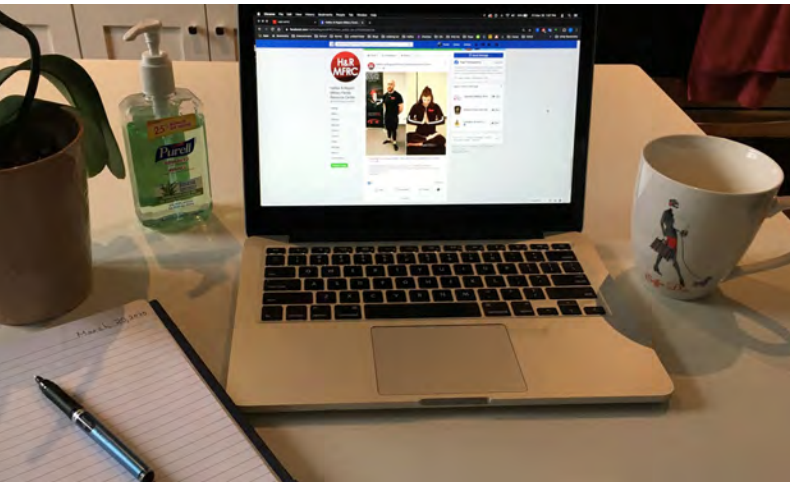


HALIFAX & REGION MILITARY FAMILY RESOURCE CENTRE



H&R MFRC Board of Directors Annual General Report 2020/21

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ANNUAL GENERAL REPORT OF THE BOARD OF DIRECTORS 2020 – 2021

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Mission, Vision & Values

Mission

To strengthen the well-being of all those who share the unique experience of military life.

Vision

Strong, connected, resilient military families.

Values (CARE)

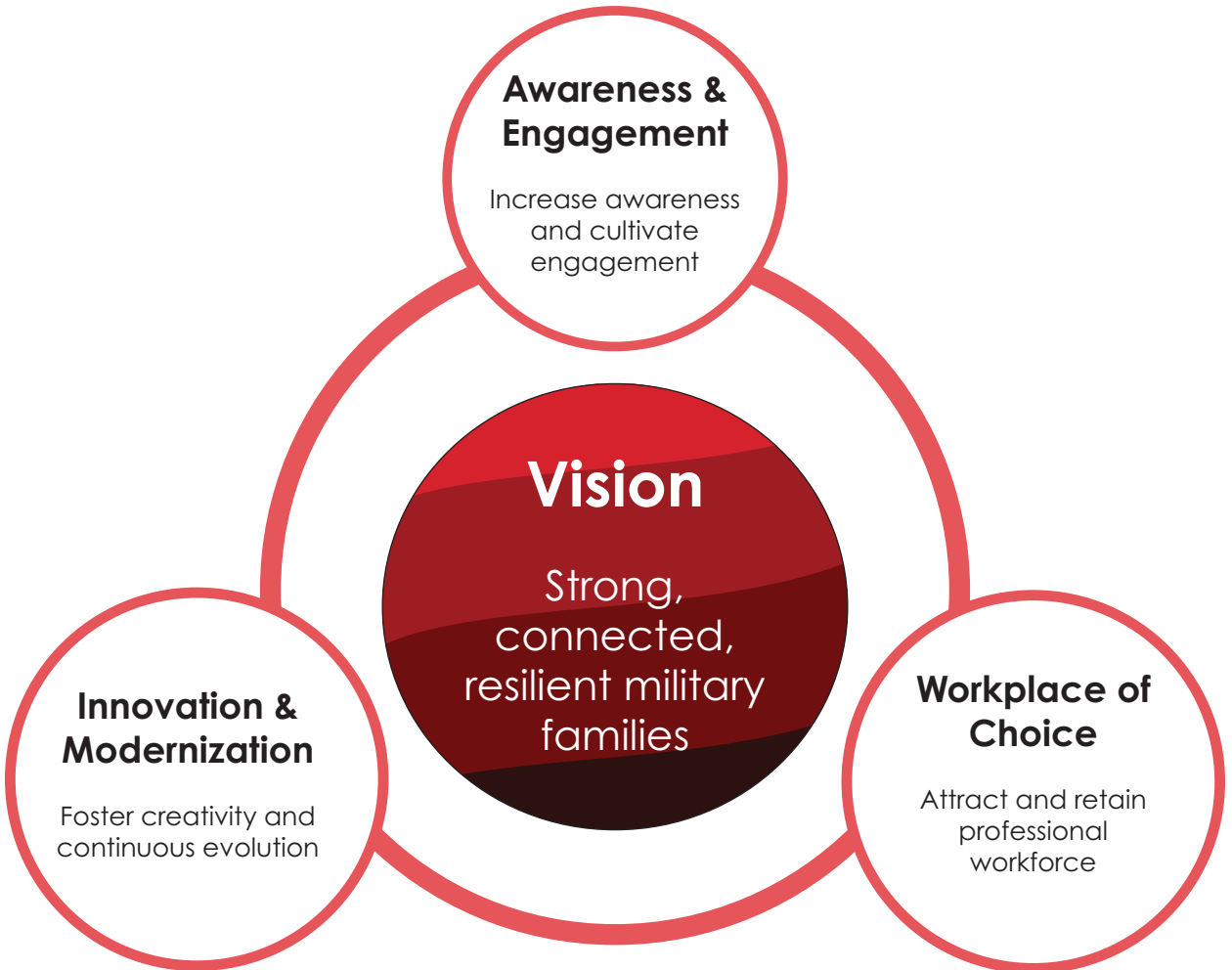
Collaboration – We work in partnership with families, the community, military leadership and the Canadian Armed Forces.

