

Agenda – Annual General Meeting








Location: EarlyON Child and Family Centre – 9050 Hwy 6, Unit D

Date: July 17, 2023 Time: 6pm

MFR Mission Statement

To support individuals and families by providing resources, advocacy and education through the agency's three program areas of Children's Services, Violence Against Women Prevention, and Food Security.

1. Call to Order and Reading of the Mission Statement
2. Land Acknowledgment
3. Introductions

Board Members:
 -  Suzanne Norris (President)
 -  Leanne Bentley Vice-President)
 -  Yana Bauer (Secretary/Treasurer)
 -  Valerie O'Leary
 -  Les Fields
 -  Jillian Peltier
 -  Margit Alberti
4. Approval of Agenda
5. Appointments and Resignation of Board Members
 - a. Resignation of Board Director Mary Jo Gordon (October 28th, 2022)
 - b. Resignation of Board Director Rebecca Wright (November 22, 2022)
 - c. Resignation of Valerie O'Leary as Board President (January 24, 2023)
 - d. Approval for One Year Appointment of President, Suzanne Norris (January 24, 2023)
 - e. Approval for One Year Appointment of Vice-President, Leanne Bentley
 - f. Approval for One Year Appointment of Secretary/Treasurer, Yana Bauer
 - g. Approval for One Year Appointment of Valerie O'Leary as Board Director
6. Message from Board President, Suzanne Norris
7. Annual Report from Executive Director Marnie Hall/Colleen Hill
8. Minutes of the Annual General Meeting, June 28th 2022 – Yana Bauer
9. Auditor's Report
 - a. Auditor's Presentation by Tiffany Cecchetto, KPMG
 - b. Approval of the Audited Financial Statements, as prepared by KPMG, for the Year Ended March 31st, 2023
 - c. Appointment of Auditors for the year ending March 2024
10. Approval of By-Laws
11. Approval of Strategic Plan 2023-2028
12. Delegations
13. Adjournment



Manitoulin Family Resources

Box 181
Mindemoya, ON
POP 1S0

General Administration
705.368.3400

Violence Against Women
Prevention Program
Local: 705.377.5160
Toll Free: 1.800.465.6788

Children's Services
705.368.3400

EarlyON Child
& Family Centre
Little Current ext. 236
Mindemoya ext. 247

Little Current Child Care
ext. 234

Home Child Care
ext. 235

Mindemoya Child Care
ext. 223

Help Centre & Food Bank
ext. 242

Email Address
info@mfresources.net

Website
www.mfresources.net

Annual Report

April 2022 - March 2023

MISSION STATEMENT

To support individuals and families by providing resources, advocacy, and education through the agency's three program areas of Children's Services, Violence Against Women Prevention, and Food Security.

Message from the Board of Directors

Aanii, Bonjour, Welcome to Manitoulin Family Resources 2023 Annual General Meeting.

It is a pleasure to provide you with an introduction of our current members: Leanne Bentley (Vice-President), Yana Bauer (Secretary/Treasurer), Valerie O'Leary (Past President) Jillian Peltier, Margit Alberti, Leslie Fields and myself, Suzanne Norris. In addition, we would like to extend our gratitude to Rebecca Wright and Mary Jo Gordon who left the Board during this past year. As Board of Directors, we are passionate and believe in what Manitoulin Family Resources stands for and all it does to support the people in the communities it serves through resources, advocacy and education within the agency's three program areas of Children's Services, Violence Against Women Prevention and Food Security.

This past year proved to be a busy one as we continued to navigate through post pandemic protocols. A number of events presented various challenges to all levels of MFR from front-line staffing to senior management. Yet MFR managed to pull through and still served those that we could even with the limitations of the still present COVID climate. The Board acknowledges the increased pressure for and demands of the needs that MFR provides have been pushed to the limits. We greatly appreciate all the hard-working staff and volunteers for your dedication, compassion, and resilience. Without you, it would be impossible to provide the support, programs, and opportunities that our community members needed. Thank you for your perseverance during this challenging year and we look forward to working with all of you.

