



2025-2026

ANNUAL REPORT

A New Direction

PETAWAWA MILITARY FAMILY RESOURCE CENTRE

PMFRC
Petawawa Military Family
Resource Centre



CRFMP
Centre de ressources pour les familles
des militaires de Petawawa

“ LETTER FROM THE BOARD CHAIR



This past year marked the beginning of a new direction for the Petawawa Military Family Resource Centre. Over the past year, we have embraced a period of significant change - from leadership transitions and the launch of our new 2025–2030 Strategic Plan, to preparations for our move into a new facility. While change often brings uncertainty, it also creates opportunity. Throughout every transition, our organization has demonstrated remarkable resilience, emerging stronger, more focused, and better prepared for the future.

Our new Strategic Plan reflects that momentum. It sets a clear direction for the years ahead - one that keeps Military families at the heart of everything we do while strengthening our people, fostering meaningful partnerships, and building a strong, capable, and connected military community. As the needs of our families continue to evolve, so too will the PMFRC, remaining responsive, adaptable, and committed to providing exceptional support.

None of this would be possible without the dedication of our staff, volunteers, community partners, and fellow Board members. Your passion, collaboration, and unwavering commitment continue to make the PMFRC a trusted source of support for military families.

As we look ahead, there are many exciting opportunities on the horizon. Together, we are embracing a new direction - not simply by responding to change, but by using it to build an even stronger organization and an even brighter future for the military families and communities we proudly serve.

Thank you for your continued trust, partnership, and support.



PMFRC Board of Directors

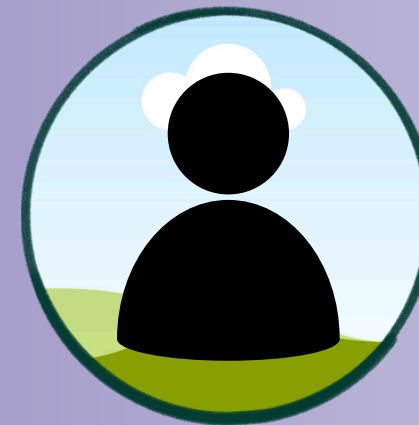


from left to right:

Janna Hotson
Elizabeth Urso
Jody Anne McDonald
Eliane Barnett



Simon Brooks
Jenifer Bradley
Cesar Herrera
Nicole Walters



Denver Hilland
Jenny Hickson-Alexander
Stéphanie Gagné

A new direction

2025-30 Strategic Plan



Mission

To provide exceptional support to our Military families and surrounding communities

Vision

A strong, capable and connected Military community

Inclusion | Integrity | Outreach | Safety

2025-2026

ENGAGED, INFORMED 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. We develop a comprehensive communication and outreach framework, strengthen community connections, leverage technology to enhance access and engagement and build consistent feedback loops.



Reaching out to new families

- Last year the Information Services Team:
- sent out 544 Welcome Packages to incoming CAF members;
 - attended 15 community events in an effort to meet families where they are at; and
 - connected with 135 newly posted CAF Members through the Clear-In process.

Communicating with our Community

- The PMFRC has 8700 social media followers on Facebook, Instagram, LinkedIn and YouTube.
- The total Facebook reach for the 2025-26 FY (excluding paid ads) was 1,020,740
- The PMFRC newsletter goes out to 1186 subscribers each month, and has a 40% open rate.

Portable Sensory Space

The PMFRC offers a Portable Sensory Space for community partners wanting to make their events more inclusive and welcoming for all families. Last year, the PMFRC hosted the Sensory Space at ten community events. This initiative is made possible thanks to funding from the United Way.

Learning from feedback

PMFRC clients and participants filled out 105 feedback forms. Of the respondents, 100% said they were fully-satisfied with the program or service, and 99% said they would recommend the PMFRC to friends and family.

Engaging with partners

Last year the PMFRC:

- hosted three Community Stakeholder Meetings to discuss local trends and identify opportunities to partner.
- introduced Employer Spotlight afternoons, connecting local job seekers with local employers who are actively hiring.
- partnered with the CAF Transition Centre and Renfrew County Community Futures Development Corporation to present the Career Connections job fair. 57 exhibitors and 530 guests participated.
- participated in regional and professional committees to advocate for the unique needs of Military families. These committees include: the Renfrew County Children’s Service Division Director Committee, Algonquin College Early Childhood Education Advisory Committee, Garrison Petawawa Family Violence Advisory Team, Renfrew County Community of Practice for Intake Workers, and the Special Education Advisory Committee, among others.