Accountability – We demonstrate integrity, fiscal responsibility and performance measurement.

Respect – We respect the uniqueness and diversity of the military community.

Excellence – Our programs and services are flexible, responsive, strength-based, diverse, inclusive and relevant to those we serve.

Strategic Plan (2020 – 2023)



H&R MFRC Annual General Meeting 2021 Agenda

Wednesday, June 16th, 2021, 5pm, Virtual via Zoom

1. Call to Order – Board Chair
2. Approval of Agenda
3. Welcome & Introduction
 - a. Board Members – Board Chair
 - b. Employees – Executive Director
4. Year in Review (video presentation) – Vice Chair
5. Approval of November 2020 AGM Minutes
 - a. Review business arising from 2020 AGM Minutes
6. Financial Report
 - a. Financial report for 2020/2021 FY – Accounting Firm, Baker Tilley
 - b. Presentation of approved budget for 2021/2022 – Accountant, Baker Tilley
 - c. Auditor remarks – Auditor, BDO
 - d. Presentation and approval of Auditor for 2021/2022 - Treasurer
7. Presentation and approval of Bylaw revisions – Governance Committee Chair
8. Recommend Board Executive and new appointments
9. Appreciation to departing board members
10. Commanding Officers' remarks (Wing and Base Commander)
11. Closing remarks from Chair
12. Motion for Adjournment – Board Chair

H&R MFRC Annual General Meeting Minutes 2019/20

Thursday, November 5th, 2020, 5pm, Virtual via Webex

Attendance: sign in sheets held by the H&R MFRC

Call to Order: 5:03 pm by Board Chair – Jacquelyn Stephenson

Confirmation of Quorum: Yes

Approval of Agenda: Motion to approve the agenda, as presented.

Motioned by: Kathy Willis; Second by: Jillia Pritchett

MOTION CARRIED

Welcome and Introductions:

Welcome to Capt (N) Sean Williams, Base Commander and Col. James Hawthorne, Wing Commander

Shelley MacDougall, Baker Tilley

Jessica Skinner and Erica McCurdy, BDO

Introduction of H&R MFRC Board of Directors – as per slide.

The H&R MFRC board is an independent, not for profit, volunteer board that works with the chain of command and Military Family Services (MFS). Membership is comprised of 51% of military family members who vote to set the strategic direction for the Centre.

Introductions of staff members by Shelley Hopkins, Executive Director: Myrna Stewart, Darren O'Connell, Stephanie Hazelton, Brenda Awalt, Chris Saldon, Sarah-Jean Mannelle, Teresa MacDonald and Kara MacNeil.

Presentation of Year in Review video – created pre-pandemic and was posted to social media. Thanks to communications and marketing for creating the video.