At this time, we are pleased to be able to share with you that masks are no longer required in any of our buildings. This brings with it comfort and that familiar feeling of meeting each other again, as we can recognize faces and enjoy seeing the smiles we missed during the pandemic.

Despite all the challenges over the last year, the Board continued to be engaged and focused on the best interests of the Organization.

We launched a broad based Environmental Scan to our key stakeholders including staff, external organizations and funders. We engaged in board education which resulted in the development of a reporting template using quality indicators, a new Senior Executive evaluation/self assessment process and a self evaluation for the Board. As a result of this, we developed the organization's Strategic Plan that will guide us for the next five years.

The Board would also like to recognize Marnie Hall, our outgoing Executive Director of 8 years. Your community-based leadership has brought value to the Organization. Your commitment, dedication, and compassion to your team and staff was evident as you always thought of them and the potential impact decisions may have had on them when making decisions. We are grateful that you are staying with MFR as the VAW Program Director. Thank you.

We would also like to welcome Colleen Hill, our new Executive Director. Colleen is a passionate community builder, advocate and champion who brings over 25 years of senior management and leadership in academic, public and not for profit positions. Colleen has enjoyed a colourful career so far at the local, national and international levels in Indigenous health, early childhood education, health equity for women and children, and food security. Most recently Colleen was the Executive Director for the Alzheimer Society of Ottawa and Renfrew County. We are excited that Colleen has joined the MFR team.

In closing, we would also like to thank our many funders who understand the challenges we faced throughout this past year. The support we have received from our governing agencies is much appreciated. Thank you not only from the Board but from the community as well. The board is confident the new strategies will bring us continued success and growth of our organization.

Respectfully Submitted,

Suzanne Norris Board President
Valerie O'Leary , Past President
Leanne Bentley, Vice-President

On behalf of Manitoulin Family Resources Board of Directors

Message from Marnie Hall, Former Executive Director

I wish to thank Manitoulin Family Resources' new Executive Director, Colleen Hill, for extending an invitation to me to share my reflections on this past year in our Annual Report. It has been an interesting journey to have held the role of Executive Director from September of 2014 until the end of this past June.

The decision that it was time for change was not taken lightly, but I can say with certainty that it was time, and that I believe the agency to be in very capable hands with beautiful possibilities ahead. Preparing this report proved to be difficult; not because of the transitions, but because so much was done while being under-resourced in staffing this past year, this past pandemic, that it had become a blur. When we, as a senior management team, look back at what has been accomplished in spite of that, I can share that it defies reality. Every sector speaks to the human resource shortage, and challenges, and closures that we are at risk of, essential service or not. MFR has not been exempt from this, and yet we succeeded in meeting our mandates and delivering our programs throughout the year, we completed and opened our new food bank and thrift store, we expanded our volunteer program, we created agency software for our staff, and we safely supported our clients and families. We did this in spite of the challenges we faced, and we did this because Manitoulin Family Resources doesn't have a staff made up of regular people; we have a staff of superheroes who wish to change the world.

While we are currently moving through many transitions as an agency, I believe that team of superheroes stands ready to accept the new challenges on the road to that bright future. And we would be remiss to not acknowledge those who stand behind us and have supported us throughout, those who are attached to our programs through our funding, but have also been present to us as friends and support over difficult years. To Donna, Lori, Amy, Franca, Ginette, Nancy, Adam, Martin, Carolyn, Erin, and all of their teams, thank you from the bottom of our hearts for being there to fight the good fight with us, and to offer a kind word, or a shoulder to lean on when it was needed. You, too, are superheroes. In spite of changes to come, we will all move forward together towards great things.

And, like we do with every good chapter, or book, or beautiful song that comes to an end, tonight we take a moment to reflect and smile at the thought of all that was experienced and all that was enjoyed, knowing that we will start the next one. It will be different, as it is supposed to be, but therein lies the opportunity to find new excitement and beautiful moments that we cannot even predict. With the agency in the hands, and hearts, of the superheroes we have, we can be certain that the future work of the agency will be awesome and make our communities proud. Thank you for allowing me the opportunity of these past years.