2025-2026 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 will create a positive work environment that enables our team to deliver high-quality, responsive support to families. We will implement a comprehensive workforce strategy, create a culture of continuous leadership development, foster an inclusive, healthy, and supportive workplace, as well as modernize human resource systems and practices.



Annual Team Meeting

In November, PMFRC team members from across the Agency gathered for the Annual Team Meeting. This event is the only opportunity for the entire PMFRC to gather as a full team.

In addition to a professional development session, twelve staff members were presented with Years of Service awards for 5, 10 and 15 years with the PMFRC.

Culture of Continuous learning

- 499 mandatory training sessions were completed by PMFRC staff members,
- 3 Children's Services staff members are pursuing additional education to become Registered Early Childhood Educators
- Children's Services staff attended the regional May Day professional development for child care staff from across Renfrew County.

Children's Services Conference

Every October, the Children's Services team gathers for their annual conference. This one day session is an opportunity to meet with colleagues from other programs, exchange ideas and best practices. This year's sessions focused on Before and After School Strategies - Building Meaningful Connections and Elevating Professionalism in Early Childhood Education.

Peer Recognition Awards

In April, PMFRC staff members nominated colleagues for the second annual PMFRC Peer Recognition Awards. 19 employees were nominated for awards in four categories. Congratulations to:

PMFRC Spirit Award - Emma Goguen

PMFRC Achievement Award - Olga Cordoba-Soto

PMFRC Award of Excellence - Mireille Mainville

PMFRC Excellence in Safety Award - Jennifer Ambata



2025-2026 FAMILIES FRONT & 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. We co-design programs and services with families, expand family-centered supports, strengthen partnerships with community organizations and funders, and embed family voices in decision-making.



Providing licensed childcare

The PMFRC provides inclusive, and responsive early learning environments that build on each child's unique strengths and experiences.

- 83 children attended full-time, centre-based childcare,
- 147 children attended Before and After School childcare programs,
- 278 children from 220 families used Specialized Care for work-related care,
- 244 children from 177 families attended Occasional Care,
- 20 children received childcare in private home daycare;
- 48 children attended Kiddie Kollege Nursery School;
- 5 families were supported with emergency child care; and
- 597 children from 577 families attended drop-in programming at our Play Troop / EarlyOn Child and Family Centre.

Supporting Employment

- The PMFRC team supported 324 clients with one-on-one job coaching and more than a hundred more with resource and information support.
- 163 clients secured employment with more than 20 hours per week.
- Offered more than 200 scheduled client appointments each month.

Mental Health Supports

Through a combination of direct clinical services, psychoeducational workshops, outreach and collaborative initiatives the PMFRC mental health team provided compassionate, trauma-informed care for over 436 individuals.

The team facilitated 1552 counselling sessions including 137 sessions at our twice-monthly Mental Health Walk-In Clinic. The PMFRC Youth Counsellor completed 94 sessions with local high school students during the first term of the last school year.

Supporting Deployments

The PMFRC provided support for CAF Members and their families before, during and after work-related absences during the past high-readiness season. This included:

- pre-deployment briefings and DAGs to CAF Members and their families,
- 475 warm calls to the families of deployed CAF members,
- 1035 morale mail packages were dropped off at PMFRC locations,
- offered reintegration briefings and activities, and
- supported 101 children in the school-based Kids Deployment Support Group program.

2025-2026

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. We use advanced organizational infrastructure and systems modernization to implement a quality management and evaluation framework, strengthen financial sustainability, and build organizational resilience and adaptability.



Supporting a new Strategic Direction

The PMFRC Board launched a new, five-year Strategic Plan in September 2025. In November, Board members and the Senior Leadership team completed a full-day training session focused on the roles of governance and operations in the effective implementation of the new plan. All staff members also participated in a half-day working session at the annual team meeting to discuss how the strategic priorities could be implemented in each department.

Preparing for a new facility

In July 2024 construction crews broke ground on a new facility to consolidate PMFRC and Canadian Forces Morale and Welfare Services Personnel Support Programs from seven separate locations into a single facility for family support and wellness. Over the past year, the PMFRC team has been making preparations to move staff and programs to the new facility, and to open the PMFRC Early Learning Centre with 51 new licensed child care spots. The new facility is expected to be completed in late 2026.

