

HALIFAX & REGION
MILITARY FAMILY RESOURCE CENTRE

ANNUAL GENERAL REPORT OF THE BOARD OF DIRECTORS 2019 – 2020

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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 (2015 – 2020)



H&R MFRC Annual General Meeting 2020 Agenda

Thursday, November 5th, 2020 5:00 pm Virtual via WebEx.

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) and COVID Impact – Executive Director
5. Approval of 2019 AGM Minutes
 - a. Review business arising from 2019 AGM Minutes
6. Financial Report
 - a. Financial report for 2019/2020 FY – Accounting Firm, Baker Tilley
 - b. Presentation of approved budget for 2020/2021 – Accountant, Baker Tilley
 - c. Auditor remarks – Auditor, BDO
 - d. Presentation and approval of Auditor for 2020/2021 - Treasurer
7. Recommend Board Executive and new appointments
8. Appreciation to departing board members
9. Commanding Officers' remarks (Base and Wing Commander)
10. Closing remarks from Chair

Motion for adjournment – Board Chair

H&R MFRC Annual General Meeting Minutes 2018/19

Wednesday June 12, 2019 Shearwater Site, H&R MFRC

Attendance:

- Sign-in Sheets held by the MFRC, Shearwater Site
- Featured music by the Canadian Military Wives Choir

Call to Order at 18:08 hrs by: Tracey McDonald

Approval of Agenda:

Motion to approve the minutes, as presented in the Annual Report.

Motion by: Amy Braye

Second: Martin Constantine

Motion carried

Introduction:

- Welcome and introduction of the head table and Board Members by Tracey McDonald, Chair
- Welcome and introduction of MFRC Staff by Shelley Hopkins, Executive Director H&R MFRC
- Year in review introduction by Kathy Willis, Vice-Chair:
 - ◊ The year in review has been captured along the wall of the gym and in the AGM report for more detail. To note, there have been 32,500 engagements with CAF family members. Attendees encouraged to view the wall to show the Centre's highlighted success.

Approval of Minutes:

The 2018/2019 AGM minutes were reviewed (in Annual Report).

Motion to approve the minutes, as presented above.

Motion by: Patrick Fournier

Second: Genevieve Geehan

Motion Carried

Financial Report:

Auditors Report – Fiscal Year 2018/19

- Presentation of Annual Audited Financial Statement by Business Manager, Kathryn Chambers.

Important to give context for those not familiar with the Centre. We are a registered charity. We apply standards that apply to not-for-profit organizations. We have a \$4 million operating budget (give or take). We have mandated and non-mandated funding. Military Family Services (MFS) is mandated funding – they tell us what we can use their money towards. We have a LOT of changes this year, as they relate to our financial administration.

In April 2018 we onboarding a new accounting firm. We went from a longstanding accountant who retired. Baker Tilley was the accounting firm who was the successful bidder. Similarly, we have a new audit team – BDO were the successful bidders on our 2018/2019 audit.

Completed audit for 2018/2019 and was a successful audit. Major updates to our processes. An aggressive, but much needed update and change.

Statement of financial position – Balance Sheet

\$1.6 million dollars in assets

Financial debts/costs \$899,114

\$771,186 in equity

Changes in net assets.

The statement of operations - Income Statement

2017/2018 year, we ended in a surplus (which rarely happens with a non-profit). Not the case for 2018/2019. We projected a significant deficit this year, but the actual deficit was much better, -\$33,134.

Presentation of approved budget by Business Manager, Kathryn Chambers

9 different revenue sources – most have restrictions of use. We are very reliant on funders (over 51% of our money comes from funders). We also receive provincial and federal grants, program fees daycare fees. We hope to increase fundraising this year to total \$115,000.00

Approved bottom line of -\$108,907.00

Knowing there are limitations on grants and funding dollars, our ability to be flexible is integral.

16% of expenses go to operating costs (thanks to our facilities being maintained by DND).

