

# HALIFAX & REGION MILITARY FAMILY RESOURCE CENTRE



## H&R MFRC BOARD OF DIRECTORS ANNUAL GENERAL REPORT 2018/19



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# ANNUAL GENERAL REPORT OF THE BOARD OF DIRECTORS 2018 – 2019

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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)

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

**A**ccountability – We demonstrate integrity, fiscal responsibility and performance measurement.

**R**espect – We respect the uniqueness and diversity of the military community.

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



## STRATEGIC PLAN

The Strategic Goals for the H&R MFRC are determined by the Board of Directors in consultation with the community and staff. As illustrated below, the four strategic goals for 2015-2020 are: **Programming, Communications and Stakeholder Relations, Workplace Environment, and Board Governance.**



# H&R MFRC ANNUAL GENERAL MEETING 2019 AGENDA

Wednesday, June 12th, 2019 6:00 pm AT. H&R MFRC, Shearwater site

1. Call to Order – Board Chair
2. Approval of Agenda
3. Welcome & Introduction
  - a. Board Members – Board Chair
  - b. Staff – Executive Director
4. Year in Review –Vice Chair
5. Approval of 2018 AGM Minutes
  - a. Review business arising from 2018 AGM Minutes
6. Financial Report
  - a. Financial report for 2018/2019 FY – Business Manager
  - b. Presentation of approved budget for 2019/2020 – Business Manager
  - c. Introduce proposed auditor for 2019/2020 – Treasurer
7. Committee Reports
  - a. Policy Committee to review proposed bylaw revisions – Policy Committee Chair
  - b. Recruitment Committee to review recruitment process – Recruitment Committee Chair
  - c. Recommend Board executive and new appointments
8. Call for new business
9. Presentation of awards to departing board members
10. Commanding Officers' remarks (Base and Wing Commander)
11. Closing remarks from Chair
12. Motion for Adjournment

**Motion for adjournment – Board Chair**

## H&R MFRC ANNUAL GENERAL MEETING MINUTES 2018

Sign-in sheets held by H&R MFRC, Halifax Site

A meeting of the Board of Directors of the Halifax & Region Military Family Resource Centre was held on Wednesday, June 20th, 2019 at 17h at the Halifax site, H&R MFRC.

### CALL TO ORDER

The Chair called the meeting to order at 17h05.

Welcome and introduction of the head table and Board Members by Jacquelyn Stevenson.

Welcome and introduction of H&R MFRC Staff by Shelley Hopkins, Executive Director H&R MFRC.

Year in review introduction by Amy Braye – thank you to Ryan Langille (student intern from St. Francis Xavier) who prepared the video presentation.

### APPROVAL OF MINUTES

The 2016/2017 AGM minutes dated June 14, 2017 were reviewed (in Annual Report).

Motion to approve the minutes:

Motion by: Kathy Willis

Second: Meghan Maher

Motion carried

### AUDITORS REPORT – FISCAL YEAR 2017/18

Presentation of Fiscal Year 2017/18 – Annual Audited Financial Statement by Business Manager, Kathryn Chambers. Year of positive change. Forecasted deficit of \$194,522. Closed the year with a surplus of \$13,788. Surplus has

been reinvested with programs and services for this fiscal year.

What caused the surplus?

- New funding
- Improved expense management
- Personnel savings

Two primary funding sources Military Family Services (MFS) – these have mandated use.

Children's centres are also our major revenue source.

Total income for 2017/18: \$4,082,161.

Expenses \$4,068

- Personnel
- Programming
- Operating costs
- Occupancy costs

Due to unforeseen circumstances, the audit was delayed this year and was completed last night. Everything was approved by this year's Auditor – Dave Etter & Associates.

Currently in the middle of a financial transition – we have hired Collins Barrow who have helped us to modernize our bookkeeping. We will be issuing an RFP for audit services later this summer, with the hope to appoint later this fall.

## **2017/18 BUDGET**

This year's budget had a significantly large deficit, but it is an exceptional year.

Question from attendee regarding if the daycare surplus generated by the daycare is reinvested back in the daycare. Kathryn and Shelley indicated the revenues generated are re-invested into the centre as a holistic approach to the services. The daycares have no overhead and therefore this is a huge reason why they have surpluses. Most of the funds are reinvested back in personnel (high personnel ratios in the childcare centres).

## **REPORT OF RECRUITING COMMITTEE**

Some board members will be departing: Barbara Corbett, Colleen Mitchell, Dave Steeves, and Dan Mercier.

Presentation of the elected Executive Board members: Amy Braye – Chair, Tracey McDonald – Vice-Chair, Carolyn Mercer – Treasurer, Erica Parrill – Secretary.

Addition of new board nominees, Amanda Lutz and Larissa Page

Motion: To accept the Board of Directors and slate of officers as presented:

Motion by: Larissa Page

Second: Colleen Mitchell

Motion carried

## **PRESENTATION OF AWARDS**

Presentation to H&R MFRC donors - Happy Harry's Affordable Building Centres and Angus G. Foods.