Impact of Covid 19

- Board support to modernize and expand virtual programming
- Seamless transition to online
- Expanded virtual platforms to allow more attendees
- All programs online
- 24 hour information line
- Capacity for external emails
- Stay connected to families and respond to urgent matters
- Daycare did close but reopened on June 15th
- Funding allowed all full time staff to stay employed
- Shifted and re-allocated resources as things changed
- Sustained financial position
- Unique year and will continue to be and will evolve

Approval of 2018 Minutes: Motion to approve the 2018-2019 AGM minutes as reviewed.

Motioned by: Tracey McDonald; Second by: Kent Gregory

MOTION CARRIED

Financial Portion of AGM:

Introduction of Shelley MacDougall, Baker Tilley

- Registered Charity
- Adheres to not for profit accounting standards
- \$4 million dollar operating budget
- Mandated and non-mandated funding
- 2019-2020 – a significant year of change

Statement of Financial Position – as of March 31, 2020:

Assets	\$1,601,603.00
Liabilities & Equity	
Total Liabilities	\$ 791,730.34
Total Net Assets	\$ 809,873.16
Total Liabilities & Equity	\$1,601,603.00

Cash Flow Statement:

Opening cash value	\$1,582,130
Net decrease cash	\$-157,169
Ending cash	\$1,424,961

Statement of Operations:

	Budget (unaudited)	2020 Surplus	2019
	\$-108,907	\$38,687	\$-33,134

Revenue from staffing shortages results in lower enrolment and decreased revenue.

Statement of Operations:

	Budget (unaudited)	2020 Surplus	2019
Revenue	\$4,190,350	\$4,092,355	\$4,103,405

Statement of Operations:

	Budget (unaudited)	2020 Surplus	2019
Expenses	\$4,299,257	\$4,053,688	\$4,136,539

Budget for 2020-2021:

- Continue to leverage technology (specifically with Baker Tilley), changed financial institutions
- Reduce deficit budget
- Lean but strong

Historical data

<i>Budget Year</i>	<i>Approved Bottom Line</i>
20/21	\$-47,028
19/20	\$-108,907
18/19	\$-225,256
15/16	\$-118,988

Mid-year budget update first six months:

Budget surplus	\$55,581
Actual surplus	\$136,713
Variance	\$81,132

Mid year budget update last 6 months:

Budgeted deficit	\$-102,609
Projected deficit	\$-75,537
Variance	\$27,072

No questions to note. Thanks to Shelley from Baker Tilley and the slides provides a great visual to see the numbers in perspective!

Introduction of Erica McCurdy and Jessica Skinner from auditor, BDO

Qualification on the completion of revenue, no significant findings and management was cooperative.

No questions to note, thank you Erica.

Motion to present and approve BDO as the auditor for 2020-2021

Motioned by: Carolyn Mercer Second by: Tracey McDonald

All in favour

MOTION CARRIED

Note that voting is not required for budget as per bylaws.

New Board Members & Slate of Officer Presentation:

Recruitment for the 2020-2021 year was paused due to Covid-19 with the remaining board members and committee chairs agreeing to continue their roles until such time that the AGM was scheduled, and board recruitment resumed. I want to extend a thank you to the members for this agreement during these unprecedented times.

I also want to extend a sincere thanks to Jillia Pritchett for her time on the Board, particularly for her time spent on the Recruitment and Development Committee.

With an AGM slated for November 5, the Recruitment and Development Committee met and decided that a board recruitment campaign would commence via social media and the Centre's website in early October and would close October 13th. The Committee received 15 board applications – one of the largest group of candidates to date! The committee selected 5 candidates to interview, 4 were interviewed with 3 being selected and presented tonight:

- Pam Van Berkel – spouse of an air force member, mother of 4 with extensive military lifestyle knowledge, board experience and a desire to serve the military community
- Lisa Purdy – spouse of a Navy member, Chartered Accountant who is looking forward to learning about the board and providing financial education to those around the table
- Isabel Markert – spouse of a Navy Reservist, mother of 1 who has a keen interest in recruitment and social media and is excited about this upcoming opportunity.

Motion to accept the three new Board of Director Candidates for the 2020-2021 HRMFRC Board

– Pam Van Berkel, Lisa Purdy and Isabel Markert.

