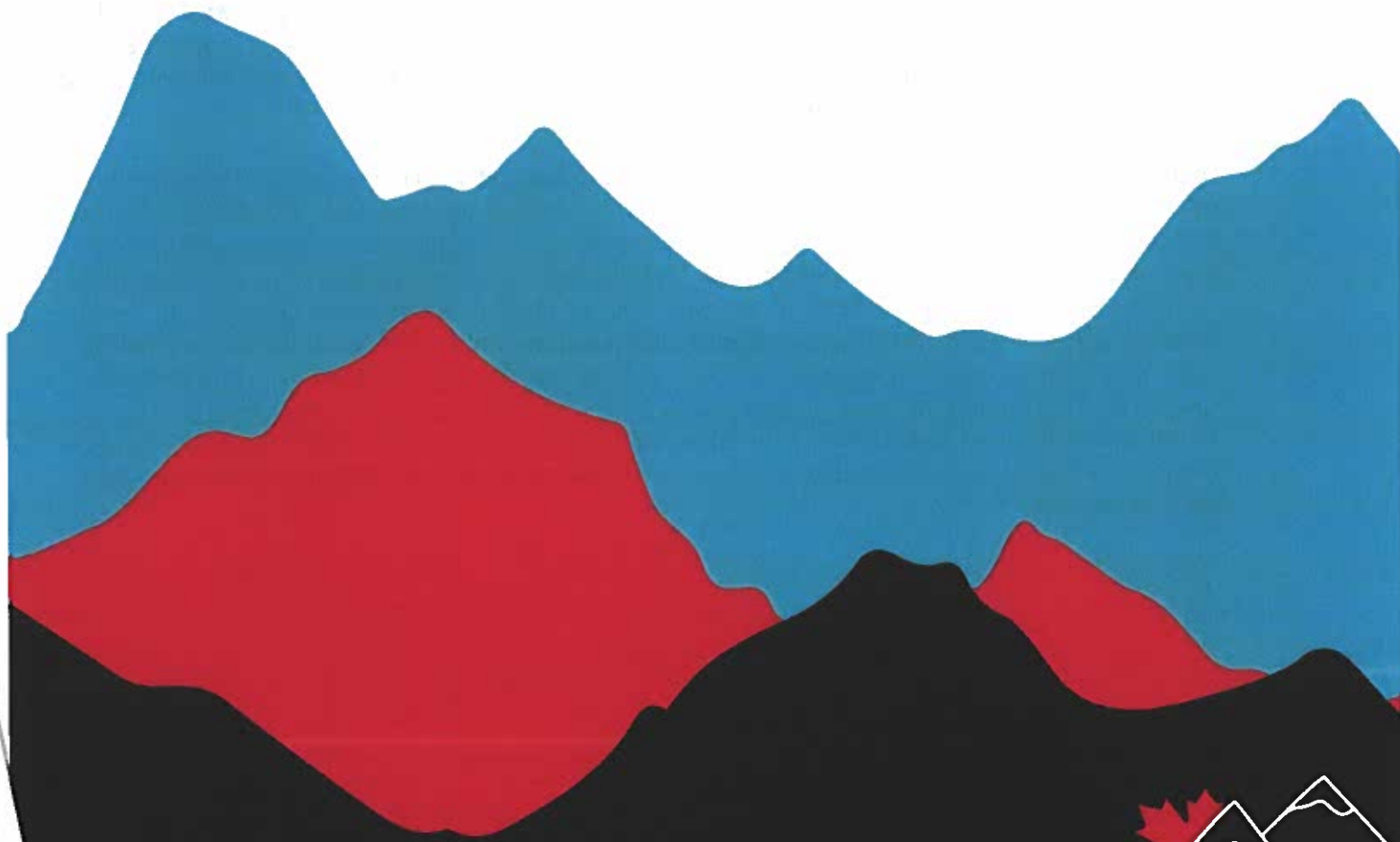


ANNUAL REPORT

2024-2025



Comox Military Family Resource Centre

Le Centre de ressources pour les familles des militaires



"We respectfully acknowledge that the land we gather on is on the Unceded Traditional Territory of the K'ómoks First Nation, the traditional keepers of this land."

Mission, Vision, and Values

Our Mission — To support the unique lifestyle of the modern military family

Our Vision — Military Families will thrive

Our Values — Dynamic, Engaging, and Empowering

The Comox Military Family Resource Centre (MFRC) is a not-for-profit, charitable organization committed to enriching the lives of individuals and families in the Canadian Armed Forces (CAF) through positive action, education and support. The Comox MFRC is the only local non-profit organization nationally mandated as the frontline service provider to Canadian military families.

Frequent absences from family support systems, difficulties during deployments, solo parenting or coping with an injury or loss are realities for military families; realities which can have a significant impact on family well-being. For over 35 years the MFRC has been committed to supporting military families as they navigate these unique challenges through programs and services in the areas of mental health and wellness, deployment support, community integration and outreach, relocation support to families as they move from one location to another, child and youth programs and support services, and preventative workshops and programs.

Supporting military and veteran families is both a moral imperative and a necessity. These families often endure the hidden burdens of service – long separations, frequent relocations and the emotional toll of reintegration that can strain relationships and disrupt careers. Spouses and children frequently take on additional responsibilities, from caregiving for wounded veterans to managing households' solo, which can lead to increased stress, mental health challenges and financial pressure. The role of the MFRC is to provide family-centred supports whenever the family needs it. This may include counselling, peer support groups, employment support or child-resilience initiatives. This enables the family to gain stability and well-being, and service members may return to duty more focused and effective. In doing this work, we honor the sacrifice of the family, reinforce social resilience and fulfill our promise to those who serve by ensuring no one must bear the burden alone.

Agenda

Comox Military Family Resource Centre Society Annual General Meeting at 6:00 p.m. on 10 Sept 2025 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 11, 2024.”
- 6. Consideration of the 2024/2025 Financial Statements and Auditor’s Report**
Motion to **accept the audited 2024/2025 financial year statements** as presented
- 7. Report by the Executive Director**
- 8. Appointment of Auditors**
- 9. Election of Board Members**
- 10. New and/or “Unfinished Business”**
- 11. Closing Remarks**

Minutes from AGM September 2024

COMOX MILITARY FAMILY RESOURCE CENTRE ANNUAL GENERAL MEETING Draft Meeting Minutes Wednesday 11 September 2024 @ 1800 hrs.