Motion to accept the business manager's financial report and presentation, as presented.

Motion by: Larissa Page

Seconded by: Patrick Fournier

Motion Carried

Introduction of the H&R MFRC's new auditors for 2018/2019 from BDO Canada. David Yuill and Josephine Wiczorek have joined us today on behalf of BDO Canada.

It was a transition year! Team was great to work with and no issues. Very smooth audit – please to work with everyone and we look forward to the next year!

Motion to approve BDO Canada as our auditor of record for the fiscal year ending March 31, 2020.

Motion by: Carolyn Mercer

Seconded by: Martin Constantine

Motion Carried

Report of the Policy Committee

Policy Committee to review proposed bylaw revisions presented by Amy Braye.

Put in a lot of time for a policy review. It took a lot of time, energy and expertise to complete this review! For the first time, the Registry of Joint Stocks requested some updates/changes. MFS is also going through a significant governance change and they wanted a core set of policies to build a strong template for other centres. There were a number of inconsistencies and some cleaning up that needed to be done.

Motion to approve the changes to the bylaws, as outlined to include permitting policy committee to make changes to correct article and section designations, punctuation, spelling and cross-references or any acquired changes as directed by Registry of Joint Stocks Nova Scotia.

Motion by: Amanda Lutz

Seconded by: Tara Willis

Motion Carried

Report of the Recruitment Committee

Recruitment presented by Mora Giovannetti

Thank you to board members for their time in recruitment this year.

Two applicants are being presented to be elected to the board - Kim Bulger and Leah Wood.

Motion: To accept the new board members, as presented:

Motion by: Mora Giovannetti

Seconded by: Martin Constantine

Motion Carried

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

Jacquelyn Stevenson – Chair

Tracey McDonald – Vice Chair (2nd year of term)

Carolyn Mercer – Treasurer (2nd year of term)

Mora Giovannetti – Secretary

The 2019-2020 Board of Directors:

Jacquelyn Stevenson Tracey McDonald Carolyn Mercer

Mora Giovannetti Amy Braye Kim Bulger

Amanda Lutz Larissa Page Jillia Pritchett

Kathy Willis Leah Wood CPO1 Kent Gregory

CWO Bruno Poirier – 12 Wing CPO1 Tom Lizotte – Fleet CPO1 Derek Kitching – Formation

TBD – 5th Div Chief

Motion by: Kathy Willis

Second: Amanda Lutz

Motion Carried

Call for New Business

No business from the floor.

Presentation to Departing Board Members:

Tracey McDonald, Board Chair, presented outgoing board members:

Martin Constantine

Bob Lundy

Meghan Maher

Commanding Officers' Remarks

CFB Halifax Base Commander Capt(N) David Mazur states an interesting fact about CFB Halifax – it is one of the most joint-bases in the forces. Huge Airforce and army as well. All have different demands and challenges. Thank you to the team here – all of the support you do for all of the people in uniform and their families; it really makes a difference.

Closing Remarks

Thank you to Jill Clarke and everyone who coordinated this event for us! Thank you to everyone who has a hand in making the MFRC successful – staff, board members, volunteers, etc.!

Call for Adjournment:

Adjourned at 19 hrs

Motion to adjourn made by Amanda Lutz.

Motion Carried

Respectfully Submitted by:

Erica Parrill

H&R MFRC Board Secretary

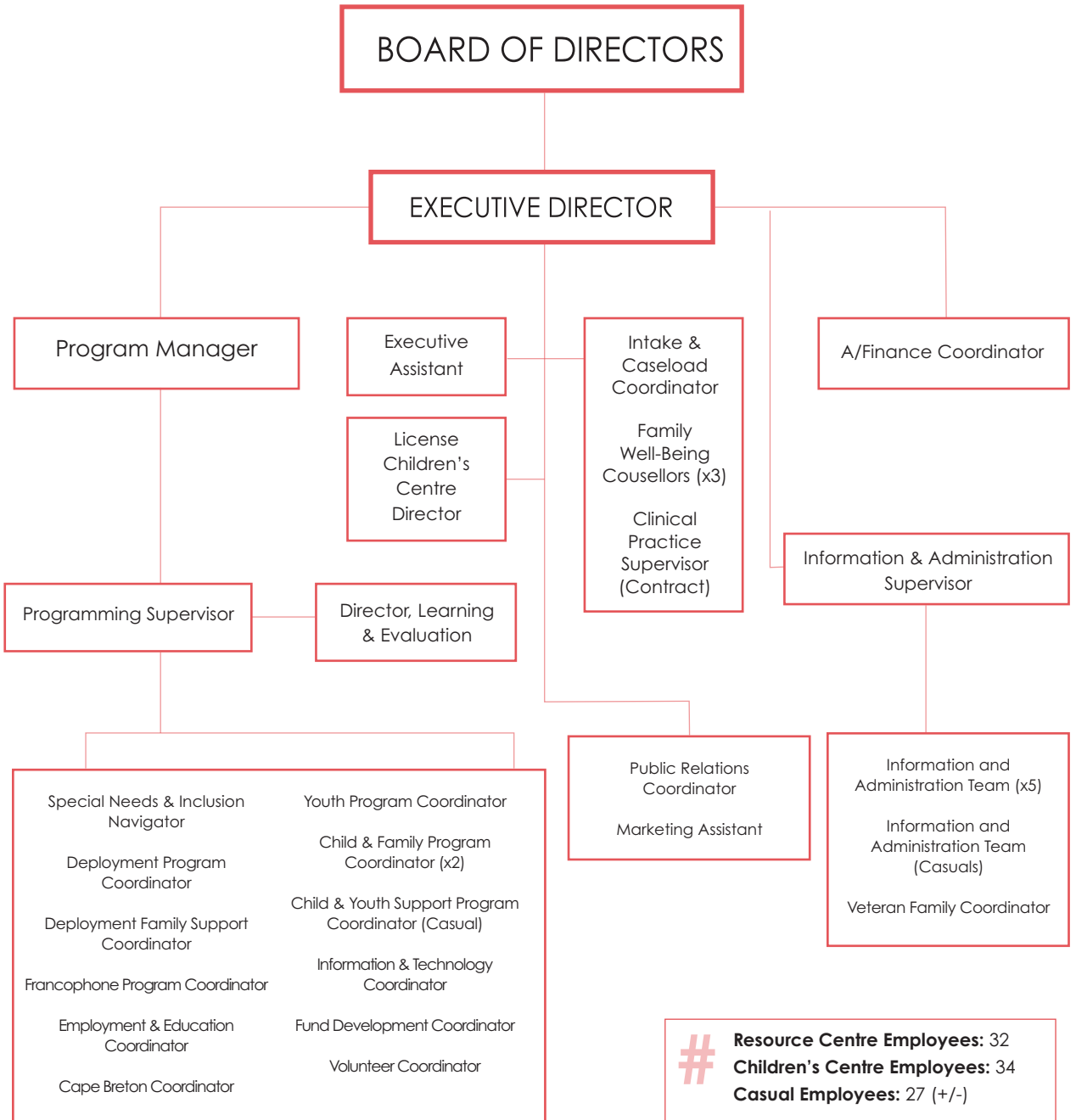
Approved by:

Tracey McDonald

H&R MFRC Board Chair



H&R MFRC Organizational Chart



Message from the Executive Director

Shelley Hopkins – Executive Director

When the year began, we could not have imagined it would end with us responding to a Pandemic and operating remotely. Fortuitously, we began 2019 with a goal to modernize services and leverage technology to increase our reach with families. Programmers were trained in virtual program delivery; we activated youth Instagram; offered virtual employment support; centralized the mental health intake process to ensure efficiency of service, including access to urgent crisis intervention resources. We updated our Emergency Response Plan's Significant Incident Response to reflect a modern approach to include social media, which proved timely since it would be actioned just five months later to support the families of HMCS Fredericton after the crash of Stalker 22.