Happy Harry's has been a long-time supporter and to date has raised over \$100,000 for the H&R MFRC. As a token of appreciation, a presentation was made to John Canning of Happy Harry's.

Angus G. Foods (McDonald's) supports deployment arrival and departure ceremonies with hot beverages for families. This partnership grew into our first ever McHappy Day. Their support is in excess of \$13,000. A presentation was made to Peter MacIsaac, as a token of our appreciation.

On Friday two staff had their 20th anniversary with the H&R MFR, Myrna Stewart and Jill Clarke. Thank you both for all your work and dedication for the past 20 years. Personal presentations, that reflect their years of service, were made to each of them.

#### **PRESENTATION TO DEPARTING BOARD MEMBERS**

Jacquelyn Stevenson, Board Chair, presented outgoing board members Colleen Mitchell and Barbara Corbett. Base Commander's Commendation presented by Capt(N) Paul Forget to Barbara Corbett

#### **COMMANDING OFFICERS' REMARKS**

Many thanks to the Board and all the staff. The H&R MFRC is the strength behind the families. Because of their support we are able to do what we need to in a climate of high demands and increased need for military support. Thank you!

#### **CALL FOR OTHER BUSINESS**

No further business highlighted.

#### **CLOSING REMARKS**

Jacquelyn Stevenson thanked everyone for Board support and commitment. Welcomed new board members to the team.

#### **CALL FOR ADJOURNMENT**

Motion: To accept

Motion by: Martin Constantine

Motion carried

**Adjourned at 18h13**

### **MESSAGE FROM THE CHAIR**

#### **Tracey McDonald – Board Chair**

This was certainly a busy year for our Board of Directors. In October 2018, we were advised of the Governance Review decision by Military Family Services (MFS), which included standardizing bylaws, Board policies, and other practices for MFRCs across Canada. Since then, we have been working diligently on updating our bylaws, Terms of Reference for Board members, and reviewing Board policies. As a result, we received quite the complement! MFS asked to use our Board policies as the guiding document for their standardization project.



It was a team effort to pull this off, which included previous Board members, who developed such a well-written set of policies. Kudos to them! I would like to thank Jacquelyn Stevenson for her dedication and support to the Board of Directors, including representing the H&R MFRC with the Centre's Executive Director, Shelley Hopkins, during the MFS governance review meetings and committees. This project has required a great deal of time and travel, and Jacquelyn has graciously accepted the challenge to represent us.

We are fortunate to have an engaged and professional group of members with strong backgrounds that include finance, risk management, Human Resources, legal, education, social sciences, non-profit leadership, and entrepreneurship, in addition to their experience as military family members. We also have several chiefs that are an invaluable asset to our Board, as they play an active role.

We continue to place Board training as a priority each fall, ensuring we have the knowledge and skills to effectively govern the H&R MFRC. In addition to the annual training, we encourage all Board members to participate on

committees, giving them the opportunity to share their professional experience, and further develop their skills. If anyone is interested in learning more about joining the Board, I would encourage you to reach out – I'd be happy to chat to you about my experience and the value behind volunteering in this capacity.

Shelley Hopkins continues to be an effective Executive Director, and we are confident that her leadership is in line with our core values of Collaboration, accountability, Respect, and Excellence. The changes to the organizational structure made over the past year the H&R MFRC well-positioned to succeed with our mission: to strengthen the well-being of all those who share the unique experience of military life. To the staff of the H&R MFRC – thank you for recognizing, understanding, and adapting to the changes needed to move the organization forward!

This year, we would like to recognize CWO Dave Hepditch, CPO1 Tim Blonde, Cdr (Ret'd) Wayne DiPersio CWO Bob Lundy, Meghan Maher, and Martin Constantine, as they are departing the Board. All have been great contributors around the Board table, and we are grateful for their commitment and efforts.

For the year ahead, we are looking forward to creating our new five-year strategic plan, completing our policy review, and hosting the 2020 Atlantic Region Board of Directors Conference.

On behalf of the Board of Directors, I'd like to say a huge thank you to Shelley and the entire team behind the H&R MFRC for everything you do for families, and to our membership for their continued support of our community.

**RECRUITMENT COMMITTEE REPORT**

**Mora Giovannetti – Committee Chair**

Recruitment for the upcoming 2019-2020 year commenced in April with the recruitment committee spending time updating the board recruitment package. Advertising kicked off in May to fill two board vacancies. Applicants who met established criteria were interviewed by the recruitment committee and put forward for nomination to the Board of Directors at the May Board meeting, then presented for election at this year's AGM. We would like to present Kim Bulger and Leah Wood as our candidates to join the Board for 2018/19. We welcome our new members to the Board to help us continue to support military families. This fall, we will also welcome two newly appointed military members to the Board, representing RCN Base Chief: CWO Bruno Poirier and Fleet Chief: CPO1 Tom Lizotte.