Chair: Vacant
Vice-Chair: Vacant
Secretary: Vacant
Treasurer: Vacant

Ex-Officio:
19 Wing Representative: Major Sophie Duguay
Executive Director: Wendy Secord

Directors:

Karen Sheppard
Nick Karsin
Rae Assailly
Kisa Daniels
Duane Otis
Jennifer Buggie
Cheryl Condly
April Roach
J C Parent
Sarah Toone

Guests:

Tanis Boyle, MFRC Staff
Erin Guthrie, MFRC Staff
Jill Killin, MFRC Staff
Kim Dunlop, MFRC Staff
Mary Crousset, MFRC Staff
Kaylene Parr, MFRC Staff
Gail Kohse, MFRC Staff
Sgt. Karine Maille
Scott Worthing, MFRC Staff
Jennifer Vaino
Jon Pascoe, Parliamentarian
Donna Cloutier, Auditor
Nikita Proulx, MFRC Staff
Rebecca Barton, MFRC Staff

1.0 Call to Order & Introductions

Sarah Toone, Board Chair called the meeting to order at 1800 hours.

2.0 Opening Remarks

The Chair welcomed all members to the 31st Annual General meeting of the Comox Military Family Resource Center Society.

Clarification was provided on the Constitution & Bylaws' definition of "Members Entitled to Vote."

3.0 Appointment of Presiding Officer and Parliamentarian

Sarah Toone, as the Board's Chair, also assumed the role as the AGM's "Presiding Officer."

By Motion at their August 28, 2024, meeting, the earlier Board members proposed that Jon Pascoe, Fellow Certified Management Consultant, be appointed as Parliamentarian. Jon's role is to guide the meeting in accordance with Robert's Rules Of Order, the BC *Societies Act* and Regulation, the Society's Constitution & Bylaws, and the governance policies and procedures.

The Parliamentarian provided advice to the “Members Eligible to Vote” to ensure they held a legally constituted and binding meeting.

4.0 Confirmation of Quorum and Voting

The Presiding Officer declared that seven “Members Eligible to Vote” were present, and thus a quorum was achieved. The Chair noted that the results of all votes taken for Motions at the current AGM would be approved at the 2025 AGM.

5.0 Motions for Business Required to Proceed with the AGM

The following Motions were approved, after the Presiding Officer provided an opportunity for discussion:

5.1 “That notice of this AGM was properly distributed, consistent with section 3.1.d of the Bylaws (Motion by J C Parent, Seconded by April Roach)

5.2 “To approve the current agenda distributed beforehand with no changes.” (Motion by Jennifer Buggie, Seconded by Duane Otis)

5.3 “To approve the draft Minutes of the last AGM held on 20 September 2023.” (Motion by J C Parent, Seconded by Rae Assailly).

6.0 Consideration of the 2023/2024 Financial Statements and Auditor’s Report

Donna Cloutier, Chartered Professional Accountant and auditor delivered a PowerPoint presentation to the AGM Assembly. Donna’s July 19, 2024 independent report to the former Board of Directors noted that:

“We (Cloutier Matthews, Chartered Professional Accountants) have concluded that the financial statements present fairly, in all material respects, the financial position, financial performance, and cash flows... of the Society...”

Ms. Cloutier commented that the Society is in a strong financial position, particularly for a not-for-profit organization. Donna complimented the Board, Executive Director and the Financial Administrator for their competencies in managing the \$2.3 million budget.

Moved by April Roach, Seconded by Duane Otis, the following Motion was unanimously approved:

“That the audited 2023/2024 financial year statements be approved as presented.”

Ms. Cloutier was thanked for their contributions over the years and excused from the meeting.

7.0 Executive Director’s Report

Wendy Secord presented a high-level overview of the written comments in the 2023/2024 Annual Report. Wendy commended Major Sophie Duguay and 19 Wing colleagues for their highly productive working relationships and support, often “behind the scenes” and not formally recognized.

Moved by Rae Assailly, Seconded by April Roach, the following Motion was approved:

“To accept the 2023/2024 Annual Report, including the previously approved 2023/2024 financial statements.”

It was noted that the new Board members will be provided with an opportunity to review the 2023/2024 financial statements at their October 30, 2024 Board meeting.

8.0 Appointment of New Auditors

The Presiding Officer noted that the Board requested quotes from multiple auditors and two were received. On 24 April, 2024, the Board endorsed Robbins & Company as auditors for the 2024/2025 fiscal year.

As the auditor is technically accountable to the “Assembly,” the Presiding Officer was provided with ratification by Members Eligible to Vote of the Board’s early decision.

On a Motion by Jennifer Buggie, Seconded by Cheryl Condly, the following Motion was approved:

“To appoint Robbins & Company as auditors for the 2024/2025 fiscal year.”

9.0 Election of Board Members and Their Respective Terms of Office

The Presiding Officer commented that following Board members resigned or completed their terms, and thanked them for their contributions:

Kristen Matthews, Mathieu Kuhn, Keeley Young, Jillian Sicard, Lindsey Beeksma and Eve Nguyen.

The following Board members were temporarily appointed last year to the Board until the 2024 AGM to fill vacancies: Nick Karsin, Jennifer Buggie, April Roach, J C Parent, Duane Otis, Kisa Daniels, Cheryl Condly, Rae Assailly, Karen Sheppard, and Sarah Toone. The Society similarly recognizes the time and effort they dedicated to governing the organization.

The Constitution & Bylaws do not allow nominations from the floor.

The Parliamentarian conducted the election, with the following members eligible to assume up to three year terms (in keeping with the Constitution & Bylaws):

- | | |
|-------------------|------------------|
| ● Sarah Toone | ● Karen Sheppard |
| ● April Roach | ● Nick Karsin |
| ● J. C. Parent | ● Cheryl Condly |
| ● Duane Otis | ● Kisa Daniels |
| ● Jennifer Buggie | ● Rae Assailly. |
- On a Motion by Karen Sheppard, Seconded by Nick Karsin, the Motion was approved.
 - The Presiding Officer noted that the Board has the authority under the Constitution & Bylaws to appoint Directors to a term expiring at the next AGM. Should any “Members

Eligible to Vote” be interested, they are invited to speak with the Chair, including after the AGM.