Updating processes to support operational realities

The ongoing, sector-wide shortage of Registered Early Childhood Educators (RECEs), continues to be a challenge for the PMFRC’s ability to provide regular child care programming. In 2025-26 the PMFRC took the following steps to aid with recruitment and retention of qualified staff by:

- updating the vulnerable sector screening policy to align with current Ontario Child Care licensing standards. The changes allow the PMFRC to accommodate more placement students, and reduce delays in the hiring process,
- supported student placements and educational opportunities for individuals pursuing Early Childhood Education, and
- created positive learning environments for placement students.

IN YOUR WORDS

“ Thank you. This showed that the PMFRC is a safe, caring, helpfull sapce that we can go to.

“ Thanks! Much appreciated. We definitely stayed longer in the sensory space than usual because we could chill in here.

“ Thank you so much for the warm call... It really feels like a community here.

“ Even after getting my needed community service hours, I've kept coming to volunteer. This place is a lot of fun and welcoming. I really liked this year's program. [Youth Volunteer Program]

“ As first-time day-care parents, we were nervous about leaving our child in someone else's care. From day one you made the transition so much easier and gave us the peace of mind and confidence needed. She has grown so much with you. Not only has she learned and understood so much English, but she also came home with happy memories and stories from Kiddie Kollege.

“ The work you do at the PMFRC is so important. We are so grateful.

“ Thank you so much for checking in. Things are going well. The support you guys provided was amazing. The binder helped out a ton. You guys were there and helped direct me through a lot and it is much appreciated. You were always available and very easy to reach when I reached out. Thank you for all you have done. You made the transition much easier than I anticipated. [Veteran Family Program]

“ The kids had a blast, loved the interactive displays and activities. [March Break Museum event]

“ Thank you all for creating such a fun, caring and safe environment. You helped alleviate a lot of stress during a big transition period and we are so grateful for your efforts. The town of Petawawa is so lucky to have a group of dedicated, warm and hard-working individuals like yourselves.



IN YOUR WORDS

“

Knowing our son is happy, having fun, and learning while we are at work brings us so much comfort and gratitude. He comes home every day excited to share stories about his experiences, which speaks volumes about the connections they have built with him.

“

We have absolutely loved having our children in your care. Thank you for caring for them and helping them grow. This seems like the end of an era.

“

Our care provider is a brilliant role model and makes everyday fun for our two boys at her home day care. She cares for the children like they are her own, giving them the opportunity to thrive in their own unique way and spends so much time playing outside and enabling children to explore.

“

As parents & as military members we cannot thank your team enough for everything you've done over past 4 years!

“

The work you do at the PMFRC is so important. We are so grateful.

“

Our care provider puts so much effort and time into making sure that all of the kids under her care get great, well-balanced meals, fun activities, and a safe and loving environment to be in when they are not at home with their parents. She has worked hard to accomplish all these things, and I feel she deserves recognition for this.

“

My daughter absolutely loves after school kinder program ! This makes a huge difference on me not feeling bad her days are long because she's enjoying herself and building great relationships with amazing staff. I love that the programming is meaningful, fun and geared towards the kids' interests. We absolutely love the kinder team! They have the best way of connecting with the kids, staying calm and regulated and having fun with them. We're super grateful for the program and will be sad to be out of the Kinder program next year.



STAFF AND CLIENT SAFETY



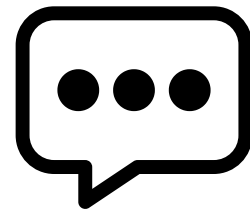
Incidents

83



Serious Incidents

1



Complaints

7

SOCIAL MEDIA STATS

- Facebook average monthly page visits - **3,000**
- Facebook annual video interactions - **12,600**
- Facebook annual average video watch time - **19 days and 3 hours**
- Instagram annual views - **91,700**
- LinkedIn annual views - **10,649**
- YouTube annual views - **2400**