We are saying thank you and farewell to Meghan Maher, Martin Constantine and CWO Bob Lundy. We sincerely thank them for their hard work and dedication in their role as members of the Board.

The committee will continue its work updating Terms of Reference and procedures for the recruitment and selection of new board members to ensure the best candidates are selected to govern the H&R MFRC.

**The following members will remain on the Board:**

Amy Braye	Mora Giovannetti	Amanda Lutz
Tracey McDonald	Carolyn Mercer	Larissa Page
Erica Parrill	Jillia Pritchett	Jacquelyn Stevenson
Kathy Willis	CPO1 Kent Gregory	

**Our Exofficio - non-voting members remain:**

Shelley Hopkins – Executive Director



## BOARD DEVELOPMENT AND EVALUATION COMMITTEE REPORT

### Meghan Maher – Committee Chair

The H&R MFRC Board of Directors is committed to ongoing governance training to ensure all Board members are knowledgeable in board governance. All training opportunities help members develop and enhance their skills to evaluate the Board's overall effectiveness.



In early November, a subject matter expert in board governance facilitated a one-day training session. Board members also accessed the online board governance modules produced by MFS. In addition to this annual training, information presentations were conducted at monthly board meetings that included topics like: risk management and the Executive Director evaluation process.

This past year, several Board members attended the annual MFRC Atlantic Region Board of Directors Conference in PEI (May 2018) and in Goose Bay (March 2019), made up of one-day training sessions on topics relevant to board governance. These conferences also allowed members to network and share best practices with other MFRC Boards of Directors.

To measure our effectiveness as a Board, Board members completed monthly meeting evaluations and an annual evaluation. Feedback compiled from these evaluations is used to review and improve processes.

Our investments in training, participation at conferences, and in the areas of evaluation, ensure we maintain a professional and high functioning Board of Directors for the H&R MFRC.

## POLICY COMMITTEE REPORT

### Tracey McDonald – Policy and Accreditation Committee

This year, the Policy Committee focused on completing a comprehensive review of our bylaws, and updating the Terms of Reference (TOR) for the executive positions. By doing so, in advance of the MFS standardization, we are ensuring that our bylaws and TORs are reflective of the H&R MFRC. During this year's AGM, we are presenting the proposed amendments to the bylaws to the membership for approval.



As MFS moves forward with a standardized governance model, we have several Policy Committee members representing the H&R MFRC on various national working groups. This enables us to share our best practices, including our core Board policies that have recently been shared by MFS as a guide for MFRCs across Canada.

For 2019/2020, we will continue to review and modernize our policies and TORs, including a review of our Committee structure.

Thank you to the Policy Committee members (Amy Braye, Amanda Lutz, Jacquelyn Stevenson, Shelley Hopkins, and Tracey McDonald) for their work on the bylaw review project. The collective skillset of the Committee has been a valuable asset to our Board as we move forward.

## FINANCE COMMITTEE REPORT

### **Carolyn Mercer – Treasurer, Finance Committee Chair**

During the 2018-2019 fiscal year, the H&R MFRC has seen significant changes from a finance perspective, including the engagement of new accountants and appointment of new auditors. As a result, to ensure appropriate governance and risk management in this area, and to support the role of the Treasurer, the Board of Directors established a Finance Committee during the last quarter of the fiscal year. This included developing and approving the Terms of Reference as well as the Board electing members of the committee.



The Committee kicked off its first meeting in April 2019, with discussions around the Earned Service Award Policy, Investment Policy, Restricted Funds Policy and a review of the bylaws that relate to finances. Further, the committee scheduled a meeting with the auditors for mid-May to review the results of the year-end audit.

Moving ahead, the Committee will continue to focus on these areas in fiscal 2019-2020, making improvements as necessary to meet the needs of the Centre, in addition to other areas, as they arise.