10.0 New and “Unfinished” Business

No additional business items were raised.

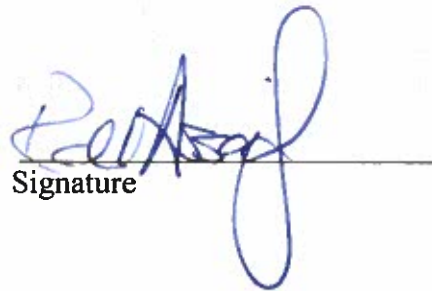
11.0 Closing Remarks & Adjournment

The Presiding Officer thanked all guests for attending.

The meeting concluded at 1826 hours. A reception followed the AGM

Approved on 10 Sept 2025:


Signature


Signature

Message from the Executive Director

Wendy Secord

As we reflect on the past year, I want to acknowledge the extraordinary resilience, dedication, and shared commitment that have carried the CMFRC through one of the most challenging periods in our history. Despite significant hurdles—financial pressures and shifting external conditions—we remained anchored to our mission and focused on the communities we serve.

This year, we faced unexpected funding reductions, which significantly impacted our operating budget. In response, we implemented cost-saving measures, including restructured staffing in some departments, and prioritized essential programming. Thanks to the collaborative effort of the management team, we were able to maintain solvency and set the foundation for more sustainable fiscal practices moving forward.


Perhaps one of our greatest challenges has been maintaining morale and capacity during an extended period of strain. Our team has shown remarkable dedication, yet burnout and turnover were higher than in previous years. To address this, we launched an internal support initiative, including a flexible work policy, and leadership training to strengthen resilience across all levels. Our challenges this year have made it abundantly clear that we must evolve—not only to survive but to thrive in a changing environment.

A sector-wide labour shortage has deeply affected our operations, particularly in the daycare. Recruitment and retention of qualified early childhood educators, support workers, and administrative staff has been a persistent challenge. We increased wages where feasible, expanded benefits, and piloted a retention bonus program. Despite these measures, our staffing levels remain below optimal levels, putting increased pressure on our remaining team members.

The daycare program faced unique operational challenges this year. Staff shortages led to temporary classroom closures, fluctuating enrollment, and increased waitlists. Despite these challenges, we continued to deliver safe, reliable, and high-quality childcare services. A notable support in sustaining this effort has been the implementation of the **\$10-a-day Child Care program**, which should reduce the financial burden on families while providing more predictable funding for our operations.

At the core of our work remains our mission to support military and veteran families on their journeys. We continue to pursue this mission with passion and integrity, striving to make a meaningful impact in the lives of our military community.

Thank you to our incredible staff, board of directors, volunteers, donors and partners. Your support and dedication make our work possible.



*1,051 anonymous
clients served
22 VFP anonymous
clients served*



*131 clients accessed
special needs support*

Message from the Board Chair

Jennifer Buggie

Dear Comox MFRC Community,

My name is Jennifer Buggie, and I have the privilege of serving as the Interim Chair of the Comox MFRC Board of Directors. As a proud military spouse, I am deeply honoured to support the important work of the MFRC and contribute to its ongoing success. I was elected Vice Chair on September 11, 2024, and assumed the role of Interim Chair on April 30, 2025. While my observations are based on less than a year of service in this role, I am fully committed to the progress and integrity of this organization.

Over the past eighteen months, the Board faced several governance challenges, most notably ongoing difficulties in recruitment. Despite various outreach efforts, attracting and retaining qualified candidates to fill critical vacancies has been a persistent issue. This shortage had a tangible impact on our governance capacity and placed us at risk of not meeting funding requirements.

To address this, the Wing Commander appointed three military members on a temporary basis to ensure compliance with our Memorandum of Understanding, which mandates a minimum of seven voting members. These interim appointments provided necessary support until we were able to restore the board to full voting capacity. Once that threshold was met, the appointees stepped down, and we resumed operations with a compliant board structure.

Recognizing the importance of strong governance, the Board took deliberate steps to strengthen our structure and processes. We engaged Jon Pascoe as our Parliamentarian to support us through the 2024 Annual General Meeting and the transition to a new executive. Additionally, we completed several governance training sessions with both Jon Pascoe and Kimmik Consulting to enhance our understanding and execution of effective board practices.

We are currently in the process of reviewing and revising our Governance Policy. This work is central to reinforcing our commitment to transparency, accountability, and the delivery of high-quality oversight in alignment with the MFRC's mission and values.

As a newly appointed Board of Directors, we are united in our dedication to uphold the highest standards of governance. We understand that effective governance is not only foundational to the MFRC's sustainability but also essential to earning and maintaining the trust of our funders, 19 Wing leadership, and the community we serve.

Looking ahead, we remain committed to proactive and strategic recruitment efforts. We will continue to invest in comprehensive onboarding and training opportunities for new and existing members, ensuring our Board remains capable, informed, and ready to serve. In closing, I want to express my gratitude for the opportunity to serve in this role. The resilience and commitment of

this Board, despite the challenges we've faced, is inspiring. Together, we will continue to build a stronger MFRC for today's military families and for future generations.

Respectfully submitted, Jennifer Buggie Interim Chair, Comox MFRC Board of Directors

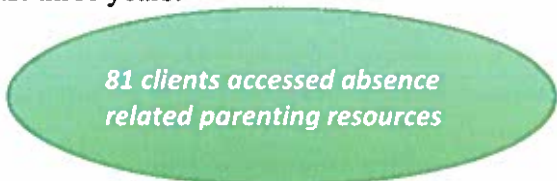
Message from the Treasurer

WO Karen Sheppard

Fiscal Year 24/25 began as a challenging year as the MFRC only received confirmation of funding for Quarter 1. As a result, the MFRC implemented a cautious approach to financial expenditures in response to an uncertain financial future. Thankfully, later in the year, the MFRC received notification that funding for Q2, 3 & 4 would remain similar with that of the previous fiscal year.