In gratitude,
Marnie Hall

Violence Against Women Prevention Program — Marnie Hall, VAWP Program Director

- Grant funding provided through Women’s Shelters Canada allowed for the dedicated hiring of a Shelter Supervisor, who was able to focus her time on the everchanging requirements of a high-risk congregate setting and ensure the safety and wellbeing of our staff and clients from the fall of 2022 until this past April.
- Further grant funding provided through Women’s Shelters Canada allowed us to hire for the position of Social Media and Community Engagement. This allowed MFR to have an active community presence in communication, which was beyond what the management team could otherwise have undertaken in the midst of short-staffing. We are very grateful to WSC for supporting us in all that they have to date.
- Grant funding from the Canadian Women’s Foundation that allowed us to open a satellite office for counselling services in Espanola, furthering awareness that we offer counselling and other services from Espanola to Massey to Sagamok First Nation to Nairn Centre.
- We delivered our first “Mothers in Mind” group, partnering with Healthy Babies, Healthy Children in Wikwemikong.
- Two (2) VAW staff took part in “Peace Program” training, for working with children in the shelter, and connecting with other VAW staff working out of shelters across Canada.
- We created our own software program for our Outreach program staff, that will allow our counsellors and case managers to access and update client files and networks while out in community, as well as help us track necessary statistics.
- Updated staff training in areas of risk assessment, danger assessment, and cultural capacity, as well as a full day of specialized Family Law Reform and Advocacy training with Pamela Cross.
- Collaborative events with other agencies throughout the year sponsored by the Mnidoo Mnising Coalition Against Domestic Violence, including Women’s Wellness Day, a community response scenario training session with Pamela Cross, and community education events.
- 35 women and 9 children housed in the shelter, and unable to house more due to lack of housing options for them to relocate.
- 33 women who had to be turned away due to lack of room.
- 145 women provided with counselling and/or case management services in community.
- Zero (0) Covid outbreaks within the shelter program since the start of the pandemic.



Children's Services Program — Diana St-Pierre, Children's Services Program Director

This was the year of balancing staffing shortages with growing needs, in all areas of service delivery of Manitoulin Family Resources. With heartfelt appreciation we would like to thank our amazing staff for having seen us through it all....

In Children's Services, it proved to be a challenging year with growing waitlists for families requiring care, but with some positive growth of lowering parent fees and adjusting programs to "grow" space in our centre based programs.

Highlights

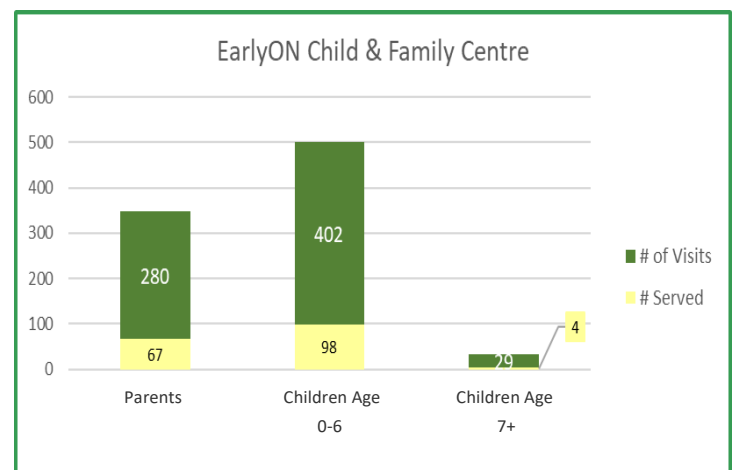
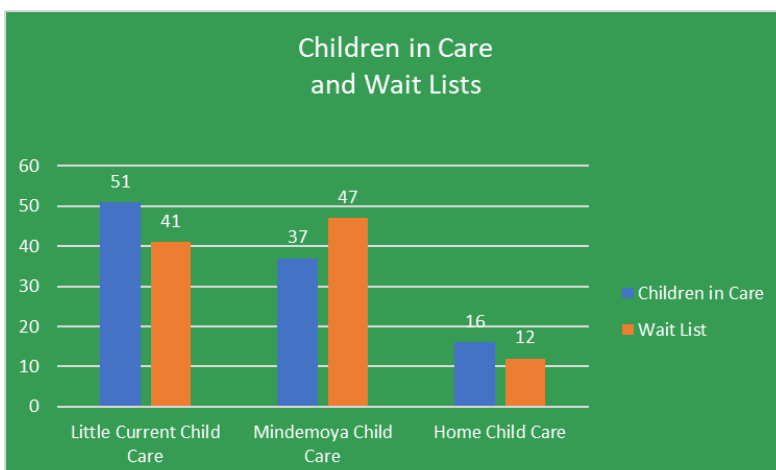
Introduction of the Canada Wide Early Learning and Child Care Plan, allowing families affordable child care. We continue to ask for increased wages and benefits for the staff who deliver these programs, so that we can recruit the educators necessary to provide child care to all who wish to access it.