## EXECUTIVE DIRECTOR EVALUATION COMMITTEE REPORT

### **Kathy Willis – Committee Chair**

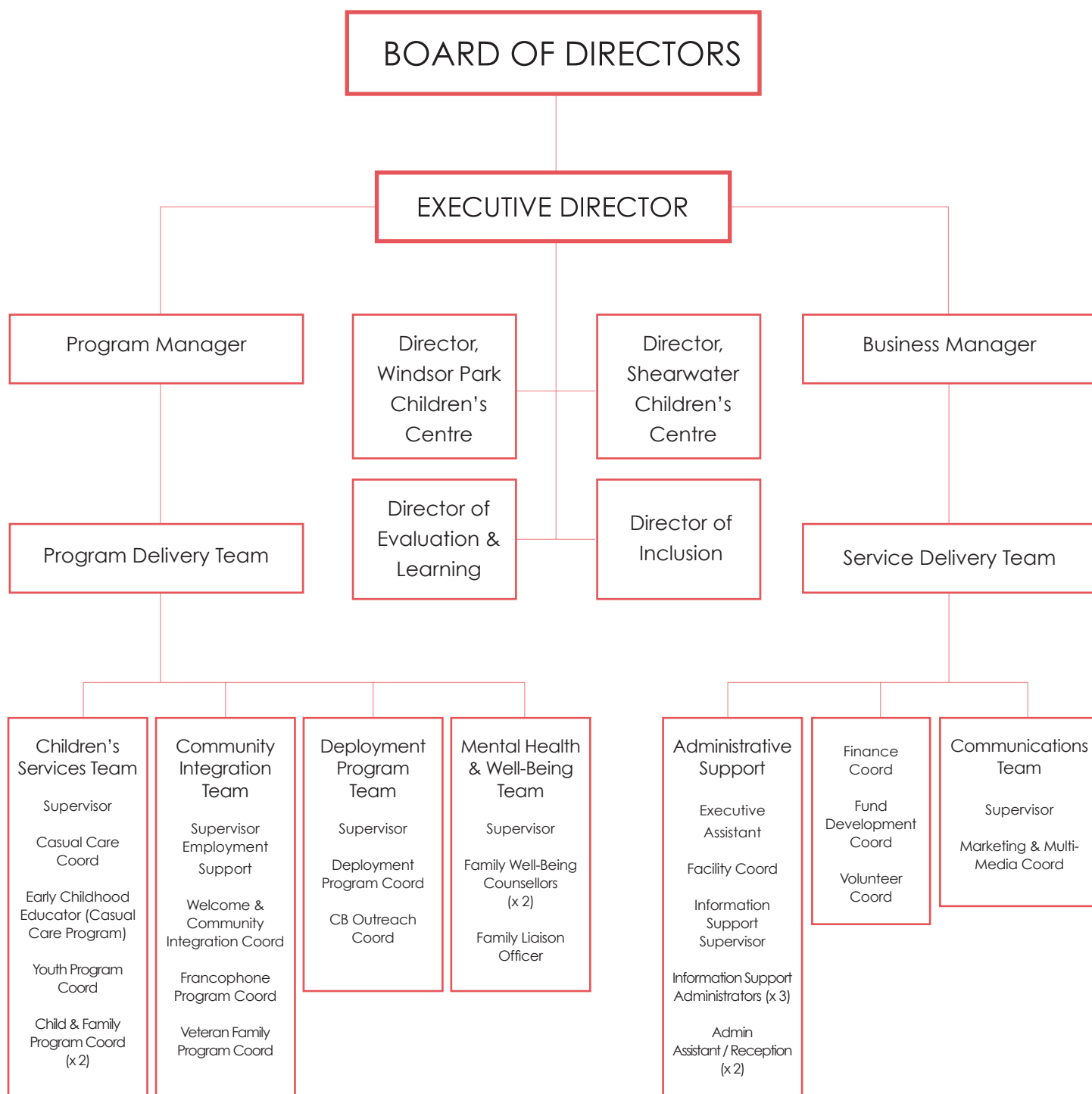
Similar to last year, the 2018 Executive Director (ED) evaluation process used the 360° assessment approach. This required Board members to complete an assessment of the ED against set criteria, interviews with stakeholders – Base and Wing Commanders, Board Chair(s) and direct reports. Shelley also submitted a self-assessment highlighting significant achievements and accomplishments over the past year.



All assessment and interview results were then compiled and presented to the Board for review and approval at our January 2019 meeting. The Board Chair and Committee Chair then presented the final assessment results to the ED in early February. Following recommendations from last year, the Committee proposed, and the Board accepted, a recommendation that the evaluation and compensation/potential merit increase be two separate processes. This allowed the Board to consider the merit increases proposed for the employees of the H&R MFRC when determining potential merit increase for the Executive Director.

The Executive Director Evaluation Committee would like to thank the key stakeholders for their participation in this assessment tool. All stakeholders indicated that the 360° assessment approach to the ED evaluation was a positive process, and it is recommended that this method continue for future evaluations.

# H&R MFRC ORGANIZATIONAL CHART



**Resource Centre Employees: 34**  
**Children's Centre Employees: 33**  
**Casual Employees: 27**

## MESSAGE FROM THE EXECUTIVE DIRECTOR

### Shelley Hopkins – Executive Director

This has been a year of reflection. At the national level, MFS reviewed the current MFRC Governance Model. In November 2018, they hosted a Governance Conference for Boards of Directors, Executive Directors and Base/Wing Commanders to announce the result of the review: a Formalized Governance Model. This model means MFRCs will continue an “arm’s length” relationship with the Chain of Command and solidified the “for families, by families” model.



At the local level, we began to review in more depth several programs and services as well as our organizational structure, by using local feedback and research at the national level. This Centre-wide effort was to ensure our resources aligned with the programs and services families identified as needing. We reached out to families via surveys, conversations, focus groups and through our website and social media. Also, we now have more access to Canadian military family research, which is instrumental in shaping our practice. The information we collected about families' experiences has influenced decisions we made to improve our service and program delivery.

