

***Proudly supporting military and veteran families in
the Winnipeg and Thunder Bay areas***



Annual Report 2025-26



Stronger partnership, greater progress

Stephanie Fan
Chairperson

The Winnipeg MFRC is once again proud to lead nationally in delivering our core services. Through strong partnerships and effective governance, we have advanced our mission, made meaningful progress in supporting Canadian Armed Forces (CAF) members, veterans, and their families, and strengthened our community.

The support and close collaboration with our funder, Military Family Services, and key partners such as the 17 Wing Executive, the Ships Company of HMCS Griffon, and O'Kelly VC Armoury have been vital to our success. The valuable contributions from organisations like the local branches of the Royal Canadian Legion and donors such as Magellan Aerospace – Winnipeg have enriched our work. Our focus on community engagement and outreach remains central to our progress. Together, the connections and relationships we have

built have enabled us to broaden our reach, increase our knowledge and capacity, and continue to meet the evolving needs of those we serve.

The future brings many changes for the military community. This year, I have seen firsthand the commitment and determination of our staff, volunteers, executive team, and community partners. With continued dedication, I am confident we will adapt and continue to serve our families in every way needed.

Thank you for your ongoing trust, support, and interest in your MFRC. I look forward to working with you in the coming year.

Advancing to serve you best

Allison Payne
Executive Director



We extend our sincere thanks to our Board of Directors for their leadership in fiscal responsibility, policy governance, and risk management, ensuring our organisation remains accountable, financially sustainable, and dedicated to the safety and security of our staff and clients. We are equally grateful to our Thunder Bay Advisory Committee, Child Care Centre and Nursery School Committees, and our dedicated volunteers - our most valued unpaid team members - for their steadfast support.

Investing in staff professional development remains a top priority, fostering individual growth and strengthening our ability to deliver evidence-based programs grounded in the domains of wellness. This year, we proudly celebrated the rare achievement of a team member receiving the Chief of the Defence Staff (CDS) Coin. The unique experiences brought by military spouses enrich our team, despite the

inevitable turnover that comes with military postings.

Our programs continued to be well attended, bolstered by new initiatives, expanded gender-based violence programming, and funding through the Access to Child Care Grant, which enabled us to refresh equipment and enhance inclusive programs for children with additional support needs. We also partnered with Dreams Take Flight, sending three CAF children to a memorable day at Disneyland, CA.

Looking ahead, we are committed to investing in tools to further develop our virtual programming, expanding our reach to those outside Winnipeg or unable to attend in person. We also hope to create a children's respite program and increase access to childcare, addressing one of the most significant challenges facing CAF families. Thank you to everyone who places their trust in us as we continue to advance to serve you best.



The Carey family, Nov 2025

Enhancing supports, enriching lives

Your Winnipeg MFRC continues to strengthen service delivery by enhancing our partnerships, people, and processes, ensuring more families receive meaningful support when they need it.

Vision We will ensure a community where all military families feel supported.

Mission To develop resiliency by supporting a mission-ready community of strong military families.

Core services

Whether it be for education, skill-building, peer support, counselling, or referrals to outside resources, we work together with CAF members/veterans and their families to help them understand and cope better with any challenges of:

Relocation

Assisting families to integrate into their new community before and during their postings as well as when they leave for their new postings

Absences

Serving families experiencing work-related separation or reunion with their loved ones due to deployment or training

Transition

Helping families of new recruits, members, and veterans transition smoothly to military or civilian life

Relocation services

We bid farewell to our Client Care Coordinator Jessica Jones and welcomed our new Program Manager Natalie Shykoluk. Natalie assumed the responsibilities of this role from February to March. Over the year, we conducted a total of 191 clear-in/intake meetings, allowing us to better understand the needs of newly-posted CAF members and their families and provide tailored support.

Our regular programs included the Posted to Winnipeg Virtual Information Session (May), which provided incoming CAF members and their families with key relocation information. The Play Date in the Park (May - Sep) gave families with children the chance to connect and make friends in their new community. The Family Fun Fest (Sep) gathered relocated families for a day of fun, socialising, and information about available services. The Building Blocks Program (Sep) engaged children aged 9 to 12 who were experiencing relocation and deployment in collaborative Lego activities to develop communication and social skills.