Motioned by: Mora Giovannetti; Second by: Kim Bulger

All in favour

MOTION CARRIED

The following are the 2020-2021 Slate of Officers for the HRMFRC:

Chair – Jacquelyn Stevenson 2nd year of 2 year term

Vice Chair – Larissa Page 1st year of 2 year term

Treasurer – Carolyn Mercer 2nd year of 2 year term

Secretary – Mora Giovannetti 2nd year of 2 year term

Kathy Willis

Tracey McDonald

Erica Armstrong

Amanda Lutz – Community Seat

Kim Bulger

Leah Wood

Pam Van Berkel

Isabel Markert

Lisa Purdy

Chief Petty Officer First Class Kent Gregory Base

Chief Petty Officer First Class Tom Lizotte Fleet

Chief Petty Officer First Class Darcy Burd Formation

Chief Warrant Officer Bruno Poirier Wing

Chief Warrant Officer Leon Ledgister 5th Division

Motion to accept the 2020-2021 slate of officers as presented for the HRMFRC Board of Directors.

Motioned by: Mora Giovannetti; Second by: Amanda Lutz

All in favour

MOTION CARRIED

Presentation of Departing Board Member:

Jillia Pritchett – thank you Jillia for your commitment to the board!

Commanding Officer Remarks:

Captain N Sean Williams

Thank you for a great meeting; and to pivot this way...interesting times!

Families are the backbone of our force and our force can't be successful without them.

Families need successful supports. This year has proven challenging and how effective this organization is. Can still find interesting and innovative ways to provide support and are in greater need for support. Professionalism of the board and the Centre staff. Board allows the MFRC to deliver effectively. Thank you for being engaged and professional.

Colonel James Hawthorne

Thank you! We have changed our norm and even seeing the video changes our perspective and how fast we can adapt.

Closing Remarks:

Thanks for coming, much appreciated. Thanks to Shelley and team for keeping everything going and how we've evolved and continue to engage at the HRMFRC.

Thanks Sarah-Jean and Chris who coordinated this evening.

Thanks to Margaret for production on tonight's meeting with Web Ex, her expertise has been appreciated.

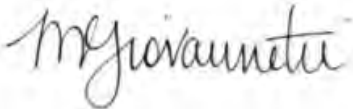
Call for Adjournment:

Motion to adjourn AGM at 6:05 pm.

Motioned by Amanda Lutz

MOTION CARRIED

Respectfully submitted by:

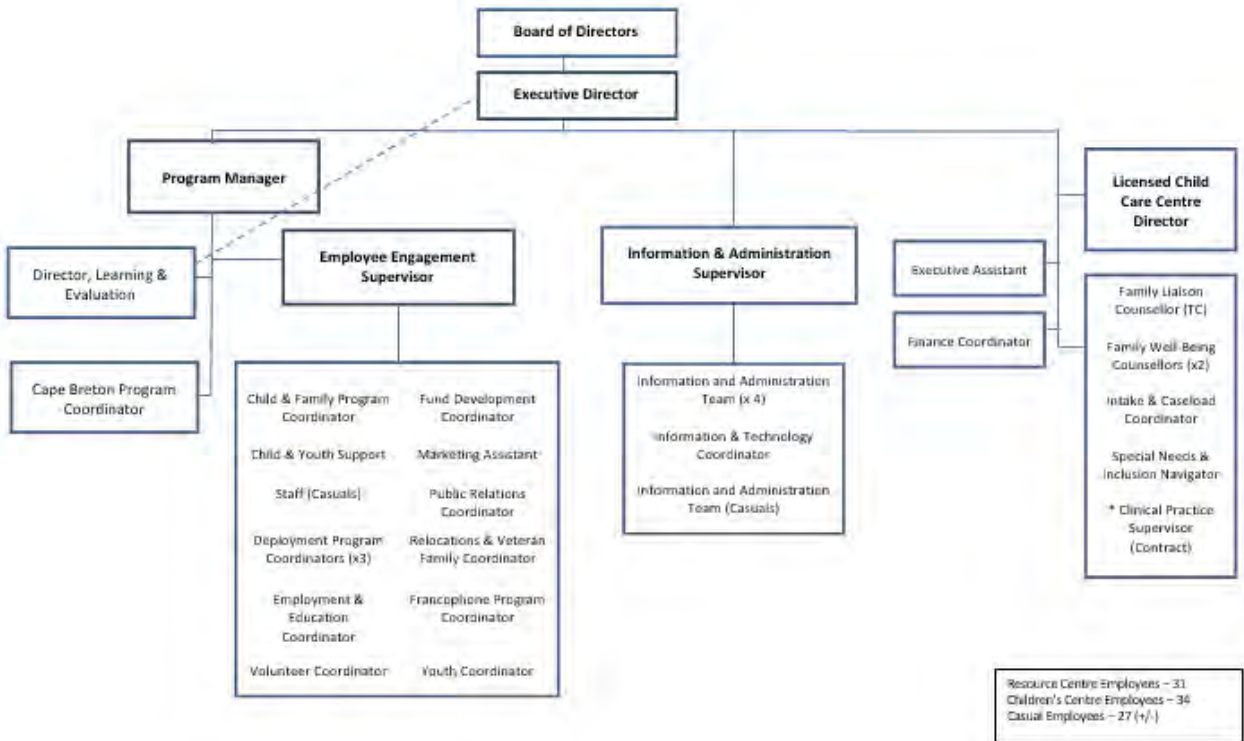


Mora Giovannetti
Board Secretary



Jacquelyn Stevenson
Board Chair

H&R MFRC Organizational Chart



As of March 31, 2021

Message from the Executive Director



As we share highlights from April 2020 to March 2021, it is important to acknowledge the unprecedented challenges and losses our military community faced this year. Many aspects of military life; deployment and relocations were experienced differently because of the pandemic and this changed how we supported families.

Three words sum up our year: responsive, evolving, and adaptive. We applied a family-centred approach; every family, experience and situation presented unique challenges that needed unique solutions and varied methods of support. Families reached out to access support and services when and how they needed to; their feedback allowed us to tailor

services to meet the unique challenges they faced, in this unique year. I acknowledge the dedicated, creative and professional team who adapted to public health directives and evolving community needs to produce quality services.

Thank you to our volunteer Board of Directors who worked diligently and gave many extra hours to support our response to COVID-19 and the health and safety of employees and families. Thank you to Command Teams that supported us to access family contact information. Thank you to Capt. (N) Williams and Colonel Hawthorne for their continued support and partnership.

Highlights of the year

2020 – 2021 was a challenging year.

Resilient. Responsive. Resourceful. Adaptive.

We remained connected to military families and the military community by using already established virtual platforms.



One group of military family members who consistently met virtually and in person (when permitted) throughout this year was our New Baby group with 27 parents and 27 infants joining us. A dozen military families attended our two Expecting Baby prenatal programs.



HMCS Halifax Briefing (March 6, 2021)
Unfiled

We hosted large virtual deployment family briefs with Command Teams for the first time (HMCS Fredericton brief: 150 participants, HMCS Toronto brief: 200 participants, HMCS Halifax brief: 232 participants).

Our 24/7 telephone information line remained fully operational.

Staff received and responded to 4,558 incidents of support.

We are the only MFRC to have a 24hr toll-free number, which is funded by CFB Halifax. This is a valuable service connecting families from across the country to us, as well as locally, CAF leadership during deployment, padres and other community agencies. It acts as a central point of contact to connect us all.



Important resources about COVID and mental health were a regular feature to reduce the stress of isolation and redefine "normal" in the lockdown.



Our Halifax and Shearwater reception areas were “re-imagined” and renovated to be more welcoming and inclusive, thanks to funding from CFB Halifax.



Engaged and connected with deployed families by completing over 4,000 warm line calls.

Program development was grounded in research and staff learning fostered through opportunities such as presentations by Dr. Deborah Norris, Fellow with the Canadian Institute of Military and Veteran Health Research.



Invested in new technology and training in platforms such as Microsoft TEAMS to allow staff to be better connected to the community we serve and work more collaboratively wherever they are. Staff also received ongoing training in virtual program and service delivery using Webex and Zoom platforms.



Facilitated 1,084+ morale mail from military members' loved ones.



