



KMFRC
Kingston Military
Family Resource Centre

CRFMK
Centre de ressources pour les
familles des militaires de Kingston



2022 / 23

**ANNUAL
REPORT**

KMFRC.COM

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MESSAGE FROM THE EXECUTIVE DIRECTOR



The KMFRC successfully transitioned out of pandemic restrictions, staff recruitment and retention challenges in fiscal year (FY) 2022-2023, and had to introduce extensive service delivery changes to both the Military Family Services Program (MFSP) and Ministry of Education licensing of Les Petits Amis Childcare Centre (LPA). FY 2022-2023 was accurately dubbed the “Year of Learning”.

The MFSP: Parameters for Practice, the backbone to the KMFRC’s support framework for military families, was remodelled and replaced by the new Military and Veteran Family Services Program (MVFSP) delivery and funding model. The changes were gradually phased in over the duration of the fiscal year, and implemented by year end. The new MVFSP service delivery model addresses the reality that Canadian families are changing. It acknowledges that service delivery needs to change to be appropriately responsive to the needs of Canadian Armed Forces (CAF) and Veteran families. This national approach to service delivery also provides more consistency of services available to families. In turn, MVFSP guidelines provide clear expectations about deliverables, processes, and funding criteria.

Concurrently, Les Petits Amis Childcare Centre (LPA) KMFRC’s licensed childcare, underwent an enormous adjustment with the implementation of the Canada-Wide Early Learning and Child Care (CWELCC) program. The CWELCC system supports quality, accessibility, affordability, and inclusivity in licensed childcare. The ambitious five-year plan is being implemented in stages. The objective of the program is to make childcare more accessible and affordable with annual fee reductions to reach an average fee of \$10/day by 2025-2026. The program also recognizes the importance of the recruitment and retention of Registered Early Childhood Educators (RECE) and incorporates phased-in Workforce compensation funding to increase wages over the five-year plan.

The strength and heart of the organization continued to be the dedicated and talented team that drove the change forward.

In recognition of the hard work, support, and commitment of the KMFRC team during this period of transition, KMFRC was able to successfully provide substantial in year salary adjustments to provide all staff with a competitive wage aligning with market value. In addition, the leadership team was able to pave the way to implement a long-awaited Group Retirement Savings Plan for the start of the new fiscal year.

Recognizing the impact of these service delivery changes, the Board of Directors developed an updated strategic plan to act in a bridging capacity. The mission and vision statements and the strategic priorities were reviewed and revised to more aptly reflect KMFRC's current posture. All were done in accordance with the mission of the MVFSP 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 challenge" (Services for Military and Veteran Families: Strategic Framework 2020+. Ottawa, CFMWS, September 2020).

As I reflect back on the year that has passed, it is evident that the successful outcome of FY22-23 was the result of the collective effort of a talented multi-faceted team.

We were once again honoured to have had the opportunity to work together with CAF and Veteran families, the Board of Directors, CFB Kingston leadership, volunteers and community partners to provide quality services and programs to support the evolving needs of all members of our military families.

Colleen Fairholme

EXECUTIVE DIRECTOR

“

KMFRC's 30th Anniversary will take place in March 2024 and we are greatly looking forward to opening our doors to celebrate the past, present, and future of the organization's responsiveness, growth and dedication to providing optimal support for our CAF and Veteran community!



MESSAGE FROM THE PRESIDENT



The KMFRC Board of Directors consists of volunteers recruited from our community who work in a governance role throughout the year. We were fortunate this past year to maintain all of our members who were presented at last year's Annual General Meeting (AGM). We have also had some success recruiting within the year for vacant positions on the Board. This has led to a great slate of directors with diverse skills and backgrounds as we head into the 2023 AGM.

It is our hope that we will continue to grow our board of dedicated members as we look forward to the upcoming year.

Throughout the 2022/2023 fiscal year the Board engaged in a variety of activities. Monthly full Board meetings were held with the ability to offer meetings in a hybrid context. As well, committee meetings were held virtually or in person depending on the needs of the committee members. The Board continued to work on the review and approval of both financial statements and policies, human resources, fundraising, and other governance matters as they arose to ensure oversight and accountability. Board members also engaged in training opportunities to increase our capacity. Last Fall the Board finalized a bridging strategic plan to provide direction to the organization as we continued to move out of a pandemic environment and as MVFSP staff continue to implement the program's modernization. We were also pleased to be able to approve some human resources and benefits initiatives to support our hard-working staff team in all areas.