Getting the word out that today's MFRC is modern and responsive remains important to us. We learned from families that they are not aware of many, or the range, of services we offer, including mental health support. As a result, we updated our H&R MFRC general briefing, which we present to units and community organizations as a general overview of what the H&R MFRC does. This new approach focused on answering the question: “Why do MFRCs exist?” By explaining the ‘why’, we could elaborate on the family experience of the military lifestyle, define what we mean by ‘family’, address myths, and articulate the role we play with military families. We received positive feedback on the initial delivery of the brief, to the Royal United Services Institute of Nova Scotia (RUSI-NS).





# HIGHLIGHTS OF THE YEAR – SHELLEY HOPKINS

This was an exciting period of time in military family support. Families are now included in Canada's Defence Policy (Strong, Secure, Engaged) and Canadian Forces Morale and Welfare Services (CFMWS) is developing the first ever Comprehensive Military Family Plan. These two initiatives demonstrate an increased understanding of the family's unique experience of military life. We are also experiencing an increase in research with Canadian military families that is helping us to better understand and learn more about how we can enhance family resilience.

Mobility. Separation. Risk. These are the three challenges military families commonly face. They generally appear as geographical relocation due to postings (Mobility), absences from family due to operational tempo (Separation), and risk illness/ injury/ death (Risk). Responding to these challenges is at the centre of the support we provide to families.

The following highlights how we spent this past year improving our services to better meet the needs of our military families.

## CONNECTIONS, RESILIENCY & RESEARCH

### CREATING OPPORTUNITIES TO CONNECT

This year we have continued to focus on creating opportunities for families to connect with each other in ways that work best for them, whether in-person through social or educational programs, Centre events where the whole family can enjoy time together as a family or via the virtual world of WebEx. We offered **26** virtual programs with over **258** participants, providing families, regardless of where they live, the opportunity to attend workshops and information sessions (funding for staff training in WebEx was provided by True Patriot Love). Our holiday event and pre-deployment briefings brought families together in large numbers to engage with each other and H&R MFRC staff.

As a constant in the community, we work to ease families' transitions by providing information and connecting them to resources as efficiently as possible. Community integration is essential to military families, so we build community connections with other local service providers and community organizations, to bridge families to supports, such as early intervention, schools, and francophone services. Our partnership with Autism NS resulted in the Sip and Connect Program, where families connect with other families and offer peer support. This program also launched in the virtual world, which helped connect even more families. The Veteran Family Program hosted Transition Together, an event that brought together CAF members, Veterans, and their families with 11 community partners. The goal was to showcase the supports and services available to families who were experiencing a transition from military to civilian life.



Our outreach to schools increased this year (**1,118** students and staff at **13** schools) as we made more students aware of other military children in their schools and helped normalize some of their experiences. Teachers, guidance counsellors and principals also learned about the military family lifestyle and how this can be experienced by students in their schools.

We strive to be **responsive to families' needs**, which is why we offered Welcome Baby, when it was identified that there was no prenatal programs offered in the community. The program connected military families expecting a baby with the opportunity to learn about parenting and build connections with other new parents and local resources.

Due to the success of **closed Facebook groups** for deployed networks, we created closed Facebook groups HMCS Ville de Québec, HMCS Toronto and MV Asterix. These groups created an online space for families who were experiencing a deployment to connect with others. It was also proven to be an effective alternative method to reach family members who may not be local, or choose not to access the Centre.

In 2019, the following closed Facebook groups had the following members:

HMCS VDL – **128** members

HMCS Toronto – **147** members

MV Asterix – **12** members

## **BUILDING RESILIENCY**

Normalizing and contextualizing the challenges that the military lifestyle entails is an integral part of the programs and services we offer. Particular efforts were made to highlight resiliency through our Virtual Resiliency Series featuring military spouses and bloggers Monicca Bobitt – “A Goat Rodeo”, Michelle Darrell – “Momday Motivation” and in-person event: A conversation with Kim Mills – “She is Fierce”.

## **USING FEEDBACK AND RESEARCH**

Military Family Research continued to report that many families are not aware of the supports available to them, so we continue to strive to make more and more people aware of the modern MFRC. We remain committed to soliciting and collecting on-going family feedback and applying current research about what is impacting families to ensure our programs and service evolve to meet their changing needs. Over **1,132** family members provided feedback via surveys in **60** different programs. Access to research through the Canadian Institute for Military and Veteran Health Research (CIMVHR) Forum, and the Vanier Institute of the Family is also informing the work we do.

Based on feedback we received from the military community, we found solutions to improve the delivery of information as well as to increase accessibility in registering for programs. We launched two large projects, including the **website** ([www.halifaxmfrc.ca](http://www.halifaxmfrc.ca)) and the **online registration system** (<https://hrmfrc.ca/store>). Since the launch of our new website: statistics show that there were **14,523** unique users who clicked on our site. In its first year, the online registration system has **615** family accounts (total of 840 people), and **1,494** programs were booked using this tool.