Renovate. Appreciate. Military Families.
November 1 – 10, 2020

From Sunday, November 1st to Tuesday, November 10th, 2020, 10% of all sales at the Happy Harry's locations in Burnside (46 Wright Ave, Dartmouth) and Bayer's Lake (174 Horseshoe Lake dr, Halifax) will be donated to the H&R MFRC to support local military families.

Thank you, Happy Harry's

Happy Harry's annual campaign raised a record-breaking \$20,000. It has raised over \$170,000 since 2010.

MENTAL HEALTH & WELL-BEING

A service model was developed to better define our services for families and to increase access by addressing gaps in community resources without duplicating them.

Total families supported: 195 Resources provided to families:

Most common presenting issues

1. Accommodations
2. Couple relationship
3. Mental health (self)
4. Bereavement

- Grocery vouchers
- Emergency funding
- Short-term accommodations: 50 families (640 nights)
- Emergency Child Care Funds



Tailored programs were created to support HMCS Fredericton families as they faced a deployment during a pandemic and sought support after the helicopter crash.



Jacquelyn Stevenson,
Adult Volunteer of the Year



Layla McFadden,
Youth Volunteer of the Year

**PHASE THREE
BEGINS TODAY!**



Continually engaged with community via community updates, informing families about public health directives and how the H&R MFRC services and support were offered.



To express care and offer comfort, care packages were sent to the crew and gift cards for pre-made meals were given to families, thanks to a generous donation by TD Bank.

Bonjour!

Familles militaires francophones

Reaching out and connecting to families and connecting them to one another through closed Facebook groups for deployment, new parents and the Francophone community with over 425 family members.

Communications: with buildings closed we increased our social media presence to connect with families.

Twitter followers: 1,180
 Facebook followers: 4,104
 Instagram followers: 510
 eNews subscribers: 6,000+

Tranquility

Digital Cognitive Behavioural Therapy (CBT) for anxiety and depression. This is a free service for military family members aged 16 and older.

To access this service at no cost, please call the H&R MFRC: 902-427-7788.

Lockheed Martin donated \$20,000 to support youth mental health initiatives, allowing us to partner with Tranquility Online, a therapy option for military families dealing with anxiety and depression.

Because of funding from CFB Halifax, we were able to give the six short-term accommodations much-needed makeovers.

The pandemic took priority, but it did not slow our progress. With facilities closed, we renovated Windsor Park Children's Centre to enhance the preschool and toddler environments, thanks to a grant received by the provincial government.

New programs were developed in response to the changing times and family needs: virtual open houses for employment support, family de-briefs, New Baby (outdoor), Play & Learn and Parent et Bamin, children's deployment packages, trivia nights and couples connecting when apart. Our Children's Centre staff also started offering parenting workshops virtually for parents.

Virtual Programs: reaching families where they are. Over 110 programs were offered in the first quarter alone!

Living in a virtual world

Hosted virtual family-friendly events like the East Coast Kitchen Party.

Employment Services saw an increase in requests for employment support due to challenges related to COVID-19.

CAF spouses, youth, or spouses of Veterans: 68

Created virtual program promotion initiatives like monthly downloadable flyers.

Engaged with families on social media with fun, simple activities they can do at home.

YOUTH CENTRE ART NIGHT
Thursday, January 14, 2021
6 - 8pm
Virtual

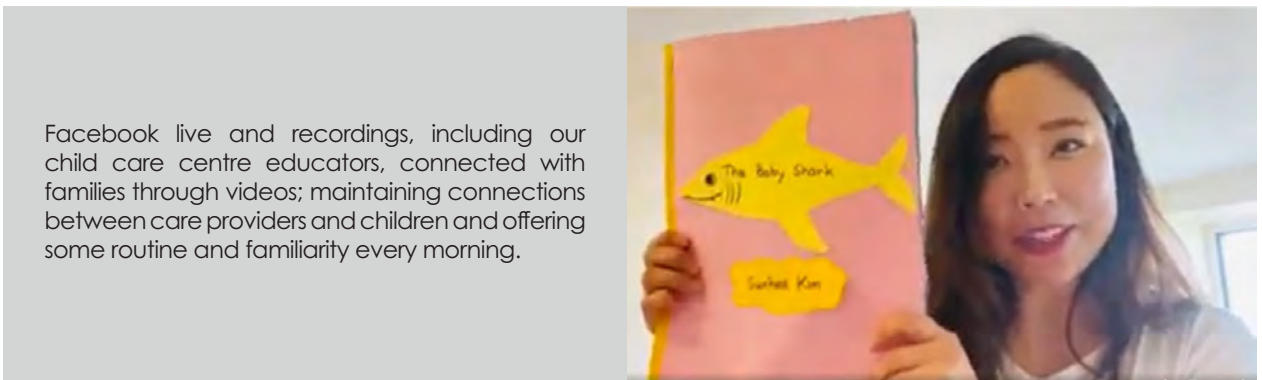
The Youth Centre hosted virtual events to maintain engagement with this age group.