We remain committed to a family centric model, using the lens of military lifestyle and seeking family feedback to ensure our services reflect the challenges our local families face. I want to thank Capt. (N) Mazur and Colonel Hawthorne for their commitment to the H&R MFRC, they consistently keep the military family experience in the forefront. The year began strong and finished strong, despite COVID-19, thanks to a hardworking, dedicated team of professionals and the effective governance of our Board of Directors.



Highlights of the year



Information & referrals to community resources: **11,812** incidents of support: **55%** in-person, **44%** by (24hr) phone.



Special Needs & Inclusion services supported **39** families.



Engaged with **308** family members through **23** briefs, workshops and network activities.



Communicated with over **800** family contacts through email and closed Facebook groups.



Virtual Programs: reaching families where they are. Over **20** programs were offered; over **150** family members participated.

Mental Health & Well-Being

Financial assistance: **\$17,568**

Short-term accommodations: **361** nights

Urgent stays: **188** nights

Compassionate stays: **222** nights

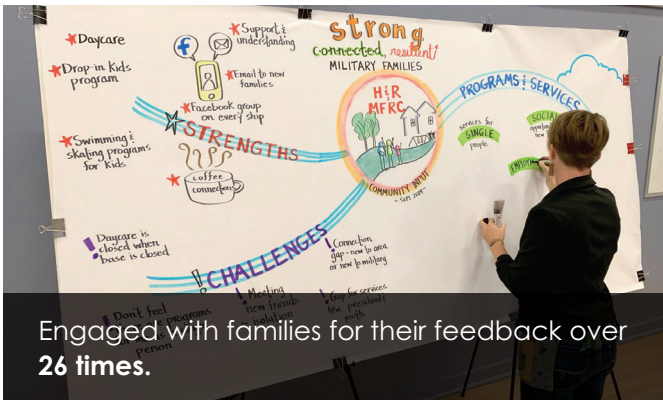


Social Media

Unique website visitors: **15,600+**

eNews subscribers: **5,100/week**

Facebook likes: **3,500+**



Engaged with families for their feedback over **26** times.



Programs for adults



Engaging with Youth: over **150** youth participated in programs at the YC.

Mental Health & Well-Being supported 456 families

Top five presenting reasons families connected with us:

- Accommodations
- Couple relationship
- Mental health (self)
- Financial distress
- Mental health (other)

Community Engagement



Raised awareness to a crowd of thousands during the Pride Parade.



Natal Day Breakfast hosted by CFB Halifax.



The Halloween Party & Silent Dance spooked **157** attendees.



The 2019 H&R MFCRC: Annual General Meeting hosted **70** participants.



Our first annual Winter Festival **400+** participants and **10** partners

Strategic Goals 2020 – 2023

Innovation & Modernization

Foster creativity & continuous evolution

Awareness & Engagement

Increase awareness & create engagement

Workplace of Choice

Attract & retain a professional workforce

Message from the Chair | Jacquelyn Stevenson

The purpose of the H&R MFRC and Board of Directors is to strengthen the well-being of all those who share the unique experience of military life. In thinking about this, we could never have imagined a year ago the challenges 2020 would bring. I too couldn't have imagined how the entire team at the H&R MFRC and the Board of Directors stepped up in such a big way to help us manage through COVID-19 by helping each other and our community.

People and success in our organization go hand-in-hand and the focus on people has kept the H&R MFRC buzzing within the social media platform. I am sincerely proud of how our Executive Director Shelley Hopkins and her team have dealt with the demands of COVID-19 from the beginning. Our success is a true testament to each and every one of you. Thank you to everyone who continues to help achieve our goal of strong, connected, resilient military families.

The Board of Directors met in the fall of 2019 to participate in a facilitated strategic planning session. We set our mission, vision, values, and strategic goals and set our strategic direction for the next three years. Over the last year, we have continued to focus and build on our strong governance model through the review and refresh of our policies and terms of reference documents. As a board we continue to meet remotely and will do so for the foreseeable future.