## **MOBILITY**

### ***Enhanced Relocation Support***

Nationally, providing better support to families during relocation has been identified as one of the goals of Canada's New Defense Policy (Strong, Secure, Engaged), and examining the relocation experience has also been a focus for CFMWS/MFS. Locally, we were receiving similar feedback. Based on these, we placed a priority on ensuring that our relocation and welcome services were meeting the needs of military families. We sought local feedback and national research to improve our welcome program. Families told us they wanted to hear from us before they move and upon arrival, so we examined ways to improve our service

delivery to be more consistent and efficient. We have shifted our approach from our relocation services being a focus of one staff person to the entire Information and Administration Team. A relocation and welcome plan has been put in place for 2019.

### **Health Care – Challenges Accessing Family Doctors**

To ease transition into the community, we offered a one-year membership to Maple Virtual Health Care for relocating families, as part of a pilot project with MFS. Maple provides virtual access to a doctor for diagnosis of general health issues, prescriptions and renewals and specialist referrals. This service is a stop gap while families are on a waitlist for a family doctor. We heard from families that the convenience of accessing a doctor from home was particularly helpful when the partner was deployed.

### **Child Care**

We continue to explore a range of child care options to support the range of needs for families.

We added relocation child care this year, with the support of Strong, Secure, Engaged funding. This care is available for families unpacking and setting up their new home.

The changing needs of families was evident in our summer camp program resulting in investing in more trained staff to increase the quality of the program and improving the registration process to increase accessibility for all families.

### **Licensed Child Care Centres**

Child care continues to be one of the challenges families face in relocation. We remain committed to providing a quality standard in our child care programs.

The Quality Matters program is being implemented in regulated child care centres in NS. This year marked the practice year and included hosting parent information sessions and staff discussion forums to reflect on our current practices as they relate to the new standards.

Our Early Childhood Educators committed to training and information sessions. Parents, staff and children provided feedback on the four elements of Quality Matters. Feedback collected was used to develop a Centre self-assessment resulting in a Centre goal, which will be the focus of 2019.

Both Centres benefited from the receipt of a Provincial Program Enhancement Grant, for non-profit child care centres, to invest in equipment and materials to enhance inclusion in the classroom environments.



HMCS St.Johns homecoming (July 2018)



HMCS Shawinigan departure (January 2019)



## Youth Support

Relocation experiences for adolescents have been identified in the research as particularly stressful. As such, we continue to evolve our youth program to match the changing interests and needs of the youth. The Henderson Sweetman Youth Centre (YC) is a thriving place for military youth to make friends, learn new skills and be exposed to new opportunities. We invested in training for the youth staff and youth committee on topics impacting youth today. Further, YC committee members and the Communications & Marketing Team collaborated with the goal to raise awareness of the youth centre. And the results were outstanding! The YC committee came up with two ideas: **rebrand the YC and communicate using a social platform used by their peers**. The YC members designed drafts of the logo and had ideas for Instagram posts. The official launch of both will be at the YC's spring event, and include unveiling a new sign and YC branded swag.

## SEPARATION

### CAF Operational Tempo

We supported families through **11** naval deployments and **14** named operations around the world, hosting pre-deployment family briefings for long and short term deployments, open to any family member who was important to the deploying member.

We understand families want information, when and how it works for them, so for the first time we offered deployment workshops and network meetings virtually.

## RISK

### Mental Health and Well-Being Services

This year we took the time to learn more about what families currently think about this area of service. More families responded to our Mental Health and Well-Being Services survey 300+ than any other in our history. We learned that families may not be aware of the range of prevention programs, counselling support and intervention services we offer. We also became aware that there may be confusion about what we do at the H&R MFRC and what other organizations do for Mental Health and Well Being services. We will continue increasing families' awareness about our service and this year we will focus on enhancements to this area.

## RECOGNIZED CHALLENGES AND OUR RESPONSE

### ACCESS TO FAMILY CONTACT INFORMATION

There is a belief that MFRCs get family contact information from the military, however, this is not the case. Our ability to support the family only works if we have the family's information, which can only be provided by the CAF member or family. We understand that families expect to hear from us and they believe their MFRC has let them down when we do not connect with them.

This year, we were impacted by not receiving posting messages for eight months, an important element to reaching out to families before they relocate. As well, the shift to an electronic In Routine process, for CAF members, has meant less engagements at the H&R MFRC by CAF members.

The H&R MFRC will continue to use every opportunity to collect family contact information and to educate and advocate for access to families, so we can connect with them.

## CHILD CARE

We were impacted by the shortage of Early Childhood Educators and part-time child care staff, which had a direct impact on program delivery. Changes to Casual Child Care and Respite Care were made in response to managing the shortage, which were impactful to families.

We will continue to evaluate the types of child care we offer in consideration of our staffing resources, with a goal of ensuring families have access to child care in some form that meets their needs.