THE PMFRC TEAM



Number of
PMFRC staff
members

99



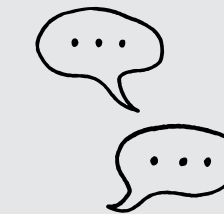
Ratio
Female: Male

97:2



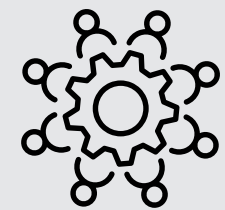
Average age of
PMFRC staff

37



Bilingual Staff

7%

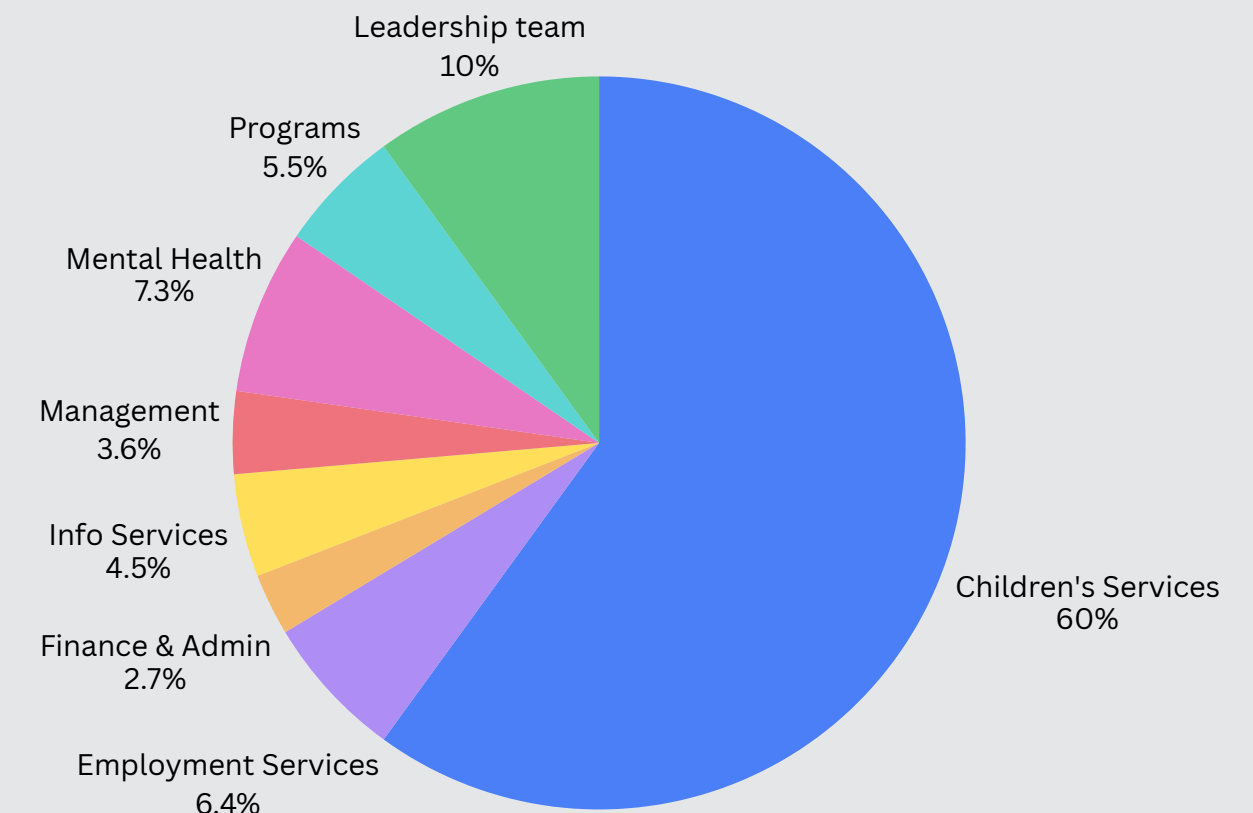


Average years
of Service

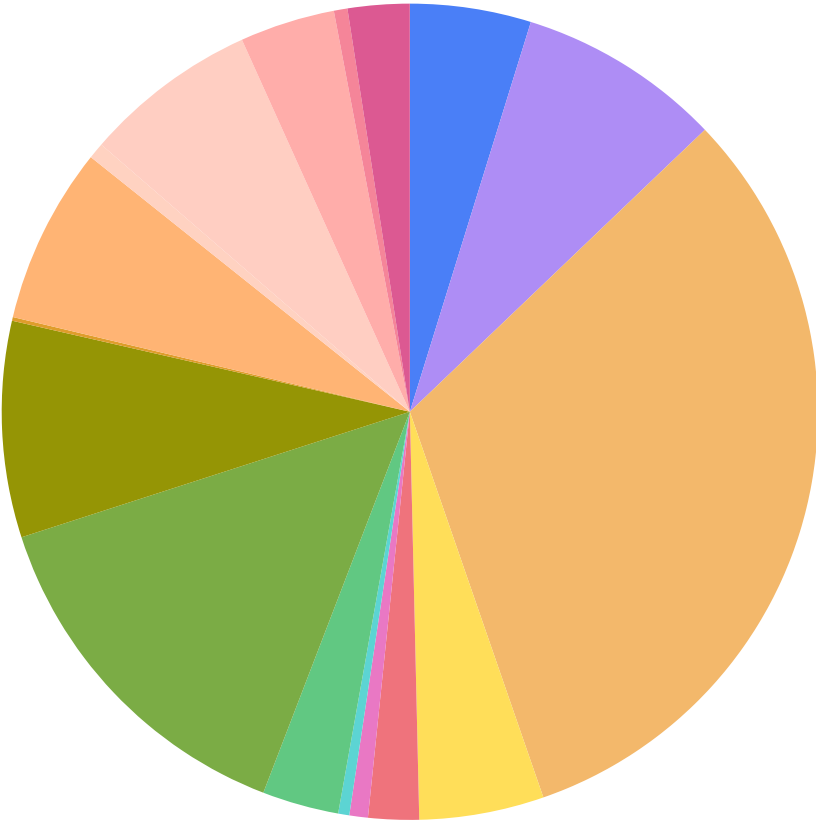
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STAFF BREAKDOWN

The PMFRC team
by department



PRESENTING ISSUES MENTAL HEALTH TEAM

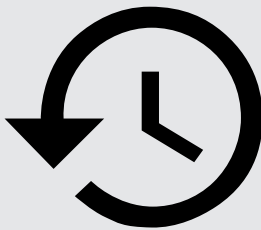


- Behavioural changes -98
- School - 165
- Anxiety - 651
- Parenting - 101
- OSI/PTSD - 41
- Gender Identity -15
- Sexual Assault - 9
- Self Harm Disclosure - 62
- Relationship family - 290
- Relationship Couple - 175
- Special Needs - 3
- Financial -143
- Domestic Violence -13
- Depression - 141
- Grief / Loss - 77
- Addictions / Substance Abuse - 11
- Divorce /Separation - 50

VOLUNTEERS



Number of PMFRC
volunteers
66



Number of volunteer
hours
2000



Number of new
volunteers
31



VOLUNTEER ROLES

- Board - **801 hours**
- Youth Volunteer Program - **408 hours**
- Event Setup/Cleaning/Organizing: **359 hours**
- Event Support: **130 hours**
- Child Care Program Support: **118 hours**

FUNDERS



**Thank you to all of
our Donors, including:**

Canada Company
Doyle Salewski
McCluskey Group
United Way

COMMUNITY PARTNERS

The PMFRC is grateful to the many community partners and stakeholders who support us in our efforts to provide exceptional programs and services for Military families and the community