Committee Reports

Recruitment and Development Committee | Mora Giovannetti – Committee Chair

This committee was restructured this year to integrate recruitment and board development. During the year, the committee was successful in creating an accurate job description to be used to recruit new members; highlighting the desired skills and competencies required to ensure the best candidates are selected to govern the H&R MFRC. Onboarding, orientation, and training were areas of discussion as well as outlining a process of re-offer for current board members. The board committed to reviewing current evaluation practices and engaged in monthly reviews to capture the strengths and identify areas to improve board meetings and for training.

Governance Committee Report | Amanda Lutz – Committee Chair

This year, the newly formed Governance Committee focused on updating our Terms of Reference (TOR) and Policies to accord with both our newly amended bylaws as well as our actual practice. We have also looked at the creation of new policies to ensure the board operates smoothly with appropriate direction and a focus on governance. Several of our committee members have also been involved in providing feedback and best practices on the move toward a standardized governance model being looked at by MFS.

Finance Committee Report | Carolyn Mercer – Treasurer, Finance Committee Chair

Fiscal 2020 was another productive year with five meetings held including review of the annual budget and review of 2020 audit results and audited financial statements prior to presentation to the Board of Directors for approval. Other meetings were discussions of ongoing financial topics such as financial results, policy revisions, banking needs, and finance resources and recruitment, with a focus on ensuring the finance needs of the H&R MFRC are being met.

Workplace Environment

Focus 1: Restructuring

- Reduced management team to increase front line service and direct family engagement.
- Redesigned MH&WB Team and hired a clinical practice supervisor and the caseload intake coordinator to streamline and increase response time for inquiries.
- Redesigned Communications & Marketing Team to increase our presence on social media.
- Created Information & Technology Coordinator to better leverage technology.
- Merged role of Children's Centre Directors to one position to improve consistency between centres.

Focus 2: Professional Practice

- Programming staff received training to deliver online workshops and sessions.
- Employment & Education Coordinator obtained Certification for Career Development Practitioner.
- The Executive Director and Program Manager attended the Canadian Institute Military & Veteran Health Research (CIMVHR) Forum to learn about the latest family research.
- Continued to modernize Centre policies, including the Emergency Response Plan.
- Invested in employees by hosting and supporting 122 professional development opportunities.

Focus 3: Investments in Systems

- Online registration system to improve accessibility for programs.
- Financial services systems to provide online payment options for programs and children's centres.
- Virtual training for all staff to increase our reachability to families

Volunteer Contributions

We are very thankful for the passion, enthusiasm, and continued commitment of our volunteers. They contributed over **3,000** hours of service and engaged in program activities, fund development, special events, deployment, and administrative support.

Congratulations to our Volunteer of the Year

Adult winner: **Bonnie Conrad**

Youth winner: **Chloe Hovey**



137 Registered volunteers
2,617 Volunteers hours

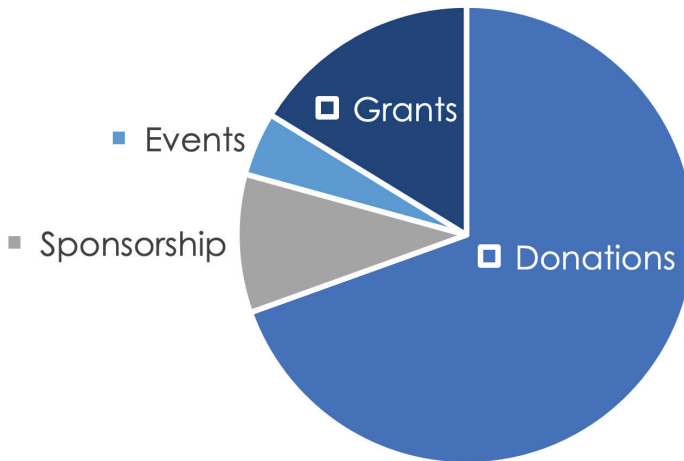


Fund Development

We continued to educate the public The H&R MFRC is the only charity that exclusively supports military families in our community through events like the Halifax Wanderers Military Appreciation Game, Community Fall Fair, Winter Festival, and the National Defense Workplace Charitable Campaign (NDWCC).