## INTERNAL OPERATIONS

Being a fiscally responsible organization that uses its resources, both financial and human, is important to us so that we are an efficient, responsive and agile organization that meets the needs of today's military families. As we look to modernize, we undertook a review of the internal operations of the organization. This resulted in a 3 - 5 year action plan to invest in modern systems, diversify programming, increase awareness of today's H&R MFRC, and invest in a quality workforce.

Two significant internal process changes were the handover from our 20-year accountant to Collins Barrow Inc., as well as the investment in a new auditing firm, BDO Halifax. These transitions have allowed us to invest in modern accounting software and increase efficiencies.

## LOOKING AHEAD TO 2019/20

### We will continue to:

Modernize and review our youth programs, including developing a program for adolescents and parents on healthy relationships with social media, with the support of funding through the Gender-Based Violence initiative – a commitment from Canada's Defense Policy.

Strengthen partnerships with community agencies, both military and civilian, to ensure there is no duplication of services, and so families are aware of the range of services available to them.

Evaluate programs, including spousal employment and education services, to ensure we are meeting the needs of relocating and transitioning families.

Invest and apply military family research and enhance the ways we collect and engage families in feedback so they inform the programs and services they want, in the ways in which they want to receive them.

Expand our capability to offer programs and services beyond HRM by identifying and enhancing partnerships in outlying communities, as well as investing in virtual programming to create new opportunities to connect with families and/or connect them with each other.

Examine the function of deployment networks, so they support all deployed families, regardless of length or location of deployment.



## PROFESSIONAL TEAM

Fostering an inclusive and positive workplace culture is important to us. We adopted the 13 Psychological Health and Safety in the Workplace (Mental Health Commission of Canada) as part of our Human Resource policies and workplace commitment to a positive work environment.

We have an impressive team of talented, creative and engaged professionals working full-time, part-time and casually. They are dedicated to ongoing learning and enhancing their skills and profession to provide the best quality service to families.

Professional Development investments staff made this year included:

Individual professional development opportunities – **67**

Conferences and/or training sessions – **8**

Team building sessions – **4**

Certificate programs – **2**

Supervisor specific training – **5**

Early Childhood Educators invested in professional development for the Quality Matters & Curriculum Framework including Quality Matters Modules 1 & 2, Image of the Child, Curriculum Framework and all team building sessions. In addition others attended:

Leadership Modules training – **3**

Pedagogical Leadership – **3**

Quality Matters Coffee & Chat session – **3**

Training or workshops – **6**

Self-Regulation Certification – **3**

## VOLUNTEER CONTRIBUTIONS

The delivery of H&R MFRC programs and services could not be sustained without our dedicated volunteers. We are so thankful for their passion, enthusiasm and continued commitment to military families. Our volunteers contributed over **3,500** hours of service and were engaged in program activities, fund development, special events, administrative support and program facilitation. We have **130** registered volunteers comprised of military family members (including children, youth, and grandparents), CAF members, civilians, and veterans. We provided five networking, social and professional development opportunities this past year, all of which were well received by attendees.



Our H&R MFRC Adult Volunteer of the Year was Denise Chisholm. Denise has been bringing a high level of volunteer commitment and support to military families with the H&R MFRC for the past eight years assisting with fundraising, special events and community development. Through her hours of dedication, knowledge and compassion, Denise makes a difference in all that she does to support both families and staff.

Our H&R MFRC Youth Volunteer of the Year was Eric “Alexander” Gallant. Alex has been attending and volunteering at the Henderson Sweetman Youth Centre for three years and has been a dedicated cadet for two years. He is always found with a smile on his face, laughing at someone’s joke and is often one step ahead of staff when completing chores and daily tasks. His willingness to grow and learn is an exceptional motivation for his peers. Alex is recognized for his unwavering commitment to military families!



Thank you to all H&R MFRC volunteers for their continued support and enthusiasm in working with military families!

## FUND DEVELOPMENT

Fund Development was an important area of focus for the H&R MFRC during 2018/2019. The elimination of the Centre's long time annual fundraiser, the Vacation Lottery Extravaganza was very impactful. In its place, we took an ambitious and different approach to fundraising, with a focus on sponsorship and corporate donations.

A lot of time investment was needed, and taken, to educate the public about the H&R MFRC's registered charity status. We used a variety of ways to increase awareness of the H&R MFRC within the military, civilian community and the general public through events like the National Defense Workplace Charitable Campaign (NDWCC) and the Royal Nova Scotia International Tattoo.

Fund development revenues were derived from a variety of individual and corporate donors, as well as sponsors, through the support of programs, services and a variety of events over the past year.

We continued to explore and build on opportunities to engage with new partner organizations. As a result, we established new partnerships with Eastlink and BMO Bank of Montreal. Both companies supported family events and programs, including the Welcome program and the Program Guide.