There are several financial trends that should be acknowledged over the past few years as they impact staffing and what services the MFRC can and cannot offer. As a result, the MFRC is doing more with less. The majority of MFRC funding comes from Military Family Services and the following is a breakdown of our funding for the past three years:

Fiscal Year 23/24	\$972,153 increased by \$45,153
Fiscal Year 24/25	\$966,425 decreased by \$5,728
Fiscal Year 25/26	\$984,264 increased by \$17,839



*81 clients accessed absence
related parenting resources*

In summary, over the past three years, funding from MFS has increased by \$12,111 which includes two cost of living increases of 6.8% and 2.4%.

In addition, the 19 Wing Supplemental Agreement provides facilities, maintenance and funding. The funding received from 19 Wing has trended downward from \$80,000 in fiscal year 22/23 to \$34,714 in fiscal year 23/24 and approximately \$500 in funds in fiscal year 24/25. As of 08 May 2025, our funding for fiscal year 25/26 was increased to \$41,239 and provides support to the two site specific services (KCC and Specialized Childcare Program). We additionally received a grant from the Child Care Primary Office for \$10,000 and donations came in at \$9,292.

The Financial Administrator was busy this year as we focused on separating the MFRC and KCC financials. It was a lot of work, but the final product now presents the two entities separately. The Board can easily review the monthly financials and have a clearer picture of where the Society stands financially.

The MFRC did an excellent job of appropriately expensing MFS funds. They will return the surplus Veteran Family Program funding due to a maternity position remaining vacant. The daycare (KCC) continued to be a concern as it consistently ran a deficit. However, moving forward with \$10.00/day, the financial outlook looks much improved.

Military Family Strategic Framework

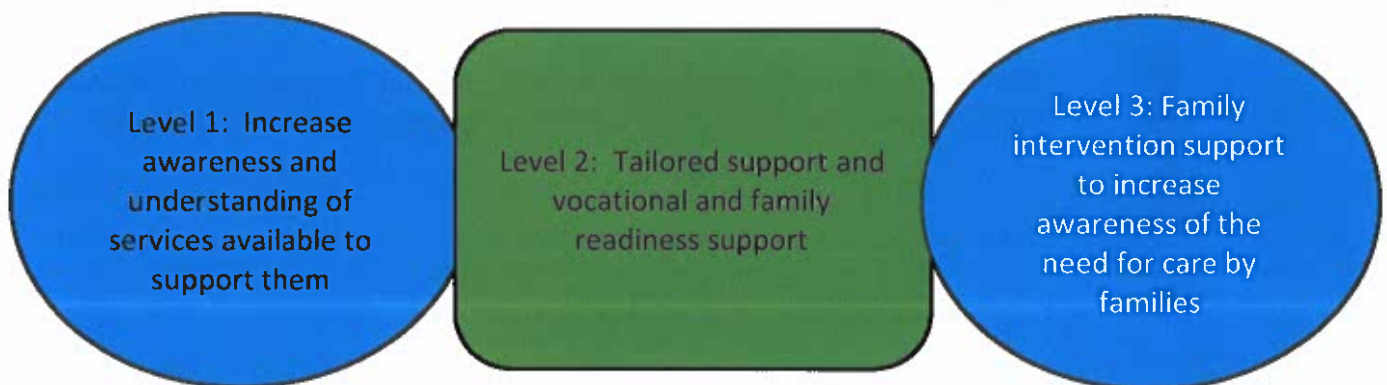
Comox Military Family Resource Centre alignment to MFS Mission is to contribute to the operational readiness of the Canadian Armed Forces by providing services that enhance family resilience and stabilization in the face-of military changes. The Comox MFRC aligns with the Military and Veteran Family Services Program core services and logic model. The three levels of core services are as follows:

Level 1: Information and Awareness – Our mission is to support the unique lifestyle of the military family. Whether your needs are practical, educational or emotional, the CMFRC serves as your primary point of contact and can guide you through the resources within the military and broader Comox Valley community.

Level 2: Navigation Support – CMFRC staff collaborate with military families to understand their unique journey, actively listening to their questions, strengths, and needs. This enables them to identify and recommend the most appropriate tools, services and supports available within the military and community networks.

For families transitioning out of the CAF, the Veteran Family Program Coordinator (VFP) provides specialized support – guiding medically releasing members and their families through the release process with individualized planning and resource referrals to support a successful transition into post-service life.

Level 3: Intervention – Our mental health team provide support in areas such as counselling, family and peer support and crisis intervention. They address a wide range of military-specific challenges, offering individualized assistance to families or individual members seeking general support, counselling, resources, or emergency aid.



Fund Development

We are thankful for the continued support from our donors who provide funding for essential supports and services.

DONOR HIGHLIGHTS

\$10,000 from the Childcare Primary Office which provided emergency and respite care funds.



\$7000 from Royal Canadian Legions in Comox, Courtenay and Nanaimo. Collectively they have demonstrated their ongoing support for military and veteran families.

HONOURABLE MENTIONS

Volunteer Appreciation Breakfast Un petit déjeuner d'appréciation des bénévoles

In celebration of National Volunteer Week, April 14 to 19, 2024, the Comox MFRFC Family Legions Foundation presented a special breakfast for our volunteers. The event was held at the Comox MFRFC Family Legions Foundation on April 14, 2024, from 10:00 am to 12:00 pm. The event was a success and we had 26 volunteers and 9 guests attend.

A petit déjeuner d'appréciation des bénévoles a été organisé en l'honneur de la Semaine nationale des bénévoles, du 14 au 19 avril 2024, au Centre de bénévolat pour les familles des militaires de la Comox. L'événement a été un succès et nous avons eu 26 bénévoles et 9 invités.



The CANEX continues to be a strong supporter for the Comox MFRFC. They contribute food, coffee, snacks to a variety of events throughout the year. They also sponsor the Annual MFRFC/PSP Volunteer Recognition Event which was held on 18 April 2024. Special thanks to the Totem Times for the photos and article attached! The Canex provided \$2215 for this volunteer event, and we had 26 volunteers and 9 guests attend.