The Board of Directors has several projects on the horizon for the upcoming year including the continued review of policies particularly in the governance and financial areas. We will also, in this upcoming fiscal year, work towards a longer-term strategic plan.

My gratitude and thanks to my fellow Board members as we wrap up another year as well as to the KMFRC staff who continue to rise to the challenge of supporting our community.

A special thanks to our outgoing Board Ex-officio member Maj. Alayna Kang, as she moves on to new adventures. She has been nothing short of a wonderful Base Commander's Representative.

Catherine (Beth) MacLean

PRESIDENT



BOARD OF DIRECTORS

As of end of Sept 2022

**Catherine (Beth)
MacLean**
PRESIDENT

Anna Downe
VICE-PRESIDENT

Denise Dubois
SECRETARY

Tanya Dion
TREASURER

Caroline Poulin
BOARD MEMBER

Grace LaRose
BOARD MEMBER

**Yevgenia (Jennifer)
Mykolenko**
BOARD MEMBER

Maj. Alayna Kang
BASE COMMANDER'S
REPRESENTATIVE (EX-OFFICIO)

Colleen Fairholme
EXECUTIVE DIRECTOR
(EX-OFFICIO)



LES PETITS AMIS CHILDCARE CENTRE (LPA)

In March of 2022, Les Petits Amis Childcare Centre (LPA) was excited to announce its enrollment into the Canada-Wide Early Learning and Child Care (CWELCC) Agreement. LPA has always looked for **new ways to support our military families** and, by enrolling in this agreement, was able to **maintain high-quality care** for families with children under the age of 6, at a **more affordable** cost.

LPA worked diligently to provide all necessary documentation to the city, and was able to finalize the documentation in November. Families received credit for parental fees on their account retroactively from April 2022.

By the end of 2022, parents with children under the age of 6 received an exceptional reduction of 52.75% of parental fees. This was, and continues to be, a fantastic support to parents with young children.

Every year LPA strives to retain dedicated Educators. Although having had the appropriate number of Educators to run each program, staff sickness was found to be higher than previous years. LPA is mandated to follow Public Health measures, which still included COVID measures. Regrettably, LPA was required to close programs or reduce hours on occasion, due to the need to maintain mandatory ratios set out by the Ministry of Education.

In November, the City of Kingston hosted their first annual Professional Development Conference for personnel working in child care. The Les Petits Amis Childcare Centre staff felt honoured to attend the one-day conference, during which educators had the opportunity to network with educators from other child care centres, participate in breakout workshops and interact with amazing keynote speakers. The Educators felt very supported by this learning experience and can't wait for future professional development opportunities.



LEVEL 1: INFORMATION & AWARENESS

Information and awareness are integral components of the KMFRC's service delivery model. Ensuring Military and Veteran families have access to reliable services and accurate, timely information helps to support them during relocations, absences, and transitions.

Level 1 information has been shared through a variety of channels such as our website, social media, print materials, e-newsletter, phone calls and outreach activities.

Communications

15 Outreach activities

27,700 Level 1 interactions

Information Services

618 Clear-Ins

139 Welcome Packages handed out

Coffee Connections

335 Visits to Coffee Connections

40 New participants joined Coffee Connections sessions throughout the fiscal year

7 Average number of participants per session



143%



Increase in Facebook Total Reach **82,912**



338

New
Likes

Relocating to a new city can be an overwhelming experience for couples and families. Whether Canadian Armed Forces (CAF) members and their families are going through their first military posting or have already experienced multiple moves, it remains a stressful situation that affects all members of the family.

The KMFRC Information Services team was here to help throughout the moving process. Before arriving in Kingston, members and their dependents would eagerly search our website (www.kmfr.com) and social media for useful information about living in Kingston, and the great resources offered by the KMFRC - from Les Petits Amis Childcare Centre to our Military Family Navigator Mental Health and Wellness teams, and a variety of events and activities. CAF families travelling on house-hunting trips would visit one of our helpful and friendly Information Services Assistants, who provided them with a unique Welcome Package full of all relevant information they would need as newcomers to the Kingston region, in print form.