Military families benefited from the ongoing and generous support of Angus G. Foods. Over the past year, Angus G. Foods partnered with the H&R MFRC in our first McHappy Day event, which raised over **\$5,200**. In 2018/2019, Angus G. Foods donated well over **\$15,000** including separate donations and in-kind support of our Deployment Services and various programs that support military families.

We were grateful to long standing partners, like Happy Harry's Building Supplies, who, over the past eight years, has contributed an astounding **\$130,000** plus to the H&R MFRC. These funds directly supported the Casual Child Care program, and other non-funded initiatives.

Looking ahead to 2019/2020, the H&R MFRC is considering a replacement for the Vacation Lottery Extravaganza. As part of the revised fund development strategy, there will be continued focus on education about our need to fundraise and its importance.

We are looking forward to a successful fundraising year, working in partnership with our many supporters!

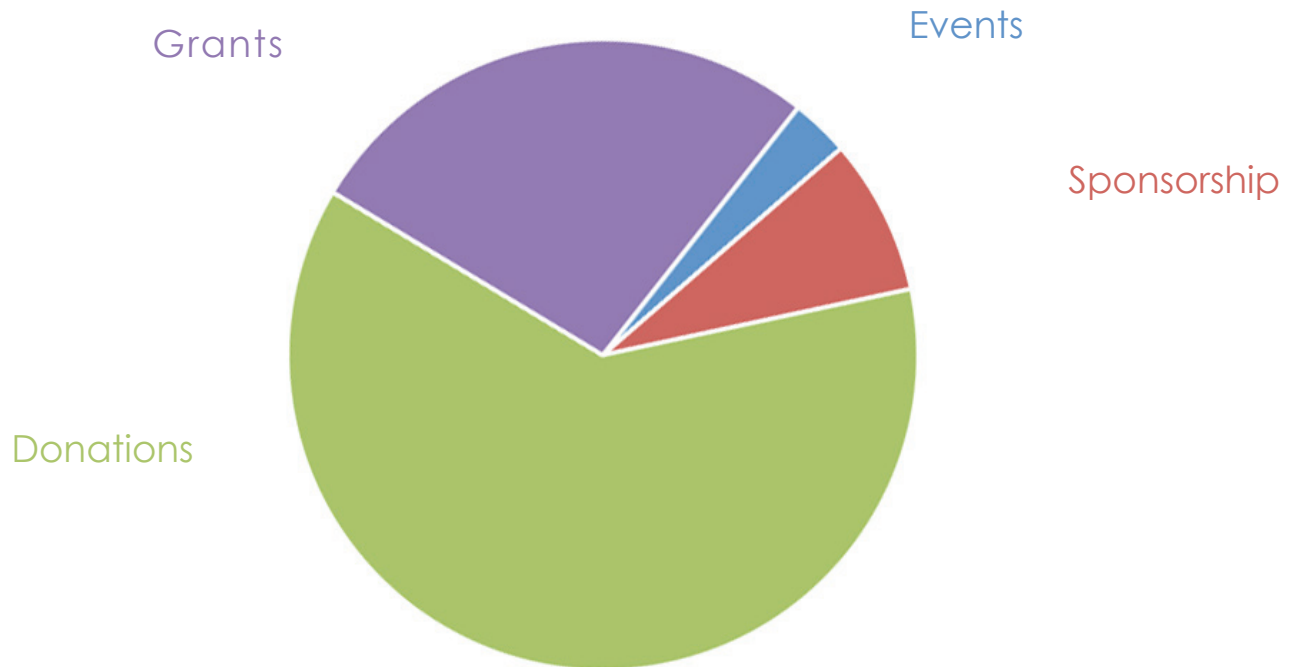


McHappy Day (May 2018)





# SOURCES OF FUNDRAISING (2018 - 2019)



We wish to thank both our longstanding, current and new donors and sponsors for their generous support. They have made a difference in the lives of military families. We received donations from 65 individual donors, as well as from the following organizations:

## DONORS

12 Wing	Irving Shipbuilding Inc.
36th Canadian Brigade Group	Kellie Evers
Angus G. Foods	Kimberley Chu
Blue List Realty	Lockheed Martin Canada
BMO Bank of Montreal	Lundrigan Family
BOYNECLARKE LLP	Nova Scotia/Nunavut Command of the Royal Canadian Legion
Canadian Association of Veterans	Royal Canadian Legion Branch 164
CANEX	Seven Lakes Development
Canadian Forces Naval Operations School	Stadacona Band of the Royal Canadian Navy
Chandler Haliburton RE/MAX	Support Our Troops
CPO Mess	TD Bank
Clinton Wilkins Mortgage Group CENTUM	Tim Hortons Stadacona Base
Cole Harbour Harvest Festival	True Patriot Love
Daniel Cyr RE/MAX Realty	The Personal Insurance
Dress With A Difference	Ultra Electronics Maritime Systems Inc.
Eastlink	
Formation Chaplains – MARLANT	
Halifax Harbour Bridges	
Happy Harry's Affordable Building Centres	
Highland Park Group	