In the fall of 2022 our staff were able to take part in the District's **"Worth More" Conference**, a full day and a half of wellness and celebrations of where we are now as a sector; this gave each location team a time to build connections face to face with our own larger agency team, and others within the district.

The relocation of our EarlyON Child and Family Centre spaces in Little Current and Mindemoya, where programs were moved out of the schools and into easily accessed community locations. This is allowing us to look ahead to our future plans of expanding programs in our two child care centres. Once staffing is in place we will be able to offer infant care in our Little Current Child Care, and toddler care at Mindemoya Child Care, supporting our desire to move families off our wait list. Our EarlyON locations are used by both internal and external programs through collaborative partnerships.



The re-introduction and expansion of the Home Child Care program in our communities since the hire of a new Supervisor. This has allowed for program awareness and promotion in community at various events, as well as at our information sessions on "How to Become a Licensed Provider".

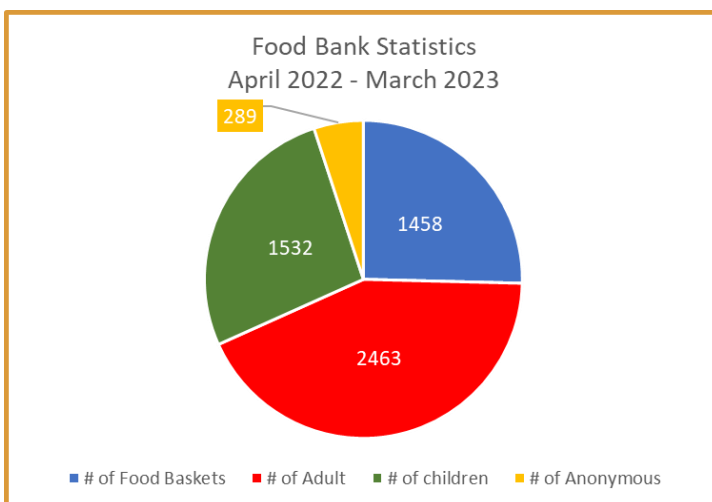


Emergency Food Assistance Program —Vanessa Glasby, Food Security Program Supervisor

In our Food Bank and Thrift Store (Food Security) operations this year saw the final relocation and opening of our long-awaited new building. We were fortunate to have Linda Gilchrist remain on in the leadership of this program until her retirement in September, having intentionally stayed on with us to be able to take part in the building's opening. Nikki Thompson, who had joined us earlier in February 2022, transitioned into the new lead of Food Security, and oversaw the return of volunteers to our programs and the opening of our new thrift store. It was a very full year of finally seeing this new building in operation, in spite of continuing with ongoing work around it. We are extremely grateful to our local contractors and the generosity of our District Services' Board leadership, our project manager, and the Ministry of Municipal Affairs and Housing, all of whom made this building possible, as well as our local food suppliers who assist us in meeting the needs of those who are hungry.

Highlights

- The successful, gradual, opening of the new food bank and thrift store location, starting with 2 days/week and then including an evening shift for those needing to access the food bank outside of the hours of school or employment.
- Approval of the 2022 Capacity Boost grant through Food Banks Canada, which allowed for a part-time staffing position, as well as equipment to ensure temperature maintenance in the cold-chain transportation of food items.
- Approval of the Feeding Possibility! Grant through Feed Ontario, which allowed for the development of our local Hunger Report, billboards and print materials that highlight the magnitude of local food insecurity and food access issues, and greater community awareness.
- Approval of the 2023 Emergency Food Access Grant, which provided an additional \$8000 worth of food purchases for our food bank.
- Generous local food drives and campaigns, including the very successful pre-Christmas Drive, organized by Orr's Valu-Mart in Little Current.
- A successful Christmas hamper campaign, which provided Christmas baskets to well over 1000 households on Manitoulin.