Family Fun Fest attendees, Sep 2025



Building Blocks Program participants, Sep 2025

As a new initiative, we offered the Settle in Winnipeg Virtual Program (Aug and Nov). This Program gave newly-posted CAF members and their families a space to find information and support for a smooth integration into the community. One session featured a representative from **Travel Manitoba** who highlighted winter activities and attractions in the province.

In **Thunder Bay**, we provided pre-posting packages and tailored information to families relocating to the community. Upon arrival, we encouraged families to visit the MFRC and maintained regular contact to ensure an easier transition.

Our Open Doors Information Mornings helped us strengthen relationships with units at O'Kelly VC Armoury and HMCS Griffon. Members and their families participated in relocation sessions and received essential information during our ongoing visits and briefings.

Other supports and services



Manitoba Museum



Military kids at FortWhyte Alive



Winnipeg Art Gallery

Lending Library

For only \$30 per family per year, military members and their families can borrow our day passes to explore the **Manitoba Museum**, **FortWhyte Alive**, and the **Winnipeg Art Gallery**. We are working to develop new partnerships and expand the range of experiences available to our community.



Career and employment

Our **Employment Resource Hub** remains a valuable self-serve tool for families navigating employment challenges. We also connected with local and national organisations for referrals and promoted available services, job opportunities, workshops, and career fairs.

Second Language Training

We supported families with language training needs through referrals to the **Language Research Development Group (LRDG)** or **Rosetta Stone**. Adult family members accessed the LRDG while families on OUTCAN postings to countries where English or French is not the primary language used Rosetta Stone to support their transition.

127
children served

What parents had to say

"It's a place where my child feels safe, valued, and excited to return to each day. It has become more than childcare for us; it's a trusted piece of our child's continued development."

"The staff have been welcoming, caring, and truly invested in our son's growth. The sense of community, the genuine relationships, and the confidence and independence he has gained mean so much to our family."

"Knowing our children were in capable and caring hands gave us peace of mind and allowed us to focus on work during the days and enjoy our time at home. Many of the staff who cared for our son in 2020 are still part of our daughter's days today, and they have come to feel like an extension of our family."



Our toddlers' artwork for the Month of the Military Child



Our infant group painting on the Centre's outdoor easels

Child Care Centre

Our Centre strengthened its commitment to quality care and learning by enhancing programs with improved facilities and creating memorable experiences for children, families, and staff.

Thanks to the Military Family Services' Access to Child Care Grant, we recruited four Early Childhood Educators (ECE) and updated furniture, appliances, and spaces to benefit all age groups.

We provided a diverse range of programs to foster growth in all areas of child development. Throughout the year, we continued the much-loved **Wee-Bee-Jammin** with Sonja, and during the summer, we introduced the Turtle Drum Workshop. We also welcomed back **Star Dome**, **Mr. Circus**, and **GymKyds**, giving every child opportunities to learn, play, explore, and thrive.

Community celebrations made the year even more memorable, including I Love to Read Month with the 17 Wing Military Police and the Month of the Military Child, both of which featured engaging activities and special decorations throughout the Centre. We look forward to celebrating these special occasions each year.



Our preschoolers during an outdoor storytime with the 17 Wing Military Police for I love to Read Month

What kids liked best

"Lots of toys, teachers are always nice, and make us learn something new everyday." – 7 years old

"I like the doll house, the kitchen area, and my friends." – 7 years old

"I like the plants and my friends and teachers." – 9 years old

"I like the backyard for outside play." – 9 years old



I Love to Read Month celebration with 17 Wing's Colonel Jody Hanson (R) and Chief Warrant Officer Richard Pierre Rousseau (L)

Nursery School

We had a successful year marked by growth, community involvement, and meaningful learning.

One of our greatest achievements was enhancing our outdoor learning space. With support from the **Province of Manitoba's Outdoor Early Childhood Education Grant**, we renovated the area to provide more opportunities for exploration and play. This improvement enables us to extend learning outdoors and offer more hands-on experiences each day.

Throughout the year, we delivered our regular programs and a variety of special activities that supported children's social, emotional, and cognitive development while enriching their overall learning experience.

Some highlights from our regular programming included our music program, trick-or-treating at the MFRC and CANEX buildings during Halloween, and a special visit from local firefighters.