Fund development revenues were acquired through a variety of sources including sponsored events, individual and corporate donors, legions and service clubs, program support and a variety of third-party events. We are grateful to our long-standing partners, like Lockheed Martin Canada and Happy Harry's – Renovate. Appreciate. Over the past ten years, Happy Harry's has contributed \$150,000+ to the H&R MFRC through their annual Remembrance Week event. These funds directly support the Casual Child Care program and other non-funded initiatives. Military families benefited from the ongoing and generous support of Angus G. Foods. Over the past year, they have donated over \$16,000.

We continue to explore and build on opportunities with new partner organizations, this year we established partnerships with Pratt & Whitney Canada and General Dynamics Canada.



Financial Supporters

12 Wing
36th Canadian Brigade Group
Angus G. Foods
Blue List Realty
BMO Bank of Montreal
BOYNECLARKE LLP
Canadian Association of Veterans
Canadian Forces Naval Operations School
CANEX
Compass Commercial Realty
CPO & PO's Mess
Dentistry 4 You
Dress with a Difference
Eastlink
Formation Chaplains – MARLANT
General Dynamics Canada
Halifax Harbour Bridges
Happy Harry's Affordable Building Centres
Halifax Thunderbirds Military Appreciation Game
Halifax Wanderers CAF Appreciation Game

Highland Park Group
Irving Shipbuilding Inc.
Lockheed Martin Canada
Lundrigan Family
Naval Association of Canada
The Navy League of Canada
National Defence Workplace Charitable Campaign
Nova Scotia/Nunavut Command of the Royal Canadian Legion
Odile Chenier, Century 21 Realty
Pratt & Whitney Canada
Royal Canadian Navy Benevolent Fund
Royal Canadian Legion Branch 164
Royal Canadian Legion Vimy Branch 27
Sackville Kinsmen
Shelburne Softball Tournament
Support Our Troops
Tim Hortons Stadacona Base
True Patriot Love
The Personal Insurance





Moving Forward

As we move forward to 2021, we will continue to be a responsive, engaged and dedicated centre of resilience for military families. Here are some areas of focus for the year ahead:

- Youth program review will focus on membership and youth centre technology access.
- Deployment program review will take a fresh look at deployment support for today's military family, incorporating family feedback and applying lessons learned. Modern approaches will incorporate technology as an effective communication tool, and create diverse opportunities for families to establish social connections with each other.
- Ongoing technology investments will include implementation of a new family contact information database and development of subsequent phases to continue our response to COVID-19 and for outreach to communities we serve outside HRM.
- Align our unregulated child care staffing resources to best address the military lifestyle specific requirements of relocation, absences, and ill/injured/death.
- Investments in branding and image to raise profile of the H&R MFRC making it easily recognizable by families; increasing presence on social media and in the community.

COVID-19 Impact Statement

After the WHO declared COVID-19 a Pandemic we shifted to remote operations on March 18, 2020. Our ability to do so seamlessly and effectively, was a direct result of the investments we made in modern systems and technology in the past two years, with a goal to expand and diversify our reach to families. Some of these investments included, hiring a Marketing Assistant with a focus on increasing our social media presence, reallocating internal HR resources to create an IT position, our technology expanded to include ZOOM, Microsoft Teams and we increased our WebEx license from 30 to 500 participants; ensuring deployment family briefings.

The H&R MFRC will continue to be responsive and adapt to meet the unprecedented impacts of this Pandemic. We will also continue our work to modernize and advance the organization, so we are well positioned to meet future challenges.