Throughout the past year, 48 sessions of Coffee Connections were facilitated, providing opportunities for CAF family members to meet new people, grow their support networks, and learn more about the services the KMFRC and the community have to offer. Coffee Connections allowed for a valuable opportunity to build relationships, and to showcase services in the community by inviting guest speakers to present to the clients. All guest speakers and discussion topics were dictated by the needs and interests of the clients themselves. Ultimately, Coffee Connections assisted CAF families to achieve personal growth and enabled them to acclimatize to their new reality.

LENDING LIBRARY

As a Centre, we have prioritized ease of access to our services and supports this past fiscal year.

One of the centre pieces of this effort is the **KMFRC Lending Library**. Special Needs Inclusion, Parenting Support, Mental Health and Wellness, Child & Youth Development, and Deployment Services have all contributed to the virtual Lending Library database, **TinyCat**.

By amalgamating all areas in one virtual catalogue, clients can see the breadth of KMFRC resources available, from books to assistive devices, which complement the **1:1 supports and services we provide**. To further the accessibility of this unique offering, the Mental Health & Wellness Team led the set-up of a library nook on the lower level of the Centre to display the entire available collection of books. The library also features seating, visual displays of monthly features, and the ability to sign out books on the spot. This area is in a high foot-traffic area, contributing to the promotion of the Lending Library among LPA Childcare families. The availability of the Lending Library to CAF families speaks to “**improved coping skills developed by family members**” in the Logic Model. The Lending Library has gotten the attention of several MFRCs across Canada, leading to increased collaboration and sharing of resources.



211 Patrons have been entered into TinyCat since its inception in 2020



18 Unique patrons borrowed a total of **48 items** in the 2022-2023 fiscal year



LEVEL 2: NAVIGATIONAL SUPPORT

Providing individualized one-on-one coaching and navigational assistance tailored to relocations, absences and transitional military challenges.



ABSENCE SUPPORT

434

Supported requests
for absences support
by KMFRC

69

Families supported
through imposed restriction
or unaccompanied postings

53

Mass emails
sent to the families
of the deployed



326 Absences were supported by the KMFRC directly, with some CAF members and their families experiencing more than one absence in the calendar year



39 Were supported by other MFRCs closer to their loved ones, however the KMFRC was the initial point of contact for these requests



140+ Individuals attended our bi-weekly Virtual Deployment Coffee and special events throughout the 2022/23 fiscal year

Attendance Breakdown

114 Virtual Deployment Coffee Event
16 Remembrance Day Event
6 Holiday Event

Frequent absences due to operational requirements including deployment, training, imposed restriction relocations, and frequent interval travel are the expectations and challenges placed on military families. The KMFRC strives to provide information, resources, and support to increase awareness and preparedness, and foster social well-being and connection between the CAF member and their circle of loved ones during an absence. This enhances the ability of families to acclimatize to their new reality.

We encourage Canadian Armed Forces (CAF) members and their circle of loved ones to meet with a staff member from the Military Family Navigator team to discuss and prepare for all three stages of an absence: pre-deployment, deployment, and reintegration. Continued support by way of warmlines calls, meetings, and sharing of Road to Mental Readiness information and strategies is offered throughout the absence. The KMFRC is pleased to be able to offer deployment bears to families who will be experiencing an extended absence or frequent interval separation. The intent is to provide these cuddly bears to the CAF member prior to an extended absence, allowing them to give the bear to their children or loved ones prior to leaving, thus fostering connection and unique ways to increase communication topics throughout their absence.

It was very helpful to feel connected and supported during a challenging time for me. It was also great to enjoy the activities and get my mind off the challenges of the deployment. ”

In addition to one-on-one meetings, offered in person, by phone, or virtually to loved ones prior to and throughout the absence of their CAF member, we continued to offer bi-weekly evening virtual deployment support group events and activities throughout the fiscal year. With the new extended hours of operation, our team is excited to bring back in-person evening absence support events and activities in the 2023/24 fiscal year, for individuals of all ages.

“

The information shared at our Unit briefing will set families up for success during this deployment.

“

Often people talk about how stressful and worrying it can be to have a loved one deployed; even to a very close and “safe” country.

“

I was called back immediately by an amazing, well informed, kind and caring person who knew exactly what to say and do.