The virtual platforms provided opportunities to try out new programs like Some Good News (SGN) and engaging ways for Children's Centre staff to connect with families.



Mental Health & Well-Being provided a variety of programs.



Facebook live and recordings, including our child care centre educators, connected with families through videos; maintaining connections between care providers and children and offering some routine and familiarity every morning.



Volunteers facilitated 4 virtual programs with 50 participants.



The Veteran Family Program provided virtual and in-person services, as permitted.



Café Français (virtuel)

Francophone programming was successful on the virtual platform.

From the Board of Directors

STRATEGIC GOALS 2020-2023

Innovation & Modernization

Foster creativity & continuous evolution

Awareness & Engagement

Increase awareness & cultivate engagement

Workplace of Choice

Attract & retain a professional workforce

MESSAGE FROM THE CHAIR | Jacquelyn Stevenson

The H&R MFRC Board of Directors is a governance board. This means we, as a board, ensure that the appropriate processes and structures are in place to strategically direct the H&R MFRC's progress with a governance lens. We are the oversight to ensure the effectiveness, credibility and viability of the organization. With this in mind, and considering the challenges we have faced since March 2020, I am pleased to say that the policies and procedures we collectively put in place over the last number of years have aided us in successfully navigating through a pandemic as a not-for-profit organization.

I would like to acknowledge our Executive Director, Shelley Hopkins, and her never-say-no team! It's through their daily efforts that we continue to effectively support families in all facets of military family life. As a board, we met virtually throughout the year including our committee work. Your board has continued to focus and build our governance structure with an eye on the strategic goals we set and implemented in April 2020; to be a workplace of choice, to innovate and modernize our organization and cultivate engagement and awareness. I would also like to thank Capt. (N) Sean Williams and Colonel Hawthorne for their support and accessibility over the last year.

COMMITTEE REPORTS

RECRUITMENT AND DEVELOPMENT COMMITTEE | Mora Giovannetti – Committee Chair

The committee began the 2020-2021 year by holding board of directors' interviews due to the delay in the AGM related to the COVID-19 pandemic. Three new members were elected to the Board of Directors in November. Board training was conducted virtually via

four one-hour sessions from November 2020 to March 2021 as part of the onboarding and orientation process; a priority identified from the previous year. The committee completed a long draft of a self-assessment tool for board members and the concept to strengthen board evaluation. The board re-offer process is in development in collaboration with the governance committee, and will offer a transparent and valuable tool to ensure ongoing engagement.

GOVERNANCE COMMITTEE REPORT | Tracey McDonald – Committee Chair

The governance committee continued to update existing and create new Board Policies & Terms of References to ensure we have a comprehensive set of governing documents. We reviewed and are recommending two amendments to the By-laws, both are in Article 7 – Board Composition, for decision at the AGM: the addition of a designated seat for Veteran Family representation and adjusting the Daycare Parent requirement to reflect the introduction of Parent Committees for the licensed child care centres. Several members of the Governance Committee are participating in a series of collaborative and informational meetings with MFS as we progress towards implementation of the modernization of the Military Family Services Program (MFSP), including sharing many of our documents with MFS for consideration as national best practices.

FINANCE COMMITTEE REPORT | Carolyn Mercer – Treasurer, Finance Committee Chair

In fiscal 2021, the finance committee fulfilled its oversight duties with respect to financial matters of the H&R MFRC, including a focus on the financial needs of the organization considering the impact of COVID-19. The committee convened for a total of five meetings, at which several financial topics were discussed, including financial results, incentive plans, investment options, resource needs, and restricted funds. The finance committee also coordinated with both the external auditors and the contracted accountants to review the results of the external financial audit and the upcoming fiscal budget.