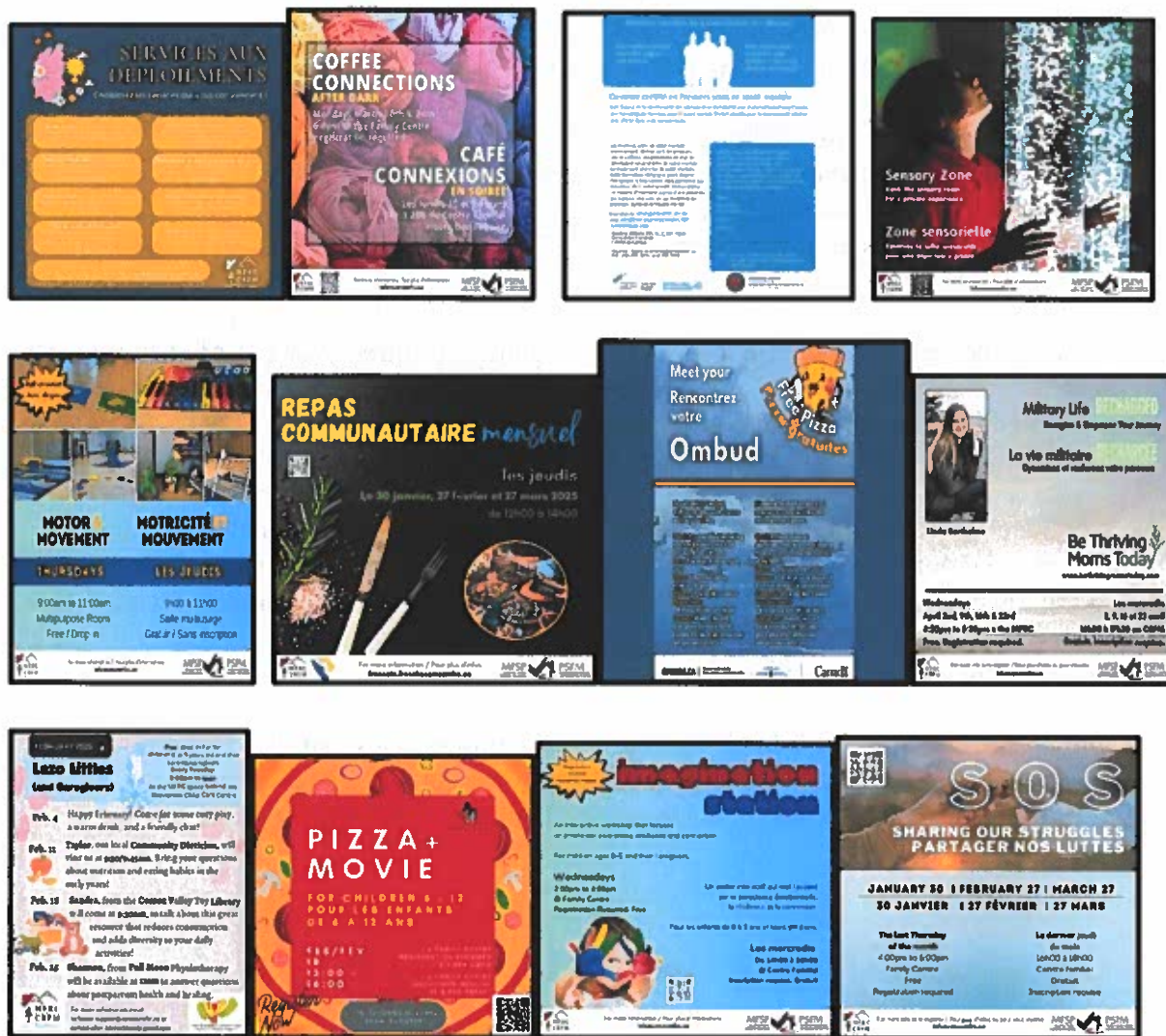


\$250 From St. Micheal and All Angels Chapel



\$250 yearly contribution from the Vancouver Island Ex-Cadet Club. This club consists of ex-cadets of Canada's Military Colleges on Vancouver Island.

A Few Highlights of the Year



**235 Clean in/out
and 150 DAGS
were completed**

90 clients reached out for info and awareness

Specialized Childcare Pilot Project (SCP)

Over the past few years, the Board, and the MFRC Staff have discussed the accumulated surplus on hand. We needed to develop a plan that supported improving the quality of life for CAF and Veteran Families.

What do the families need? Through our involvement on the CAF Childcare Advisory Committee for the past two plus (2+) years, families have identified: they need emergency and respite care, occasional childcare during nontraditional times including weekends. Pre-school or pre-kindergarten and other forms of childcare support. They also require care during school Professional Development (PD) Days, before and after school, and summer holidays.

The MFRC Management Team requested the board of directors to support a three-year (3) pilot project for **\$393,744** in support of building our specialized childcare and respite services. Prior to moving forward in 2027-2028, an assessment of the project will be conducted and presented to the Board of Directors. At this point, the Board may or may not extend the Project based on finances and value to the community.

This service is invaluable in the Comox community, as 19 Wing Comox has a high operational tempo annually, both short interval and long term (6 month+). Social Workers identified that mental health of families deteriorated as soon as there was a tasking. Multiple families over the past year required respite and emergency care due to family situations such as long term medical or psychological issues. Most of the time, we can only offer financial support which is not what the families require; they need support to provide care.

The Comox MFRC will provide occasional childcare for families. This allows many families to benefit from a low-cost service for a few hours a week and allows parents/caregivers support in their need for respite, socialization and other needs. This service will also compensate for the lack of full-time daycare spaces in the Comox Valley.

Moving Forward

In the upcoming year, we are committed to:

- Diversifying funding sources to ensure greater financial stability.
- Redesigning programs to be more adaptive, inclusive, and impact-driven.
- Investing in our people—staff, volunteers, and leadership—through development, support, and recognition.
- Enhancing transparency and communication with interest holders and the communities we serve.

From the Families

"My spouse is the primary caregiver for our 1-year-old, while I work full-time (Reg F) at 19Wg. We have no family in the area, and as such, our options are very limited; not to mention the lack of availability within the Comox Valley itself, notably for children under the age of 3. Being the stay-at-home parent comes with its own unique set of challenges; it takes a toll on their mental health and overall wellbeing. Parent and child need a breather.