“

KMFRC plays an essential role to all of us... knowing you are there, and we are all a part of something much bigger is essential.

EMPLOYMENT & EDUCATION SUPPORT

Canadian Armed Forces (CAF) dependents and family members seeking new employment, a career change, or support with entrepreneurship have access to Employment Services through the KMFRC.

Those seeking guidance in this area were provided with information and referrals to local and national agencies for resume workshops, interview preparation, job search strategies, and military-specific employment opportunities and initiatives. This support achieved the primary outcome of increasing the ability of families to access services when needed.



102 Individuals were supported through their employment journey with information and referrals to local and national resources



5 New learners received Rosetta Stone licenses



57 Clients were supported through a variety of local and national services for **second language training**



LRDG participation ranged from **14 to 16** learners, **4** of whom were new to the course



30 New participants registered and passed the **At Home Alone** course

Second Language Training (SLT)

Second Language Training (SLT) is another ongoing service provided by the KMFRC, in partnership with outside agencies, to empower CAF families with a focus on professional and personal growth. SLT provides the Opportunity for clients to **learn a second language to better connect with others, and to further employment opportunities** that require a language profile, increasing the ability of families to access services when needed. Additionally, the services of the Language Research Development Group (LRDG) were procured by the KMFRC to offer self-directed and virtual classroom English or French language courses.



Workshops

The KMFRC also offered two unique workshops to support CAF families. The **Military Family Navigators** facilitated three full sessions of the At Home Alone course, providing participants with the skills needed to care for themselves or siblings safely and independently, in situations where the family may be experiencing an absence and a change in their child care circumstances. This achieves the primary outcome of increased understanding by families of the burdens posed by the 3 military challenges.

Our **Medical/Educational Binder Workshop** was very well attended by clients across all services levels. The Binder Workshop provides the tools needed to help achieve a smoother transition in services across relocations, therefore meeting the primary outcome of increased understanding by families of the burdens posed by the 3 military challenges.

PARENTING SUPPORT

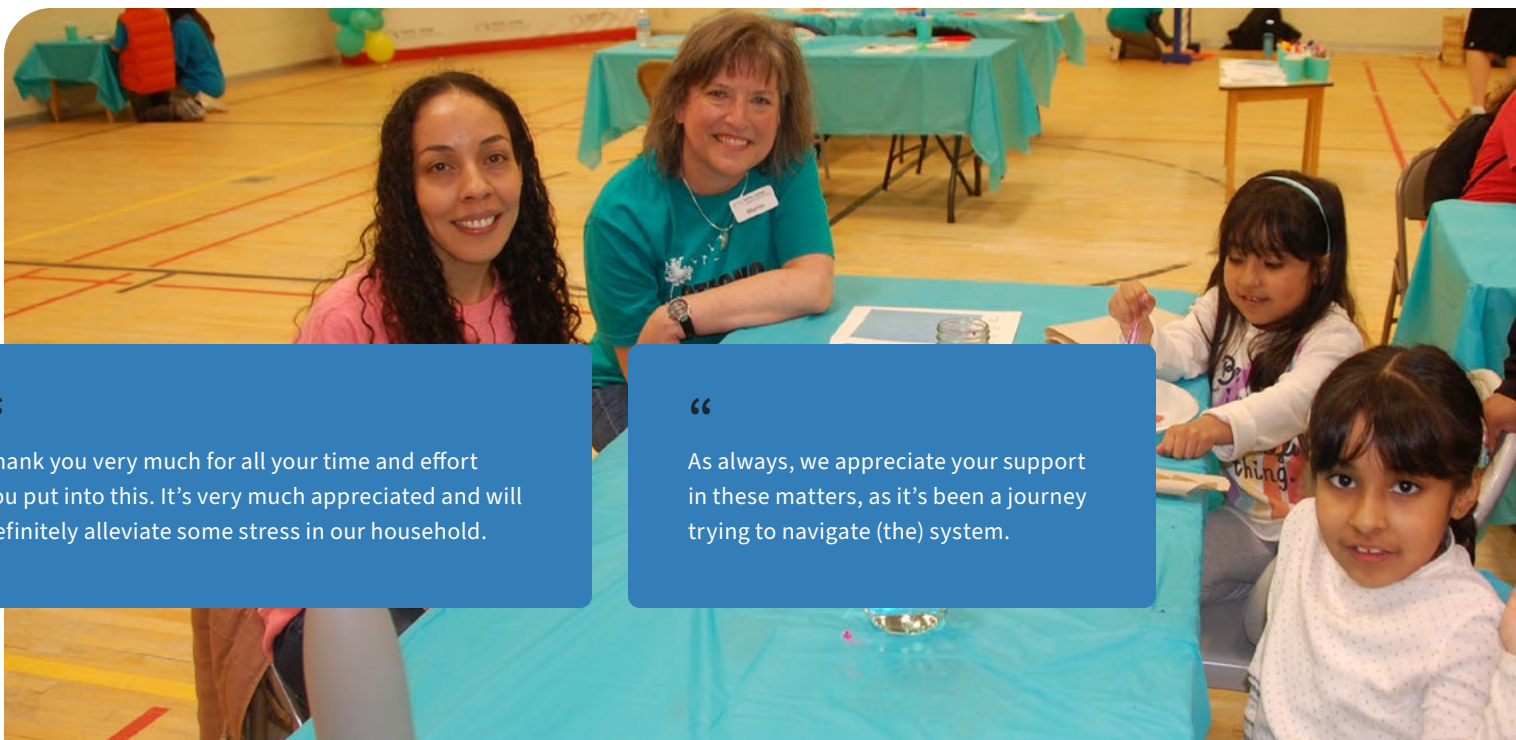
In January 2023, one of our Military Family Navigators began visiting A Great Start for Families (Kahwà:tsire Ronwatiyenawá:se) Centre at least once per month, aiming to connect military families in northeastern Kingston with a variety of strategies and resources, including programs at A Great Start for Families Centre that engage parents and children from birth to six years of age. This developing community partnership strives to support families who have recently relocated or are experiencing an absence, thereby increasing clients' awareness of local services, and enhancing their ability to acclimatize to a new reality.