39

children served

19 morning class

20 afternoon class

What parents had to say

"Thank you for creating such a joyful space. He looks forward to 'little kitchen' every day, and we love seeing his imagination grow."

"Thank you to everyone who has made our son's first school encounter so incredible. He gets so excited when it's a 'school day,' and that is in part due to your incredible staff."

Special events

50/50 Draw (Jan) - proceeds helped provide quality music, activities, and educational experiences for children

I love to Read Month (Feb) - 17 Wing leaders inspired students the love of reading and storytelling

Open House (Feb) - brought eight new families to our school community

Month of the Military Child (Apr) - honoured the strength and resilience of military children in a meaningful and age-appropriate way



The Emmerson-Steeves family during the Open House

180
families served

Deployment services

This year, we said goodbye to our Community Services Advisor Tamika Reid and hello to Shelley Dykeman as our new Deployment and Veteran Family Program Coordinator.

Families continued to benefit from our Morale Mail Packaging Centre, sending hundreds of packages filled with treats, cards, and personal care items to deployed loved ones.

We partnered with Fidelity Investments and SISIP Financial to offer a Will and Estate Planning Information Session (May), helping attendees to keep their families safe, prepare legal documents, and minimise estate taxes. We also extended the Building Blocks Program to children ages 9 to 12 experiencing deployment (see page 5).

To further support families, we delivered the Virtual Calming Jar Workshop, which allowed participants the flexibility to complete the workshop remotely and was highly attended.

Among our new offerings was the Neurographic Drawing Workshop (Oct), which helped participants manage and cope with stress. This calming technique



Neurographic Drawing Workshop participants

was also shared in one of the sessions of the Loss Through Death Support Group (see page 11) and of the Positive Program (see page 12). Additionally, we launched the While You're Away Here's My Day Journal, giving family members a creative outlet to express emotions and capture memories during a loved one's absence.

Shelley was instrumental in digitising the Departure Assistance Group form, which was initially adopted by the 17 Wing Mission Support Squadron and later widely used by other 17 Wing units. This initiative led to the digitisation of other MFRC forms, streamlining our processes and improving supports for military members.

What clients had to say

"We had a fun time making the jars together, and they've been popular all weekend. They do provide a nice reset and are fun to shake up in general." – **Virtual Calming Jar Workshop participants**

"I was amazed at how much everything slowed down, a sense of calm came over me as I was drawing." – **Neurographic Drawing Workshop participant**

In **Thunder Bay**, we kept families connected to MFRC resources through regular check-ins, programs, and referrals, offering support during separations and reunions. Many families made use of our Free Parcel Service and participated in Pre-Deployment Briefs. Our Deployment Summer Family Connector event and Parcel Drop-Off Opportunity evenings were also well attended.

Transition services

105

families served

Supports for new recruits

New recruits and their families were provided with trusted information to ease their transition to military life, along with ongoing support for every step of their military journey.



What clients had to say

"Thank you so much for your consistent communication, support, and efforts."

"I'm thrilled to see that this type of outreach is happening in Winnipeg!"

64

families served

Veteran Family Services

We supported medically-released and medically-releasing veterans and their families as they transition to civilian life. We strive to make this process a little easier by helping them navigate resources, access referrals, and achieve their personal goals in areas such as mental health, education, finances, physical wellness, and social connection.

The Mental Health First Aid courses (Dec and Apr) were offered, equipping attendees to recognise and respond to mental health challenges.



What a client had to say

"Thank you so much for the information and the chat. It was fantastic to connect. I appreciate all the support and resources you shared and the offer of continued support in the future."

50

families served

Services for families of members who are ill, injured, and have fallen

Our Family Liaison Officer (FLO)/Social Worker (SW) provided mental health supports and served as a vital, expert resource for both the 17 Wing and Thunder Bay communities. The FLO/SW was also actively involved in the 17 Wing Helping Professionals (HP) Committee, which develops Gender-Based Violence (GBV) initiatives on base.

We assisted families transitioning to civilian life due to injury, illness, or death, and those experiencing loss from relocations and deployments. Services included grief counselling and support groups, play therapy for children, and couples counselling.

We also provided Emergency Family Care Assistance through respite support to help families in times of crisis.

Our FLO/SW was instrumental in developing a bereavement program, helping members and their families cope with both death-related and non-death-related grief.