The drop-in program answers a much-needed need for childcare within the CAF community located within the Comox Valley. The demand is so much higher than the availability.

Our 19Wg families need childcare options. Families (including my own) will welcome the drop-in program as a welcomed answer to long waitlists (18 month wait, minimum) and need for reprieve. "Some is better than none". Our family life was improved by the ½ day we were able to get last winter. I can only image how many more families it could help.

Thank you"



"Wow, what a cool binder and activity bags that our son brought home. The memories, etc. wow. Our daughter was struggling after school today and our son brought her a kitty picture and a rainbow breathing sticker and showed her how to breathe into calmness. Haha, it was really awesome. He is learning so many regulating skills with the family centre"



Re: The Specialized Childcare Care: "I had two staff members returning from parental leave in 2024 who did not full time childcare and would benefit from such a program. I am pleased to say we have been using the program – rather regularly, nearly weekly. And I hear only good things about the program. Note: the staff are fabulous. Please ensure they are duly recognized. Phenomenal job across. Lovely updates on little ones throughout their time there and really just very pleasant to interact with."

Prepared By: Wendy Secord, Executive Director

Thank you to
everyone who
supports the
CMFRC

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY
Financial Statements
Year Ended March 31, 2025

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

Index to Financial Statements

Year Ended March 31, 2025

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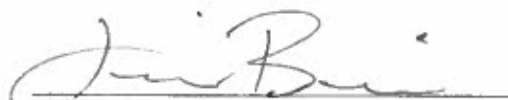
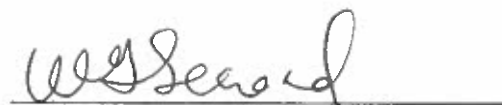
MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of Comox Military Family Resource Centre Society have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. These statements include certain amounts based on management's estimates and judgments. Management has determined such amounts based on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

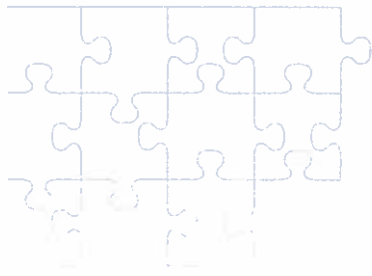
The integrity and reliability of Comox Military Family Resource Centre Society's reporting systems are achieved through the use of formal policies and procedures, the careful selection of employees and an appropriate division of responsibilities. These systems are designed to provide reasonable assurance that the financial information is reliable and accurate.

The Board of Directors is responsible for ensuring that management fulfills its responsibility for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board meets periodically with management and the members' auditors to review significant accounting, reporting and internal control matters. Following its review of the financial statements and discussions with the auditors, the Board approves the financial statements. The Board also considers, for review and approval by the members, the engagement or re-appointment of the external auditors.

The financial statements have been audited on behalf of the members by Robbins & Company, in accordance with Canadian generally accepted auditing standards.


Jennifer Buggie, Vice-Chair
Wendy Secord, Executive Director

Lazo, BC
August 26, 2025



INDEPENDENT AUDITOR'S REPORT

To the Members of Comox Military Family Resource Centre Society

Report on the Financial Statements

Qualified Opinion

We have audited the financial statements of Comox Military Family Resource Centre Society (the "Society"), which comprise the statement of financial position as at March 31, 2025, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations..

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Society derives revenue from donation activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Society. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the year ended March 31, 2025, current assets and net assets as at March 31, 2025. The predecessor auditor's opinion on the financial statements for the year ended March 31, 2024 was modified accordingly because of the possible effects of this limitation of scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Other Matter

The financial statements for the year ended March 31, 2024 were audited by another auditor who expressed a qualified opinion on those financial statements on September 11, 2024 for the reasons described in the *Basis for Qualified Opinion* section.

(continues)

Independent Auditor's Report to the Members of Comox Military Family Resource Centre Society
(continued)

Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Independent Auditor's Report to the Members of Comox Military Family Resource Centre Society
(continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian Accounting Standards for Not-for-profit Organizations have been applied on a basis consistent with that of the preceding year.

Courtenay, British Columbia
August 26, 2025

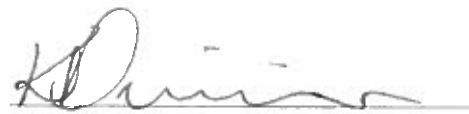

ROBBINS & COMPANY
CHARTERED PROFESSIONAL ACCOUNTANTS

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY
Statement of Financial Position
March 31, 2025

	2025	2024 (Revised)
ASSETS		
CURRENT		
Cash	\$ 501,090	\$ 260,784
Term deposit (Note 4)	210,000	120,000
Accounts receivable (Note 5)	143,207	85,979
Goods and services tax recoverable	2,481	2,132
	<u>856,778</u>	<u>468,895</u>
TANGIBLE CAPITAL ASSETS (Note 6)	257,867	289,960
LONG TERM INVESTMENTS (Note 7)	465,024	675,024
	<u>\$ 1,579,669</u>	<u>\$ 1,433,879</u>
LIABILITIES		
CURRENT		
Accounts payable	\$ 27,051	\$ 25,964
Payroll liabilities (Note 8)	46,358	52,224
Due to government agencies	30,602	36,786
Deferred revenue (Note 9)	265,256	22,991
	<u>369,267</u>	<u>137,965</u>
DEFERRED CAPITAL CONTRIBUTION (Note 10)	144,330	163,981
	<u>513,597</u>	<u>301,946</u>
NET ASSETS		
Invested in tangible capital assets	113,536	125,978
Internally restricted net assets (Note 11)	952,536	1,005,955
	<u>1,066,072</u>	<u>1,131,933</u>
	<u>\$ 1,579,669</u>	<u>\$ 1,433,879</u>

APPROVED BY THE DIRECTORS


 Director


 Director

The accompanying notes are a part of these financial statements

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY
Statement of Revenues and Expenditures
Year Ended March 31, 2025