Expressions of Gratitude

While it was a difficult year on many fronts, we must express our sincere gratitude to our funders and program supervisors, who stood by us throughout, often offering a kind word or a listening ear at moments when it was most needed. And to our staff and community members who assisted us in keeping our doors open, thank you for being part of our extended family.

Sincerely,

The Program Directors of MFR

Thank you to the 2022-2023 dedicated staff of Manitoulin Family Resources

Abbie Smith	Jackie Smith	Ned Martin
Ainslie Michaels	Jayme Blouin	Nicole Boyle
Allison Sloss	Jessica Pelland	Nicole Jol
Amanda Roy	Kaelyn Moor	Nicole Spry
April Pangowish	Kaitlyn Sorbara	Nikki Thompson
Autumn Buratynski	Kennedy Leblanc	Patricia Hurst
Barbara Brethat	Katrina Wilhelm	Rheanne Green
Bethany Williams	Leslie Moore	Sabrina Ferguson
Brendan Allen	Linda Gilchrist	Serena Recollet
Cassie Moggy	Lindsey Varey	Shay-Lynn Gordon
Catherine Van Egmond	Madisen McAllister	Shelly Deforge
Charlene Sagon	Marnie Hall	Shelly Wright
Charlotte Wagar	Maureen Eadie	Starlee Kanasawe
Crystal Robinson	Marissa McCready	Susan Wilson
Danielle Bourgault	Mary Collins	Tara Bailey
Dawn Patrick	Mary Laidley	Taylor King-Defoe
Deanna Lewis	Mackenzie Cortez	Tracey Jefkins
Denise Leblanc	Megan Gibson	Trevor Nehring
Diana St-Pierre	Michelle Pyette	Tyler Hore
Diane Rouse	Mikaila Kennedy	Vanessa Glasby
Hannah Chapman	Morgan Leblond	
Hunter Shawanda		

6. Message from the Board President Valerie O’Leary

President Valerie O’Leary read aloud the message from the Board of Directors noting “the ‘special’ moments as the world around us begins to shift from pandemic protocols to post pandemic realities.”

7. Annual Report from Executive Director, Marnie Hall

Executive Director Marnie Hall read aloud her report sharing how year 2 “showed the true impact of the pandemic Ever-rising numbers in the opioid crisis...homelessness... admissions to VAW shelters...human trafficking...food bank usage....workforce shortage... child care shortage...housing shortage....” Ms. Hall gave thanks to the funders, staff, volunteers and the Board for their on-going and unwavering support and dedication that has “...helped thousands of people in the most meaningful of ways...”

Motion 22-0628-10 to accept MFR’s 2021/2022 Agency’s Annual Report as presented

Moved by: Margit Alberti

Seconded by: Suzanne Norris

Carried

8. Minutes of the Annual General Meeting June 22nd, 2021 – Secretary/Treasurer Yana Bauer read aloud the Annual General Meeting minutes of June 22nd, 2021.

Motion 22-0628-11 to accept the minutes of the Annual General Meeting July 22nd, 2021 as presented

Moved by: Jillian Peltier

Seconded by: Yana Bauer

Carried

9. Auditor’s Report for year ended March 31, 2022

a. Auditor: Jennifer Bronicheski of KPMG – KPMG auditor, Jennifer Bronicheski presented the audited financial statement.

b. Approval of the Audited Financial Statements prepared by KPMG for year ended March 31, 2022

Motion 22-0628-12 to accept the Auditor’s financial statements and findings of year ended March 31, 2022

Moved by: Les Fields

Seconded by: Yana Bauer

Carried

c. Appointment of Auditors for the year ending March 2023

Motion 22-0628-13 to appoint KPMG as auditors for April 1, 2022 - March 31, 2023

Moved by: Jillian Peltier

Seconded by: Margit Alberti

Carried

10. Preview of New Food Bank

Autumn Buratynski, MFR’s Social Media & Community Engagement Staff Rep and Food Security Program Supervisor Nikki Thompson created a short video showcasing the early stages of the setup of the new Food Bank.