What clients had to say

"Our sessions are the only thing that has kept me able to work these last few months. I wouldn't have been able to do it without our sessions." – **A reservist military member**

"Having a safe space to meet and talk about my loss has been such a healing process for me. The group has also inspired me to start creating again, something I haven't done in years." – **Loss Through Death Support Group participant**



(L-R) Former SW Intern Brenna Morton with our FLO Stefey Reed

New events/program

National Caregiver Day (Apr) – a virtual event with Susanne White, who shared tips on navigating the caregiving role with grace and empowerment

National Grief Awareness Day (Aug) – provided participants with coping strategies and information on how to seek help

Loss Through Death Support Group (Oct - Nov) – co-facilitated by 17 Wing's Padre Enoch Lee, this program offered a safe and supportive space to connect and explore ways to cope with death-related grief



Susanne White, founder of **Caregiver Warrior**

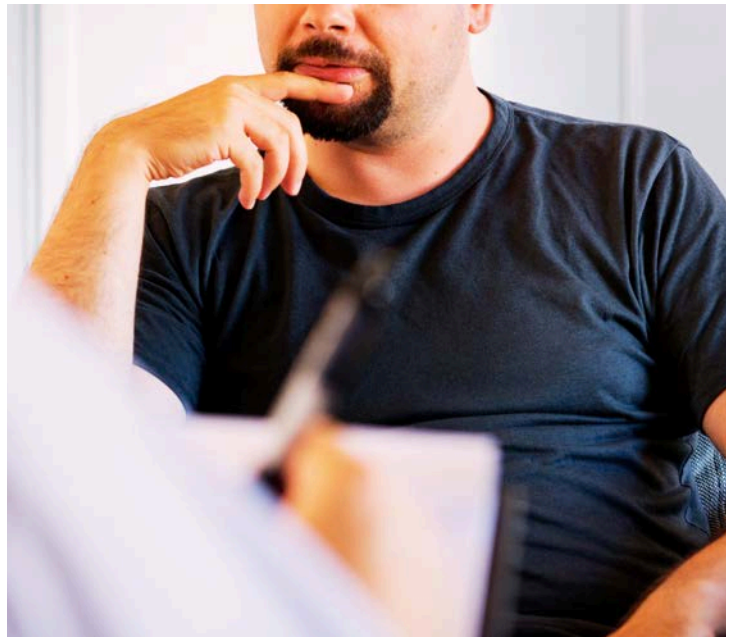
52

clients served

Counselling services

In November 2025, Adepeju Aina joined our team as term Social Worker, Child and Family.

We supported children, youth, adults, couples, and families as they navigated the unique challenges of military life. Our Social Worker provided short-term counselling and referrals to clients in Winnipeg and Thunder Bay, helping to improve mental health and build resilience for individuals and families.



To support our clients, we focused on psychoeducation to help them better understand their situations and responses, skill-building sessions for emotional regulation and communication, and strength-based, relational approaches to enhance confidence, connection, and overall functioning.

Our combination of emotional validation, practical coping tools, and support through relational and environmental changes helped our clients adapt and thrive.



Positive Program

As one of our signature psychoeducation programs, we continued to offer the Positive Program. Participants learned to focus on the positive, set goals, and apply practical tools to navigate challenges. We also incorporated neurographic drawing as an additional coping strategy (see page 9).

Increasing knowledge, collaboration, and engagement

17 Wing Helping Professionals (HP) Committee

With guidance from our Counselling Team, we supported the following:

- Men's Health Week (Jun)
- Healthy Relationship Campaign (Oct)
- Bystander Intervention Presentation and HP Showcase (Jan)

Gender-based Violence (GBV) initiatives

Apart from recognising and supporting national and local awareness campaigns, we developed these new initiatives:

- Together in The Light: Candlelight Vigil and Film Screening for the 16 Days of Activism Against GBV (Nov)
- Brave Bonds Support Group Program (Feb - Mar)
- Reclaiming Financial Safety Workshops (Feb & Mar)



*"Thank you for a wonderful program. I learned more about my situation and myself. It's a little easier to parent my kiddo now and I'm wording things different, too. If there's any other similar programs, please let me know!" – **Brave Bonds Support Group participant***

Additionally, for the second year, we supported the HP Committee in delivering the 17 Wing International Women's Day (IWD) event. This celebration was made possible by GBV funds and the outstanding efforts of the Defence Women Advisory Organisation team.