We were pleased to create and offer a special parenting resource beginning in March 2023. Each "Baby Shower in a Bag" provides links to perinatal resources, and gifts from the KMFRC, to new or expectant parents who may be far from a familiar support network of family and friends. This primarily assists families experiencing the challenge of relocation and increases families' awareness of services available to the military community.

87%



increase in the number of military families accessing parent support services from the 1st to the 4th quarter of this fiscal year.



“

Thank you very much for all your time and effort you put into this. It's very much appreciated and will definitely alleviate some stress in our household.

“

As always, we appreciate your support in these matters, as it's been a journey trying to navigate (the) system.

SPECIAL NEEDS INCLUSION SUPPORT



\$13,488

In funds were awarded to families with special needs dependents, via the Support Our Troops Special Needs Grant

Special Needs Family Support Group, launched at the end of Q4, welcomed:

- 2 Returning families
- 4 New families



In fiscal year 2022-2023, we re-evaluated the Sensory Room space and its usage by creating a new layout that is better suited to the needs of the families.

We reduced the amount of floor level-accessible items, such as buckets of small manipulatives, and increased the space between zones to allow for better flow and separation in the room. We were fortunate enough to purchase several feature items to enhance the space, such as a fibre optic starlight rug, a sensory integration chair, and a floating fibre optic waterfall. Inquiries and bookings of the Sensory Room have also steadily increased post-COVID, and the space has been accessed by clients across service levels. The availability of a CAF-dedicated Sensory Room reduces the burden on families who are looking to re-establish services following a relocation, meeting the Logic Model Outcome of “enhanced ability of families to acclimatize to their new reality.”

Through an incredible partnership with Support Our Troops, we were able to support a total of 18 families, leading to 15 Special Needs Grant approvals. These funds were integral to reducing the financial strain associated with providing supports and services for CAF dependents with special needs.

We were pleased to relaunch a group that had been on hiatus for almost 3 years, with an updated focus as “Special Needs Family Support Group.” This group encourages peer connection and resource-sharing among military families whose dependents and loved ones have higher support needs. Offering this group is particularly useful to those experiencing the challenge of relocation, as it enhances their ability to adapt to a new reality.



VETERAN FAMILY PROGRAM

The 2022-23 fiscal year was a transitional one for The Veteran Family Program (VFP), without a dedicated navigator for most of the year. As a result, with a permanent Veteran Family Program Navigator in place, there was a special focus on community outreach and engagement, to ensure medically releasing and medically released families were aware of the services available to them.



