



Petawawa Military Family Resource Centre

Strategic Plan 2025-2030

Strategic Planning Approach



Constituent Consultations

People Minded Business consulted with **178** constituents.

125 Survey Respondents

- 83 Clients
- 42 Employees

17 Interviews

- 15 Community Partners
- 1 Executive Director
- 1 Board Chair

36 Focus Group Participants

- 1 Client
- 20 Employees
- 9 Managers/Directors
- 6 Board Directors

Trends

- Government priorities and policy initiatives
- Alignment with national defence and strategic objectives
- Deployments and frequent absences
- Constituent engagement and leadership backing
- Access to childcare challenges
- Evolving family dynamics
- Increasing cost of living
- Human resources challenge
- Gender based / intimate partner violence
- Technological trends

Assets

- Staff dedication and support
- Wide range of quality services
- Strong community presence and partnerships
- Trusted reputation and welcoming environment
- Effective leadership and organizational structure
- Commitment to Military family realities

Considerations

- Service navigation and communication gaps
- Equity of access across family types and needs
- Inclusion of underserved geographies
- Staff morale, compensation, and workplace culture
- Funding stability and capacity management
- Role clarity: advocacy vs. system alignment
- Program eligibility and waitlist transparency

Strategic Priority 1 - Engaged, Informed, and Included

We foster meaningful relationships through inclusive and responsive communications that reflect the diversity of our community. By actively listening and tailoring our outreach, we ensure people feel seen, heard, and connected to PMFRC's mission and services.

- Develop a comprehensive communication and outreach framework
- Strengthen community connections
- Leverage technology to enhance access and engagement
- Build consistent feedback loops

Strategic Priority 2 - Supporting People, Strengthening Impact

We will build a strong, sustainable organization by investing in our people. Through leadership development at all levels, inclusive practices, and a focus on well-being, we create a positive work environment that enables our team to deliver high-quality, responsive support to families.

- Implement a comprehensive workforce strategy
- Create a culture of continuous leadership development
- Foster an inclusive, healthy, and supportive workplace
- Modernize human resource systems and practices

Strategic Priority 3 - Families Front and Centre

We put families at the heart of everything we do—co-designing programs, building strong partnerships, and offering trauma-informed, adaptable supports that reflect their lived experiences. We meet families where they are, fostering resilience and belonging across our community.

- Co-design programs and services with families
- Expand family-centred supports
- Strengthen partnerships with community organizations and funders
- Embed family voices in decision-making

Strategic Priority 4 - Operational Strength, Continuous Growth

We strengthen our foundation by modernizing systems, embracing accountability, and using resources wisely. With a focus on collaboration, care, and continuous improvement, we stay agile and ready to grow with the needs of our staff and the families we serve.

- Advance organizational infrastructure and systems modernization
- Implement a quality management and evaluation framework
- Strengthen financial sustainability
- Build organizational resilience and adaptability