Thank you for creating such a great event - with every detail so well planned. A huge congratulations to the entire team. Thanks for the invitation, warm welcome, and hours of conversation and community."
– **Kristen Dubreuil, IWD 2026 Guest Speaker**



(L-R) Deputy Director Jenny Brennan, Kristen Dubreuil, LCol Jen Campbell, and Col Hanson at IWD 2026

Diversity, Equity, Inclusion, and Belonging (DEIB)

We heightened our involvement in the 17 Wing Defence Diversity Advisory Groups such as the:

- Defence Indigenous Advisory Group (DIAG)
- Defence Women Advisory Organisation (DWAOW)
- Defence Racialised Persons Advisory Group (DRPAG)



The DRPAG, including our Marketing and Communications Officer Marilyn Camaclang - Sumacot (L), with Black History Month 2026 Celebration's panellists and guests

Our ongoing staff training, participation in the 17 Wing Positive Space Program, and support for the Defence Team Pride Advisory Organisation events reinforced our commitment to making DEIB part of our daily operations and maintaining a welcoming and supportive environment for all.

Strengthening community connections and partnerships

We continued to engage with local branches of the Royal Canadian Legion in Winnipeg, Thunder Bay, and the surrounding areas. We also made our Coffee Break mobile, bringing coffee directly to 17 Wing units and making personal connections. All of these initiatives gave us a chance to share tailored information about our supports and services.

Throughout the year, we maintained a strong presence at events within and outside of the military community and created ways for families to connect and build community connections. We hosted our Open House (Nov) and participated in various events, including:

- Homes for Heroes Foundation Gala
- Indigenous Veterans Day Ceremony
- Indigenous Veterans Summit
- Orange Shirt Day Ceremony
- Red Rose Ranch Veterans Horse Camp Fundraiser
- Royal Canadian Legion Remembrance Day Ceremonies
- RCAF Run
- Soldier On's Fishing Derby
- Stonewall Veterans Cup Hockey Tournament
- Winnipeg Goldeyes games

We worked with multiple organisations and groups to increase awareness of available resources, maximise their use, and reduce service overlap. This year, these were the new organisations we added to our growing network:

- 2 Canadian Air Division
- Family Dynamics
- Fidelity Investments
- Girl Guides of Canada
- Manitoba Mental Health Crisis Response Centre
- Manitoba Theatre for Young People
- Operational Stress Injury Social Support
- Quilts of Valour Canada
- Royal Canadian Legion - Norwood St. Boniface
- Royal Canadian Legion - Winnipeg Polish Canadian
- Strongest Families Institute
- Travel Manitoba



Mobile Coffee Break with the RCAF Band, Mar 2026



Indigenous Veterans Day Ceremony, Nov 2025



Our Deployment and Veteran Family Program Coordinator Shelley Dykeman (R) with Quilts of Valour Canada Coordinator for Manitoba Nicole Young (L)



Selkirk Legion (Br. 42) members with our Executive Director Allison Payne and Deployment and Veteran Family Program Coordinator Shelley Dykeman

Our funders, donors, and sponsors



We are funded by the Military Family Services through the Military Family and Veteran Services Program (MFVSP)

Thank you for your generosity and support!

ANAV

Royal Canadian Legion Branch 43

Janet Heming

Royal Canadian Legion Branch 100 Poppy Fund

Magellan Aerospace, Winnipeg

St. James Burger

Royal Canadian Legion Branch 7
Poppy Fund

United Way Winnipeg

Royal Canadian Legion Branch 42

Veterans Cup

and our many anonymous supporters

We made every effort to ensure that the above is an accurate list of donors and sponsors who contributed to us from April 1, 2025 to March 31, 2026. Please let us know if there are errors or additions by emailing our Executive Director, Allison Payne, at allison.payne@winnipegmfrfc.ca.

Featured funder: Magellan Aerospace, Winnipeg



(L-R) Our Deputy Director Jenny Brennan with Magellan's Executive Assistant and Social and Welfare Committee Lead Julie Robichaud and our Marketing and Communications Officer Marilyn Camaclang-Sumacot

Thank you to Magellan Aerospace, Winnipeg for their generous support this year. In addition to ongoing donations and employee contributions, Magellan sponsored and provided volunteers for our Holiday Gift Shop (HGS) for the second year. With the outstanding efforts of their 15 volunteers and the 33 volunteers from our community, our 2025 event helped 113 young shoppers purchase and wrap 455 holiday gifts at minimal cost. This event continues to foster independence and a spirit of giving among 17 Wing children.