11. Delegations - There were no delegations

12. Adjournment

Motion 22-0628-14 to adjourn the Annual General Meeting at 6:38pm

Moved by: Jillian Peltier

Seconded by: Leanne Bentley

Carried

Board of Directors Constitution/By-laws

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ARTICLE 1: NAME AND LOCATION

The name of this organization shall be MANITOULIN FAMILY RESOURCES INC. and shall hereafter in these by-laws be referred to as the Corporation. The property known as Haven House (pt. lot 21, Conc. 5, Township of Central Manitoulin) shall hereafter be referred to as the Centre.

ARTICLE 2: MISSION STATEMENT

To support individuals and families by providing resources, advocacy, and education through the agency's three program areas of Children's Services, Violence Against Women Prevention, and Food Security.

ARTICLE 3: BOARD OF DIRECTORS

1. RESPONSIBILITIES

The Board of Directors will be responsible for the affairs of the Corporation in all matters. The Board shall be responsible for:

- a) Establishing the governance of the Corporation and ensuring that operating policies are implemented and observed.
- b) Approving the annual budgets of the Corporation and supervising the expenditure of funds.
- c) Employing the Executive Director of the Corporation and determining her/his remuneration.
- d) Appointing *ad hoc* committees as may be required.
- e) Ensure that the Corporation is operating according to the guidelines established by the province as outlined in ONCA.

2. MEMBERSHIP

- a) The Board of Directors shall consist of no less than four (4) and no more than ten (10) members.
 - i) If there are more than 10 directors, elections will be held for voting director positions and unsuccessful director candidates will be non-voting Board members.
- b) The Board of Directors shall consist of members who are aligned with the mission and goals of the Corporation.
- c) A clear vulnerable Sector Screen is a requirement prior to serving on the Board. A new vulnerable sector check must be provided on or before every third anniversary after the date of the most recent vulnerable sector check. Declarations of Offences form and the Confidentiality Agreement will be signed off annually, with a copy kept within the board member's file.

- d) The Board of Directors will regularly recruit and welcome new members.
- e) The Board of Directors is to attempt to maintain a membership that is representative of the cultural and geographic nature of Manitoulin Island.
- f) Membership of the Board shall be voluntary and no remuneration by way of salary shall be paid. A travel allowance may be paid at the discretion of the Board.

3. TERM OF OFFICE

- a) Board members will be appointed for a three (3) year term at the Annual General Meeting of the Corporation.
- b) The terms of office of the Board member shall be staggered so as to maintain a continuity of the Board.
- c) No member of the Board of Directors shall serve for more than three (3) successive terms (9 years).
- d) Under extenuating circumstances, a board member's term may be extended past the nine-year period for an additional year. This must be mutually agreed upon by the board and the member whose term is being extended.

4. RESIGNATIONS, VACANCIES AND ABSENCES

- a) Members of the Board of Directors who wish to resign from the Board before completing their term shall state their intent in writing to the President.
- b) Absences from three (3) regular meetings in succession, for which no sufficient reason is presented, will, shall after notification by the President, be considered equal to resignation and the place of the Board member shall be considered vacant.
- c) In the event of a vacancy on the Board for any reason, the person appointed to fill that vacancy shall serve until the next Annual General Meeting, and henceforth shall be eligible for appointment for two (2) full board terms.
- d) Membership on the Board of Directors may be suspended or terminated for just cause by two-thirds vote of the Board of Directors. The Board Member shall be given the opportunity of making representation before the Board of Directors.
- e) Failure of a member to receive notification of a meeting will not invalidate any proceedings taken thereat.
- f) Should a former board member wish to return to the board, they may re-apply one (1) full year after their term.
- g) Should a former staff wish to serve on the board, they may apply two (2) full years after their employ.