VETERANS & FAMILIES
FAMILLES & VÉTÉRANS

In the last quarter, we saw many individuals and families greatly benefit from thorough and detailed VFP support, especially those cases categorized as complex.

This quarter saw strong numbers with **17** participants in Mental Health First Aid, **21** new client intakes, **33** returning clients/families and **42** documented registered-client interventions. **54** members, plus spouses, attended the Spring SCAN Seminar and **54** attended in the Fall.

In a short time, strong relationships were forged, and collaboration significantly increased. The focus in the year 2023/2024 is to further develop connections with community partners to better support our members, veterans and their families, with an increase in advocacy and empowerment.

A renewed relationship with the Respect Forum brought about KMFRC hosting the spring 2023 Forum. This was an opportunity to connect with local, provincial and national community partners to emphasize the important role VFP plays in the lives of medically releasing members, released veterans, and their families. In attendance were 30 community partners, of which relationships were created or further developed with the Commissionaires, RMC, Royal Canadian Legion Branch 631, and Homes for Heroes (H4H), among others.

A primary focus this year included further collaboration with key players (such as Transition Centre, Veterans Affairs Canada, 33 Health Services Centre and Manulife), and playing a more prominent role in facilitating a smooth transition out of service - especially for cases deemed complex, where a higher level of intervention and support significantly impacted the trajectory of the transition.

To enhance the ease of VFP access, VFP moved on-site at the Transition Centre each week. VFP attended its first Community Services Fair offered through Ongwanada, where over 80 local service providers were present. In addition to increasing awareness with our partners, we connected with over 20 individuals who are now aware of the Veteran Family Program's services and supports.

Due to the generosity of a local woman, VFP was able to facilitate the donation of 8 hand-made quilts to our homeless veteran population. This led to supporting an initiative through Royal Canadian Legion Branch 631 in the collection of various items (clothing, sleeping bags, tents, bedding, etc.) for homeless veterans.

MENTAL HEALTH & WELLNESS

The Mental Health and Wellness (MHW) team hosted a Wellness Day, a day dedicated to self-care. The intention of the Wellness Day was to introduce military families to different ways of coping and community services that can benefit and increase their mental health.

The Mental Health and Wellness team and VFP provided information and resources, and each participant was offered a bag filled with items to help them focus on mental health and self-care. The Wellness Day included an introduction to yoga, two different approaches to meditation, Zumba, and a discussion with a life coach about the unique challenges of the military lifestyle.

“Wisdom for Wellness” Podcast

The Mental Health & Wellness team continued to offer psychoeducation through the “Wisdom for Wellness” podcast. We hosted guests who discussed topics such as attachment styles, divorce and family changes, building sleep capacity, caregiver fatigue, art therapy, career transitions and positive, holistic masculinity. So far, 558 people have listened to the 8 episodes from April 2021-February 2023, and this number continues to grow as our community has continuous access to our entire archive of episodes whenever needed.



Wellness Day

The activities included **yoga, meditation, zumba, and conversation with a life coach.**

30 Registered

15 Attended

“

The presence of being in community again comforted me greatly. What a great event, the staff all showed their enthusiasm for the KMFRC. Everyone is helpful, knowledgeable and kind.

“

The take away resources were incredible. I appreciated being introduced to the Library and programs offered. Biggest take away for myself- Self care needs to be a priority.

“

I enjoyed the peaceful space, the open nature of the instructors, the additional resources on the table and getting to know others from the community.

Anxiety Aid Kit

The Mental Health & Wellness Team held an activity where children and youth could learn new coping skills for managing anxiety, and build an anxiety aid kit. Anxiety aid kits can be helpful for individuals experiencing symptoms of anxiety. Kits can be used within a classroom setting, at home, or during travel. Participants learned what anxiety means and looks like for them, and discussed common symptoms of anxiety. They practiced skills such as deep breathing, mindfulness, and progressive muscle relaxation. Participants were then offered a variety of physical items to add to their anxiety aid kits. The facilitator explained the purpose of each item, and how it might help cope with anxiety in the moment.