Magellan Volunteers,
HGS 2024



Magellan Volunteers,
HGS 2025



Magellan Volunteer Mike Bockstael
with his little shopper at HGS 2025

"It is both a delight and an honour to support this incredible event. Seeing the happiness and pride the act of gift giving brings to these young ones is very rewarding. This event spreads holiday cheer and also nurtures important values like independence and generosity and we are proud to play a role in helping these children experience the joy of giving." – **Ron Drepaul, Magellan Winnipeg's General Manager**

"It was uplifting to see the joy and excitement on the faces of the kids and hearing them say how much their family members would love the gift they selected. Volunteering only took a couple of hours in the evening and is nothing compared to the dedication, commitment and sacrifices that our military families do for our great country." – **Mike Bockstael, Magellan Winnipeg's Business Unit Leader**



Bruce and Sharon Bain with our Executive Director Allison Payne (C)



Kristen McFeeters as a wrapping elf at our HGS

Our volunteers

Winnipeg

Our volunteers made a significant impact this year. Their contributions ranged from providing administrative support to assisting with the successful delivery of programs and events.

Our Board of Directors also consists entirely of volunteers, 51% of whom are military family members. They play a vital role in governance by setting direction, providing guidance, and ensuring accountability.

Collectively, our volunteers helped strengthen our services, create a welcoming space for newcomers, and support our community in countless ways.

This year, our volunteers attended a Winnipeg Goldeyes game (Jul) and the 17 Wing Volunteer Appreciation Event at a Manitoba Moose game (Dec). This appreciation event was organised in partnership with the 17 Wing Personnel Support Program. In both events, we celebrated our volunteers' dedication and expressed our gratitude for their unwavering commitment.

Thunder Bay

Volunteers in Thunder Bay contributed their time and efforts in supporting families, organising programs, assisting with outreach, absences, and relocation services, and serving on our Advisory Committee. Their dedication continues to strengthen our community and provides a strong foundation for the families we serve.

What volunteers had to say

"As a volunteer for the MFRC, it is my enjoyment to help people. Simple ways to help are the best ways for me. An example of clearing snow on the sideways and entrances in the early mornings, so it is something that the staff does not have to."

– Bruce Bain

"Volunteering at the MFRC has brought me community and friends. I enjoy giving back to a community that has given so much to me."

– Kristen McFeeters

Financial highlights

Winnipeg Military Family Resource Centre

Statement of Financial Position

March 31, 2026

	2026	2025
ASSETS		
CURRENT		
Cash	\$ 1,161,840	\$ 912,399
Short-term investments (Note 4)	71,999	73,395
Accounts receivable (Note 5)	8,493	5,921
Prepaid expenses	10,278	12,300
	1,252,610	1,004,015
CAPITAL ASSETS (Note 6)	6,171	569
	\$ 1,258,781	\$ 1,004,584
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities (Note 7)	\$ 57,137	\$ 52,236
Repayable funding for unspent MFS programming (Note 8)	26,054	50,462
	83,191	102,698
DEFERRED REVENUE (Note 9)	555,319	336,324
	638,510	439,022
NET ASSETS		
Unrestricted	614,100	564,993
Invested in capital assets	6,171	569
	620,271	565,562
	\$ 1,258,781	\$ 1,004,584

ON BEHALF OF THE BOARD

Director

Director

Draft (for discussion purposes only)

Winnipeg Military Family Resource Centre

Statement of Revenue and Expenses

Year ended March 31, 2026

	2026	2025
REVENUE		
Department of National Defence - MFSP Directorate	\$ 946,014	\$ 962,886
Nursery operations (<i>Schedule 1</i>)	179,290	127,235
MFSP supplemental funding	95,060	73,603
Donations	33,089	29,557
GBV programming	11,536	12,956
Fundraising	3,555	2,337
Programs	2,709	2,061
Other	2,232	2,036
Interest	439	1,280
Miscellaneous	-	532
MFS surplus funding repayable	-	(50,462)
	1,273,924	1,164,021
EXPENSES		
Advertising and promotion	17	925
Amortization	894	621
Fundraising	1,381	894
Insurance	12,300	6,145
Interest and bank charges	2,571	2,809
Other	30,175	34,298
Professional development	12,850	7,245
Professional fees	36,581	42,348
Program delivery	171,576	95,200
Travel	443	813
Wages and employee benefits	950,427	1,015,650
	1,219,215	1,206,948
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$ 54,709	\$ (42,927)