	2025	2024 (Revised)
REVENUES		
Child care centre fees	\$ 310,156	\$ 918,644
Federal government funding	964,075	983,662
Provincial government funding	940,893	266,133
Programs and other revenue	20,817	50,899
Interest	40,262	37,276
Donations	9,292	2,948
	<u>2,285,495</u>	<u>2,259,562</u>
EXPENSES		
Advertising and promotion	1,930	1,196
Amortization	48,373	42,791
Insurance	6,831	12,600
Interest and bank charges	1,728	6,176
Office	18,198	47,513
Professional fees	66,913	38,429
Program expenses	100,374	128,972
Repairs and maintenance	11,022	48,430
Supplies	1,400	9,903
Training	16,609	9,939
Travel	212	23,385
Wages and benefits	2,077,109	1,807,639
	<u>2,350,699</u>	<u>2,176,973</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FROM OPERATIONS	(65,204)	82,589
OTHER EXPENSES		
Loss on disposal of assets	657	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>\$ (65,861)</u>	<u>\$ 82,589</u>

The accompanying notes are a part of these financial statements

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY
Statement of Changes in Net Assets
Year Ended March 31, 2025

	Internally Restricted Net Assets	Invested in Tangible Capital Assets	2025	2024 (Revised)
NET ASSETS - BEGINNING OF YEAR				
As previously reported	\$ 1,005,117	\$ 125,978	\$ 1,131,095	\$ 1,049,344
Prior period adjustments	838	-	838	-
As restated	1,005,955	125,978	1,131,933	1,049,344
Invested in tangible capital assets	(16,937)	16,937	-	-
Deficiency of revenues over expenses	(36,482)	(29,379)	(65,861)	82,589
NET ASSETS - END OF YEAR	\$ 952,536	\$ 113,536	\$ 1,066,072	\$ 1,131,933

The accompanying notes are a part of these financial statements

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

**Statement of Cash Flows
Year Ended March 31, 2025**

	2025	2024
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	\$ (65,861)	\$ 82,589
Items not affecting cash:		
Amortization of tangible capital assets	48,373	42,791
Loss on disposal of tangible capital assets	657	-
	<u>(16,831)</u>	<u>125,380</u>
Changes in non-cash working capital:		
Accounts receivable	(57,228)	(47,232)
Goods and services tax recoverable	(349)	4,473
Prepaid expenses	-	20,353
Accounts payable	1,087	4,530
Payroll liabilities	(5,866)	(24,982)
Due to government agencies	(6,184)	7,707
Deferred revenue	242,265	(406,753)
Deferred capital contribution	(19,651)	-
	<u>154,074</u>	<u>(441,904)</u>
Cash flow from (used by) operating activities	<u>137,243</u>	<u>(316,524)</u>
INVESTING ACTIVITIES		
Purchase of tangible capital assets	(16,937)	-
Disposal of long term investments	210,000	100,000
Cash flow from investing activities	<u>193,063</u>	<u>100,000</u>
INCREASE (DECREASE) IN CASH FLOW	330,306	(216,524)
Cash - beginning of year	<u>380,784</u>	<u>597,308</u>
CASH - END OF YEAR	\$ 711,090	\$ 380,784
CASH CONSISTS OF:		
Cash	\$ 501,090	\$ 260,784
Term deposit	210,000	120,000
	<u>\$ 711,090</u>	<u>\$ 380,784</u>

The accompanying notes are a part of these financial statements

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

Notes to Financial Statements

Year Ended March 31, 2025

1. PURPOSE OF THE SOCIETY

Comox Military Family Resource Centre Society (the "Society") is a not-for-profit organization of British Columbia. As a registered charity the Society is exempt from the payment of income tax under Subsection 149(1) of the Income Tax Act.

The Society operates to support serving and retired military members and their families in the 19 Wing geographical area. The Society operates a child care centre, provides adult and youth programs, coordinates volunteer activities, provides information referrals for families and provides outreach programs and family counselling.

2. BASIS OF PRESENTATION

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO). Canadian accounting standards for not-for-profit organizations are part of Canadian GAAP.

3. SIGNIFICANT ACCOUNTING POLICIES

Comparative figures

Certain comparative amounts have been reclassified to conform to the current year's presentation.

Revenue recognition

Comox Military Family Resource Centre Society follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Child care revenue consists of direct payments from parents and fees subsidized by the Government of British Columbia. Fee revenue is recognized in the period the child care services are provided.

Donation revenue is recorded when the funds are received, unless specified for a specific purpose at the time of donation in which case the revenue is deferred until spent for the specified purpose. Donated materials and services which are normally purchased by the organization are not recorded in the accounts.

Revenue related to tangible capital assets are recognized as revenue of the Invested in Tangible Capital Assets fund on the same basis as the related assets are depreciated.

Program and other revenue are recorded when the programs have occurred.

Interest income is accrued and recorded as earned.

Estimates

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, revenues and expenses. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in the period in which they become known.

Estimates included in these financial statements consist of amortization rates for tangible capital assets and accrued liabilities.

(continues)

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

Notes to Financial Statements

Year Ended March 31, 2025

3. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments

Financial instruments are recorded at fair value on initial recognition, and are subsequently measured at their amortized cost.

Financial instruments consists of cash, investments, accounts receivable, accounts payable, and wages payable.

It is management's opinion that the Society is not exposed to significant currency or credit risks.

Tangible capital assets

Tangible capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives on a declining balance basis at the following rates:

Computer equipment	55%
Furniture and fixtures	20%
Leasehold improvements	7%
Playground equipment	20%

Contributed tangible capital assets are recorded at fair market value at the date of contribution.

The Society regularly reviews its tangible capital assets to eliminate obsolete items.

Contributed services

Volunteers contribute to the Society in carrying out its service delivery activities. Volunteers contributed 415 hours for the current year (2024 - 280). Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

4. TERM DEPOSIT

	2025	2024
Bank of Montreal guaranteed investment certificate	<u>\$ 210,000</u>	<u>\$ 120,000</u>

The Bank of Montreal guaranteed investment certificate ("GIC") held as at March 31, 2025 was purchased February 16, 2023 and matures February 17, 2026. The investment is a rate rising redeemable GIC and accrues interest at a rate of 4.00% per annum.