11 Registered

8 Attended

13-18 Age group: A participant of the 13-18 age group anxiety activity reported that she felt she had learned “new coping skills to help me feel less anxious”, including thought-swapping and rainbow breathing exercises.

7-12 Age group: Participants indicated that they learned new ways to help with their anxiety. One participant remarked that they “**didn’t know there were so many options that could help**”, another said that they learned that “**anxiety is different for everyone**”. All participants indicated that they learned more information about the symptoms of anxiety, including the definition of a panic attack and how to recognize when you are feeling anxious.

LEVEL 3: INDIVIDUALIZED INTERVENTION

Families in crisis are provided with urgent crisis intervention support, emergency assistance or clinical counselling.

In fiscal year (FY) 2022-2023, the Mental Health team provided **304 hours of short-term counselling to 65 clients**. Funded by United Way, we were once again able to offer longer-term counselling to CAF families at Resolve Counselling Services Canada. Through this program, **79 additional unique individuals received 358 hours of counselling services**.

In collaboration with the CFB Kingston Chaplaincy team, we continued to work on the creation and delivery of the **Military Dads program**. A Military Dads conference was held in Kingston in December 2022 where the Caring Dads co-creator, global enterprise manager and team attended to review the program and connect with facilitators being trained at two other Ontario MFRCs. The program was run again March-May 2023, with great success and positive feedback.

**I feel more confident
not only as a Dad but
as a person.**

”



This program helped improve not only the relationship with my children, but also the relationship with my partner.

”



“

I have worked with a number of social workers and mental health professionals over the years and this program was different. It helped me understand things about myself and the way I parent that I never have before.

“

It was really validating to hear that I am not alone and be able to share with other dads and men what I am struggling with.



VOLUNTEER SERVICES

Providing our community members with meaningful volunteer opportunities, where they can share their talents and achieve personal fulfillment, is key for the KMFRC.

37

Volunteers

6

Projects & activities
that were positively
supported by volunteers

238+

Volunteer
hours

Garrisons Kids' Holiday Party

The Garrisons Kids' Holiday Party proved to be one of these wonderful successes thanks to the hard work of the KMFRC staff and volunteers. This past year there were **25 volunteers** who helped welcomed nearly **1200 adults and children**. There was a variety of dynamic volunteer roles that were filled by 13 youth and 12 adults throughout this special event.

“

I thought the Garrison Kids' Holiday was run efficiently.

“

Thank you for the tremendous opportunity to volunteer at this event.

Black History Month Celebration

The KMFRC had the pleasure of participating in the Black History Month Celebration event held at CFB Kingston. One KMFRC youth volunteer and a staff member attended this valuable event to setup a game station for children. The event was **a perfect outreach opportunity to connect with members of the community** and share useful information on services being offered by the KMFRC and the community. **A prospective volunteer was also recruited at this event!**

Community Garden

The incredible Community Garden started back up in March 2023, which created additional volunteer opportunities. Leading up to its opening, the Garden was promoted as a great opportunity to connect with fellow community members, **establish new roots, and contribute to overall positive wellness**. In addition, the KMFRC offered a gardening workshop for potential Community Garden participants.

21 people registered to attend a presentation by a local guest speaker, who is himself a long-time gardener, greenhouse owner, and garden writer for the Kingston Seniors Association magazine, Vista. This information session was also attended by a representative from Loving Spoonful and the Military Co-chair for the Kingston Defence Indigenous Advisory Group (KDIAG). The opportunity to **connect with like-minded community members**, share gardening experiences, and engage in practical learning, was greatly appreciated.



DONORS

Thank you for your support!