Draft (for discussion purposes only)

Winnipeg Military Family Resource Centre

Statement of Cash Flows

Year ended March 31, 2026

	2026	2025
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses	\$ 54,709	\$ (42,927)
Item not affecting cash:		
Amortization of capital assets	894	621
	<u>55,603</u>	<u>(42,306)</u>
Changes in non-cash working capital:		
Accounts receivable	(2,572)	6,964
Accounts payable and accrued liabilities	4,901	2,803
Prepaid expenses	2,022	(10,238)
Deferred revenue	218,995	231,553
Unused funding for MFS programming repayable	(24,408)	38,086
	<u>198,938</u>	<u>269,168</u>
Cash flow from operating activities	<u>254,541</u>	<u>226,862</u>
INVESTING ACTIVITIES		
Purchase of capital assets	(6,496)	-
Purchase of short-term investments	1,396	(2,036)
Cash flow used by investing activities	<u>(5,100)</u>	<u>(2,036)</u>
INCREASE IN CASH	249,441	224,826
CASH - BEGINNING OF YEAR	<u>912,399</u>	<u>687,573</u>
CASH - END OF YEAR	\$ 1,161,840	\$ 912,399
CASH FLOWS SUPPLEMENTARY INFORMATION		
Interest received	\$ (2,232)	\$ (2,036)
Interest paid	<u>\$ 2,569</u>	<u>\$ 2,809</u>

Draft (for discussion purposes only)

To review or request a copy of our complete audited financial statements, including the independent auditor's report, please email our Executive Director, Allison Payne, at allison.payne@winnipegmfrfc.ca.

MFRC Child Care Centre

Statement of Financial Position

March 31, 2026

	2026	2025
ASSETS		
CURRENT		
Cash	\$ 1,131,181	\$ 1,141,945
Short term investments (Note 4)	240,215	231,415
Accounts receivable (Note 5)	61,189	105,500
Prepaid expenses	7,981	6,055
	1,440,566	1,484,915
LONG TERM INVESTMENTS (Note 4)	174,853	167,687
CAPITAL ASSETS (Note 6)	142,547	169,121
	\$ 1,757,966	\$ 1,821,723
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities (Note 7)	\$ 120,957	\$ 83,818
Provincial pension advance	6,924	6,924
Deferred revenue (Note 8)	31,645	54,303
	159,526	145,045
DEFERRED CAPITAL CONTRIBUTIONS (Note 9)	-	5,125
	159,526	150,170
NET ASSETS		
INTERNALLY RESTRICTED NET ASSETS	-	365,381
INVESTMENT IN CAPITAL ASSETS	142,547	163,996
UNRESTRICTED NET ASSETS	1,455,893	1,142,176
	1,598,440	1,671,553
	\$ 1,757,966	\$ 1,821,723

ON BEHALF OF THE BOARD

Director

Director

Draft (for discussion purposes only)

MFRC Child Care Centre

Statement of Operations

Year ended March 31, 2026

	Budget 2026 <i>(Unaudited)</i>	2026	2025
REVENUE			
Provincial funding	\$ 1,423,293	\$ 1,722,142	\$ 1,503,430
Parent fees and subsidies	623,331	277,324	316,517
Interest income	30,000	23,302	31,302
Miscellaneous	9,500	984	4,739
Canada summer jobs (CSJ)	-	-	9,628
	2,086,124	2,023,752	1,865,616
EXPENSES <i>(Schedule 1)</i>			
Salaries and benefits	1,867,214	1,913,055	1,460,596
Program	80,500	92,331	89,401
Office and building	36,500	24,850	15,137
Administrative	72,400	43,735	48,832
	2,056,614	2,073,971	1,613,966
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS	29,510	(50,219)	251,650
AMORTIZATION			
Deferred contributions <i>(Note 9)</i>	-	(5,125)	(6,549)
Capital assets	-	28,019	31,064
	-	22,894	24,515
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$ 29,510	\$ (73,113)	\$ 227,135