OUR TEAM

The pandemic impacted H&R MFRC employees with regards to how they delivered services to families. In addition to traditional service delivery, employees stepped up to challenges by completing additional training and collaborating in new ways to ensure continuation and consistency of programming and services.

- Development and implementation of a four-phased Business Resumption Plan

included standing up a COVID team to develop systems, tools, procedures, and policies to keep employees, children and families informed, healthy and safe.

- Professional development and training included attending various online courses, and virtual conferences. WebEx and MS Teams training for program delivery and briefings were top priorities for the entire team.

Working in a helping profession, our employees were providing support while also being impacted by COVID and CAF significant events; supporting them was critical for us to maintain a healthy and resilient workforce. We fostered new methods of engagement for employees to collaborate and connect with each other, while working remotely.

Fund Development

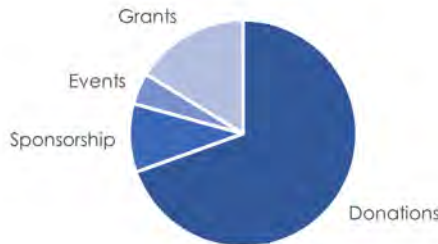
The COVID-19 Pandemic forced key fundraising events to be cancelled or suspended, and directly impacted our fund development revenue and opportunities to network and cultivate relationships through community events.

We want to acknowledge and thank Happy Harry's, Angus G. Foods Inc., and Lockheed Martin for their continued support during this challenging year.

TD Bank was a new donor this year whose funds supported a mental health/self-care initiative for the members and families of HMCS Fredericton following the Cyclone incident. General Dynamics-Mission Systems Canada also made a significant donation.

BMO: Bank of Montreal, Royal Canadian Legion Vimy Branch 27, The Personal Insurance, Naval Association of Canada and CANEX all supported us this year.

Fund Development Sources of Income for 2020/2021



FINANCIAL SUPPORTERS

Angus G. Foods Inc.	Kinsmen Club of Halifax	Ron Steegan
BMO Bank of Montreal	Knowledge First Financial	Royal Canadian Navy Benevolent Fund
Canadian Forces Naval Operations School	Lockheed Martin Canada	Royal Canadian Legion Vimy Branch 27
Formation Chaplains – MARLANT	Lundrigan Family	Scanway Catering
General Dynamics Mission Systems-Canada	Naval Association of Canada	Support Our Troops
Halifax Harbour Bridges	The Navy League of Canada	TD Bank
Happy Harry's Renovate. Appreciate.	National Defence Workplace Charitable Campaign	True Patriot Love
Highland Park Group	The Personal Insurance	
Irving Shipbuilding Inc.	Pratt & Whitney Canada	

Moving Forward

As we move forward in 2021-22 these will be our primary areas of focus:

- **Modernization of the Military Family Services Program** – we embark on a full assessment of the current needs of local families; ensuring our service offerings align and are tailored to the three unique challenges of military lifestyle: Relocation, Absences and Transitions, while not duplicating services already available in the community; making optimum use of our financial and human resources. This work positions us to respond to the new funding model being announced at the end of 2021.
- **Family Contact Information** is the most critical tool for us to connect and serve families. We will strengthen our partnerships, methods, and access to receiving this information.
- Remain responsive and adaptive through to the **end of the COVID-19 Pandemic**; applying the lessons learned.



Shearwater



Halifax

We are looking forward to the new normal and serving military families in-person again at all of our locations!



Sydney



Youth Centre

CONNECT WITH US!



WEBSITE

WWW.HALIFAXMFRC.CA



FACEBOOK

[HALIFAXREGIONMFRC](https://www.facebook.com/HALIFAXREGIONMFRC)



TWITTER

[@HRMFRC](https://twitter.com/HRMFRC)



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COMMUNICATIONS@HALIFAXMFRC.CA

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HALIFAX & REGION
MILITARY FAMILY RESOURCE CENTRE

MFSP
MILITARY FAMILY
SERVICES PROGRAM



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PROGRAMME DES SERVICES
AUX FAMILLES DES MILITAIRES