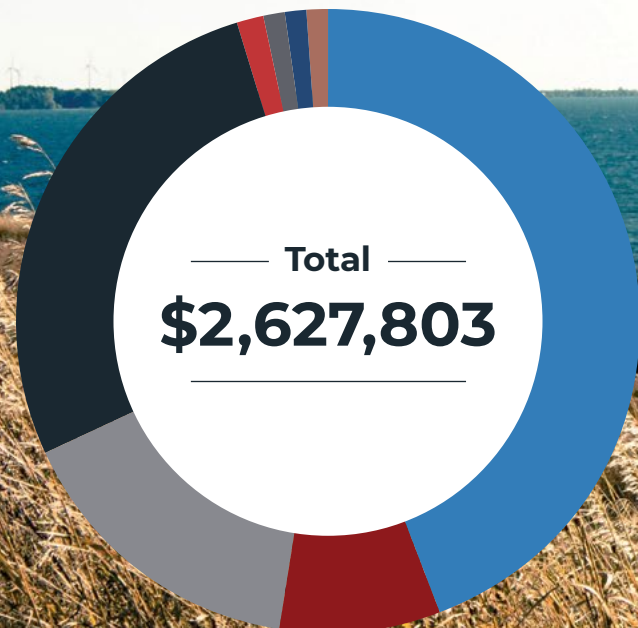
Tenaquip Kingston	\$9600
Children's Thrift Sale Committee	\$6335
Members of Kingston Prior Order of St. George	\$5416
Kingston Prior Order of St. George	\$5000
Royal Canadian Legion, Limestone City Branch 560	\$5000
Eastern Ontario Corvette Club	\$4500
Kingston Frontenac's Hockey Club	\$3216
Together We Stand	\$1000

Under \$1000

John & Heather Price
NNY Corvette Club
Taylor AutoMall
Sutton Group – Masters Realty Inc., Brokerage
recce.ca - Modern, Vintage, One-of-Kind
Tim Horton's, Hwy 15
Starbucks, Rose Abbey
McDonald's Greater Kingston Area
Culligan Water, Kingston
The Clean-Up Shop
Utilities Kingston

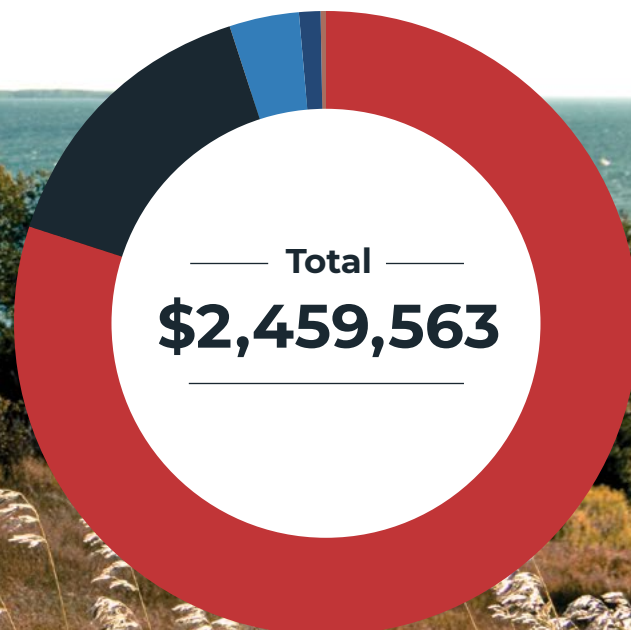
REVENUES

MFS Funding	\$1,166,249	44%
CFB Funding	\$219,316	8%
Grants	\$405,556	15%
User Fees	\$715,648	27%
United Way	\$36,217	> 1%
Fundraising & Donations	\$28,352	> 1%
Amortization	\$27,355	> 1%
Interest	\$29,110	> 1%



EXPENSES

Personnel	\$1,968,046	80%
Program Delivery	\$373,371	15%
Administration	\$90,569	4%
Amortization	\$27,474	.9%
Bad Debt (Recovery)	\$103	.1%





KMFRC | CRFMK

Kingston Military Family Resource Centre | Centre de ressources pour les familles des militaires de Kingston

MISSION

Deliver services and resources that enhance military family resilience and stabilization in the face of unique military challenges.

VISION

To create a supported and connected community of military families.

VALUES

Our services and activities are measured by the standards set out in our values. They are also the principles that shape our behaviors and actions as we strive to best support our military families.



Trust

We build relationships based on mutual respect by listening to our clients, employees, volunteers, partners, and community members. We keep our word and provide reliable services and accurate, timely information.



Integrity

We are honest with each other, our volunteers, our clients and our community. We are dedicated to being reliable and transparent in all that we do.



Quality

We pursue excellence in everything we do to achieve the highest level of service for the needs of our military families and our community.



Respect

We value people, diversity, and equality. We treat all those we partner with, employ and serve with dignity and integrity.



Empowerment

We invest in staff and volunteers who take the initiative to support our clients and communities in enhancing their resilience and quality of life.