5. POWER OF THE BOARD OF DIRECTORS

The Board of Directors will:

- a) Hold all trust funds and assets on behalf of the Corporation and use the income there from for the purpose for which these funds are held. All monies, securities and other valuable effects will be deposited in the name of and to the credit of the Corporation in such chartered bank or trust company, or in the case of securities, in such registered dealer in securities, as may be designated by the Board of Directors.
- b) Make all contracts and leases where applicable on behalf of the Corporation.
- c) Ensure legal documents requiring execution by the Corporation shall, in addition to the Seal, bear the signatures of the Executive Director and the President, with the Vice-President or Secretary/Treasurer as an alternate.
- d) Appoint signing officers as determined by the Board of Directors.
- e) Be notified by the Board President or her designate of any emergency brought to the President's/Designate's attention by the Executive Director
- f) Have the power to incur obligations and disburse monies.
- g) Appoint an auditor and ensure that independent audited financial statements are prepared annually. This appointment should be done at the Annual General Meeting.
- h) Shall do an audit firm review at least every five years to ensure audit quality is being upheld.

6. SPECIAL PROVISIONS

- a) (i) The Directors or Officers or any persons related to the Directors or Officers shall not directly or indirectly purchase from or lend money to the Corporation or enter into any other transactions with the Corporation; and

(ii) The Corporation shall not directly or indirectly purchase from or lend money to the Directors or Officers, or any persons related to the Directors or Officers or enter into any other transactions with such person.
- b) The Directors or Officers, or any persons related to the Directors or Officers, who are in any way directly or indirectly interested in any contract or proposed contract with the Corporation may request to have entered into the minutes of the meeting of Directors the nature and extent of their interest in the contract.
- c) The Directors shall serve as such without remuneration and no Directors shall directly or indirectly receive any profit from her/his position as such, provided that the Directors may be paid reasonable expenses incurred by them in the performance of their duties.
- d) The Corporation shall be carried on without the purpose of gain for its members and profits or other accretions to the Corporation shall be used exclusively in promoting its objects.

- e) The Corporation shall be subject to the *Ontario Not-for Profit Act 2021 (ONCA)*.
- f) The borrowing power of the Corporation pursuant to any by-law passed and confirmed in accordance with section 59 of the *Corporations Act* shall be limited to borrowing money for current operating expenses, provided that the borrowing power of the Corporation shall not be so limited if it borrows on the security of real or personal property.
- g) If it is made to appear to the satisfaction of the Minister, upon report of the Public Trustee, that the Corporation has failed to comply with any of the provisions of the *Ontario Not-for-Profit Corporations Act*, the determining whether or not here is sufficient cause for the Minister, by Order, under subsection 317 (1) of the *Corporations Act* to cancel the Letters Patent of the Corporation and declare it to be dissolved.
- h) Upon dissolution of the Corporation and after the payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charitable organizations which align with the mission of the Corporation and which operate solely in Ontario.

7. MEETINGS OF THE BOARD OF DIRECTORS

a) REGULAR MEETINGS

The Board of Directors shall hold a minimum of ten (10) regular meetings throughout the fiscal year.

b) ANNUAL MEETINGS

The Annual Meeting of the Board of Directors shall be held at a time designated by the Board and publicly announced and may be held in conjunction with the regular meeting of the Board of Directors. The Annual Meeting shall consist of the auditor's report, election of new Board members for three (3) year terms, and the election of officers for the following term of one year. The officers are President, Past President, Vice-President and Secretary/Treasurer.

c) SPECIAL MEETINGS

Special meetings of the Board of Directors can be called by the President or by three (3) members of the Board of Directors. The purpose of such special meetings shall be stated in the written request. The special meeting shall be called within a minimum of seven (7) days notification by text, e-mail or by telephone; in extraordinary circumstances Special Board meetings may be called with one (1) day's notification by text or telephone.

d) QUORUM

A quorum shall consist of half plus one (+1) of the membership of the Board of Directors.

e) ATTENDANCE

Preferably meetings of the Board of Directors shall be attended by Board members in person. The Board President or delegate must be notified by any board member who is unable to attend in person. If possible, alternate arrangements to attend can be made by cell, telephone, or video communications. Should circumstances arise which prevent quorum for voting purposes, the entire meeting will be held via video communications.