5. ACCOUNTS RECEIVABLE

	2025	2024
Subsidies receivable	\$ -	\$ 5,434
Trade receivable	89,206	52,225
Interest receivable	54,001	28,320
	<u>\$ 143,207</u>	<u>\$ 85,979</u>

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

Notes to Financial Statements

Year Ended March 31, 2025

6. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Computer equipment	\$ 5,589	\$ 3,469	\$ 2,120	\$ 1,588
Furniture and fixtures	248,934	95,265	153,669	174,809
Leasehold improvements	209,522	129,202	80,320	86,365
Playground equipment	74,821	53,063	21,758	27,198
	<u>\$ 538,866</u>	<u>\$ 280,999</u>	<u>\$ 257,867</u>	<u>\$ 289,960</u>

7. LONG TERM INVESTMENTS

Long term investments are comprised of Bank of Montreal guaranteed investment certificates ("GICs"). The GICs bear interest between 3.70% to 4.55% and mature between the periods of November 8, 2027 and February 11, 2030.

8. PAYROLL LIABILITIES

	2025	2024
Vacation payable	\$ 19,213	\$ 13,312
Source deductions payable	21,680	20,795
Wages payable	5,465	18,117
	<u>\$ 46,358</u>	<u>\$ 52,224</u>

9. DEFERRED REVENUE

Deferred revenue consists of restricted funding received and remaining unspent as at March 31, 2025. The composition of deferred revenue balance is as follows:

	Opening Balance	Amount Received	Amount Recognized	Closing Balance
Care package funds	\$ 10,085	\$ -	\$ 10,085	\$ -
Child Care Primary Office (CCPO)	10,000	-	10,000	-
True Patriot Love (TPL)	2,906	-	-	2,906
Military Family Services (MFS)	-	262,350	-	262,350
	<u>\$ 22,991</u>	<u>\$ 262,350</u>	<u>\$ 20,085</u>	<u>\$ 265,256</u>

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

Notes to Financial Statements

Year Ended March 31, 2025

10. DEFERRED CAPITAL CONTRIBUTION

The society received \$250,000 from the Child Care Primary Office ("CCPO") in December 2022. The funding was restricted for the purchase of sensory and child care indoor upgrades and operating expenditures to support the CAF child care strategy development during fiscal April 1, 2022 to March 31, 2023. In accordance with Accounting Standards for Not-for-Profits (ASNPO) revenue from grant funds to purchase capital assets are deferred and revenue is recorded to match the associated amortization expense presented within the statement of revenues and expenditures. The composition of deferred capital contribution balance is as follows:

	Opening Balance	Contributions Received	Contributions Recognized	Closing Balance
Child Care Primary Office grant	\$ 163,981	\$ -	\$ 19,651	\$ 144,330

11. INTERNALLY RESTRICTED NET ASSETS

Internal restrictions have been placed on the Society's accumulated operating surpluses as follows:

	2025	2024
Restricted as Resource Centre reserve	\$ 444,320	\$ 869,997
Restricted for Specialized Childcare Project	393,744	-
Restricted as Kinnikinnik reserve	110,872	131,520
KCC ECE Bursary Fund	3,600	3,600
	<u>\$ 952,536</u>	<u>\$ 1,005,117</u>

At an October 30, 2024 board meeting a motion was approved by the board of directors to support a three-year (3) pilot project for \$393,744 in support of building specialized childcare and respite services.

12. FINANCIAL INSTRUMENTS

The Society is exposed to various risks through its financial instruments. The following analysis provides information about the Society's risk exposure and concentration as of March 31, 2025.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate by changes in the market interest rates. The Society is exposed to interest rate risk primarily through its term deposits. The Society mitigates this risk by entering into fixed interest rates for the life of the term.

13. REMUNERATION OF DIRECTORS, EMPLOYEES AND CONTRACTORS

In order to comply with BC Societies Act requirements, the Society must disclose the amount of remuneration paid to directors and the amount paid to individual employees and contractors whose remuneration exceeds \$75,000.

During the fiscal year ended March 31, 2025, 5 employees were paid gross wages of \$476,144. No remuneration was paid to any director and no contractor was paid \$75,000 or more.

14. ECONOMIC DEPENDENCE

A significant amount of the Society's expenses are funded by Military Family Services. The continued operations of the Society are dependent on the continued funding by Military Family Services.

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

Notes to Financial Statements

Year Ended March 31, 2025

15. INTERFUND BILLINGS

During the year, the Resource Centre billed \$52,943 (2024 - \$43,387) to the Kinnikinnik Child Care Centre for accounting and human resource wages.

16. CONTINGENT LIABILITY

As at March 31, 2025, there is an outstanding claim against the society. The claim has been referred to legal counsel and the societies insurers. It is not possible to determine the societies potential liability, if any, with respect to this matter. However, should a liability become known, it will be reflected in the societies financial statements.

COMOX MILITARY FAMILY RESOURCE CENTRE SOCIETY

Schedule of Programs (Unaudited)

(Schedule 1)

Year Ended March 31, 2025

	Resource Centre	Kinnikinnik Child Care	2025	2024 (revised)
Revenues				
Child care centre fees	\$ -	\$ 310,156	\$ 310,156	\$ 918,644
Federal government funding	964,075	-	964,075	983,662
Provincial government funding	19,782	921,111	940,893	266,133
Programs and other revenue	566	19,594	20,160	50,899
Interest	40,262	-	40,262	37,276
Donations	9,292	-	9,292	2,948
	<u>1,033,977</u>	<u>1,250,861</u>	<u>2,284,838</u>	<u>2,259,562</u>
Expenses				
Operating wages and benefits	729,355	914,116	1,643,471	1,490,288
Administrative wages and benefits	157,410	276,228	433,638	317,351
Operating expenses	74,508	71,394	145,902	211,792
Program expenses	79,315	-	79,315	114,752
	<u>1,040,588</u>	<u>1,261,738</u>	<u>2,302,326</u>	<u>2,134,183</u>
	<u>\$ (6,611)</u>	<u>\$ (10,877)</u>	<u>\$ (17,488)</u>	<u>\$ 125,379</u>