Draft (for discussion purposes only)

MFRC Child Care Centre

Statement of Cash Flows

Year ended March 31, 2026

	2026	2025
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses	\$ (73,113)	\$ 227,135
Items not affecting cash:		
Amortization of capital assets	28,019	31,064
Amortization of deferred capital contributions	(5,125)	(6,549)
	<u>(50,219)</u>	<u>251,650</u>
Changes in non-cash working capital:		
Accounts receivable	44,311	(59,807)
Accounts payable and accrued liabilities	37,140	(20,673)
Deferred revenue	(22,658)	(531)
Prepaid expenses	(1,927)	(1,147)
	<u>56,866</u>	<u>(82,158)</u>
Cash flow from operating activities	<u>6,647</u>	<u>169,492</u>
INVESTING ACTIVITIES		
Purchase of capital assets	(1,445)	(33,824)
Short term investments	(8,800)	(1,366)
Long term Investments	(7,166)	(3,288)
Cash flow from (used by) investing activities	<u>(17,411)</u>	<u>(38,478)</u>
INCREASE (DECREASE) IN CASH FLOW	<u>(10,764)</u>	<u>131,014</u>
CASH - BEGINNING OF YEAR	<u>1,141,945</u>	<u>1,010,931</u>
CASH - END OF YEAR	<u>\$ 1,131,181</u>	<u>\$ 1,141,945</u>
CASH FLOWS SUPPLEMENTARY INFORMATION		
Interest received	<u>\$ (7,335)</u>	<u>\$ (26,648)</u>

Draft (for discussion purposes only)

To review or request a copy of our Child Care Centre's complete audited financial statements, including the independent auditor's report, please email our Executive Director, Allison Payne, at allison.payne@winnipegmfrc.ca.



Board of Directors 2025-2026

Executive Members

Melanie Maher, Chairperson

CWO Dylan Lee, Past-chairperson

Stephanie Fan, Vice-chairperson and Nursery School Representative

Kelly Riess, Secretary

Fiona Li, Treasurer

Regular Members

CWO James Sandall, Member-at-Large

MCpl Eric Pridham, Member-at-Large

S2 Cecil Stewart, Member-at-Large

Chelsea Mitchell, Member-at-Large

Jennifer Rempel, Member-at-Large

Jessica Seegmuller, Member-at-Large

Gabrielle Logan, Member-at-Large and Child Care Centre Representative

Nicole Willett, Member-at-Large and Thunder Bay Representative

Ex-Officio Members

CWO Richard Pierre Rousseau, Wing Commander's Representative

Matt Hamilton, PSP Representative

Allison Payne, MFRC Representative

Not in pictures: Kendra Brown, Child Care Centre Assistant Director



*Our staff with Col. Hanson
Also pictured: Back row (R) Scelena Hyland, Nursery
School Child Care Assistant*



Our staff with our Board Chairperson Melanie Maher

Our Staff Members

Allison Payne, Executive Director

Jenny Brennan, Deputy Director

Kim Dunning, Child Care Centre Director

Corinne Reyes, Nursery School Director

Natalie Shykoluk, Program Manager

Samanta Dubois, Social Worker (on maternity leave)

Adepeju Aina, Social Worker (term)

Marilyn Camaclang - Sumacot, Marketing and Communications Officer

Stefy Reed, Family Liaison Officer

Shelley Dykeman, Deployment and Veteran Family Program Coordinator

Brenna Morton, Relocation and Community Outreach Coordinator

Faith Johnson, Reception and Office Assistant



*(L-R) Chief of the Defence Staff General Jennie Carignan, our
Child Care Centre Director Kim Dunning, and Chief Professional
Conduct and Culture Command CWO Frederick Lavoie,
Mar 2026*

Congratulations, Kim!

Kim Dunning was one of the recipients of the CDS Coin this year, a recognition reserved for civilian staff whose service and contributions go well beyond their regular duties and is highly regarded within the military community.



The Martel family, Dec 2025

***Your involvement empowers our growth and
strengthens our community, thank you!***



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Winnipeg, Manitoba R3J 3Y5

Charity Number: 13310 5536 RR0001

*Please consider us when making your charitable donations
or planning your wills or estates.*