Under extenuating circumstances, where on-site attendance is not possible, the Board President must be notified immediately by Senior Management and alternate arrangements will be made to attend the meeting by either cell/telephone, teleconference, or video communications.

Exceptions are AGMs, budget reviews, etc., where attendance in person is mandatory. Where a member may attend a meeting elsewhere, the off-site space must have little to no external distractions/interruptions and protocols and procedures surrounding confidentiality must remain enforced (i.e., no other person in room). Other persons may be invited to attend with approval of a majority of the Board members present and voting.

f) VOTING

Any motions arising at any meeting of the Board of Directors shall be voted on and determined by a majority of votes by those in attendance in person, by electronic means or teleconference.

When motions are required prior to the next scheduled board meeting, either the ED will contact the President to request or the president may request a motion be made by e-mail to all board members. Voting in this manner must follow standard voting procedure where a motion must be made, seconded and voted on. All members must be able to see all lines of communication by ensuring that all replies are forwarded to all members in the online vote. A motion can be carried once quorum is made. At the next regular meeting, anybody who passes a resolution shall be incorporated into the minutes of that meeting and signed by all voting members.

If there is a tie vote, the President of the meeting has the casting vote.

ARTICLE 4: RULES OF PROCEDURE

All meetings shall be conducted in accordance with the parliamentary procedure as outlined by Roberts Rules of Order Revised, insofar as applicable and not inconsistent with these by-laws.

ARTICLE 5: DISTRIBUTION OF ASSETS

Upon the dissolution of the Corporation and after the payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charitable organizations which carry on similar work solely in Ontario.

ARTICLE 6: AMENDMENTS TO BY-LAWS

Amendments to the by-laws may be proposed by any members. Amendments will be enacted through a majority vote of the Board of Directors at any regular meeting with 30 days' notice.

ARTICLE 7: INDEMNIFICATION CLAUSE

The Corporation undertakes to indemnify and save harmless out of the funds of the Corporation any director, officer, official, employee, member, volunteer worker of the Corporation, his heirs, executors and administrators and his estate and effects from and against all costs, charges and expenses whatsoever which such director, officer, official, employee, member, volunteer worker sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him, for, or in respect of any act, done or permitted by him, in or about or in relation to the affairs of the Corporation except such costs, charges or expenses as are occasioned by his own willful neglect or default.

No director, officer, official, employee, member, volunteer worker for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other director or officer or employee or for joining in any receipt or act for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or Corporation with whom or which any monies, securities or effects shall be lodged or deposited or for any loss, conversion, misapplication or misappropriation of or any damage resulting from dealing with any monies, securities or other assets belonging to the Corporation or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of her/his respective office or trust or in relation thereto unless the same shall happen by or through her/his own act, neglect or default if such act, neglect or defaults willful or wrongful. The directors for the time being of the Corporation shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made done or entered into in the name of or on behalf of the Corporation, except such (i) as shall have been submitted to and authorized or approved by the Board of Directors; (ii) as within the limits and consistent with the signing authority approved by the Board of Directors.



2023-2028 STRATEGIC PLAN

Our MISSION
To support individuals and families by providing resources, advocacy, and education through the agency's three program areas of Children's Services, Violence Against Women Prevention, and Food Security

GOAL
#1
STABILIZE
OPERATIONS

GOAL
#2
INCREASE
INFORMATION
TECHNOLOGY
RESILIENCY

GOAL
#3
GROW & SUSTAIN
OUR SHARED CULTURE

- OBJECTIVES**
- Human Resource capacity to drive the 3 R's (recruitment, retention, remuneration)
 - Advocacy for appropriate revenue (annualized, secure, predictable)
 - Raising awareness about MFR (locally, regionally, provincially)
 - Increasing continuity of leadership & management (operations, board)

- OBJECTIVES**
- A robust architecture and network
 - Enhanced Information Technology support
 - Appropriate software and optimization
 - Staff training

- OBJECTIVES**
- Working across the Organization to define our shared values
 - Feedback and dialogue with staff on a regular basis
 - Communicating effectively (internally and externally)
 - Broaden Accountability (through Quality/Safety/Risk Management and Responsiveness)