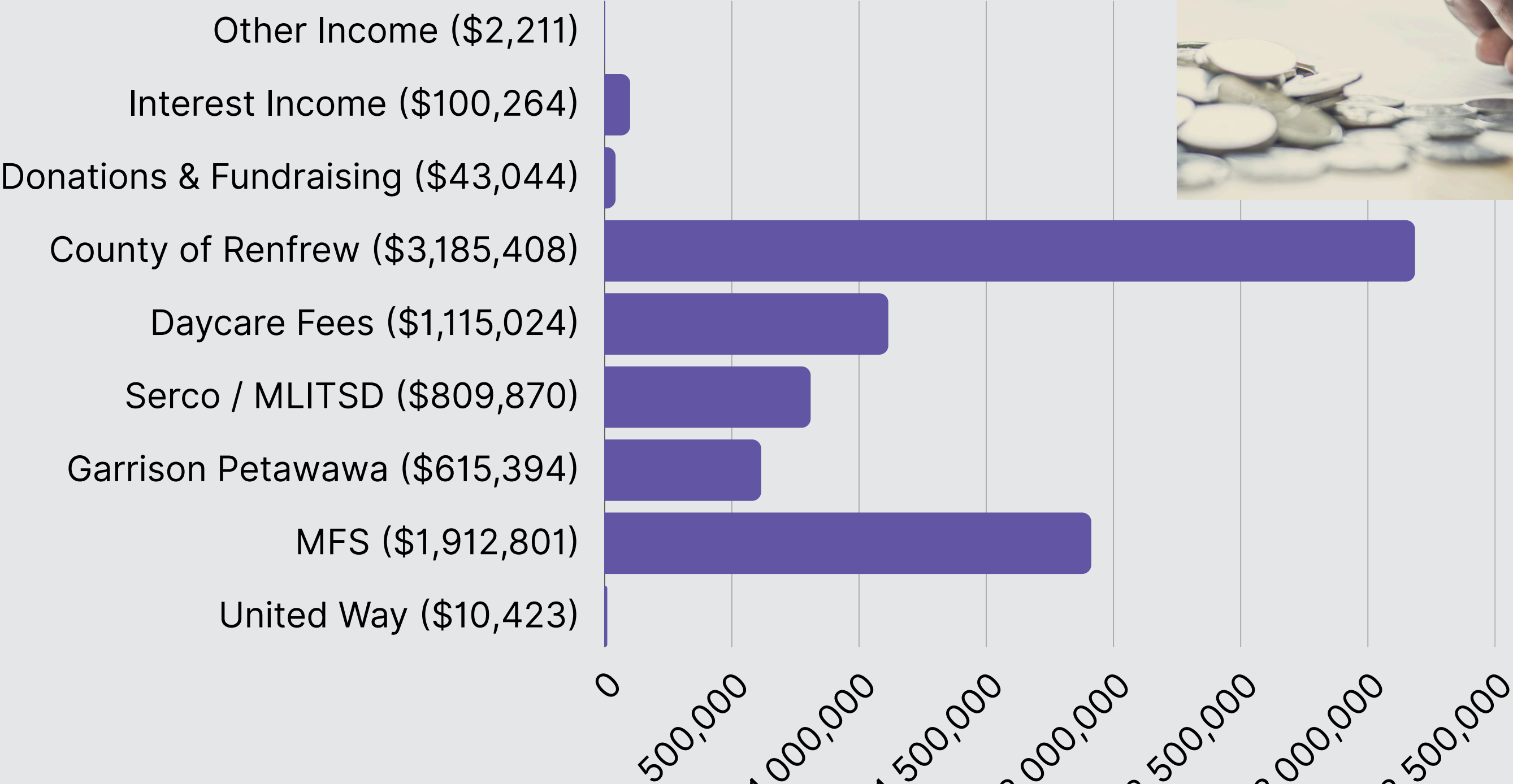
- Aboriginal Labour Force Development Circle
- Algonquin College
- Algonquin College Community Services
- Algonquin College Literacy and Basic Skills
- Atlas Institute for Veterans and Families
- Bernadette McCann House for Women Inc.
- CAF Transition Centre
- Carla Ward – Early Learning Foundation
- Camp Maple Leaf
- Canex
- CCAC
- Chaplains
- Children’s Hospital of Eastern Ontario
- City of Pembroke
- Community Living Upper Ottawa Valley
- Contact North
- County of Renfrew
- Deep River Hospital
- Deep River Library
- Deloitte
- Eggshells
- EmployNext
- Employment Services
- Enterprise Renfrew County
- Family Doctors
- Fireteam K9s
- First Words

- Garrison Petawawa Military Museum
- Garrison Petawawa
- Helmets to Hardhats
- Labour Market Group of Renfrew and Lanark Counties
- Manulife
- Mary Hewitt – Unlocking Childhood
- Nurse Case Managers (CAF Health)
- Ontario Disability Support Program
- Ontario Works
- OnTrac Employment Services
- Opening Minds (MHFA)
- Operational Stress Injury Social Support (OSISS)
- Pembroke Regional Hospital
- Petawawa Library
- Phoenix Centre
- Project Search
- PSP (Personnel Support Programs)
- Renfrew County Addiction and Treatment Services (ATS)
- Renfrew County Catholic District School Board (RCCDSB)
- Renfrew County Children's Services
- Renfrew County Community Futures Development Corp.
- Renfrew County Continuing Education
- Renfrew County District Health Unit
- Renfrew County District School Board (RCDSB)
- Renfrew County Legal Aid
- Rural Inclusion Pilot Project
- SISIP

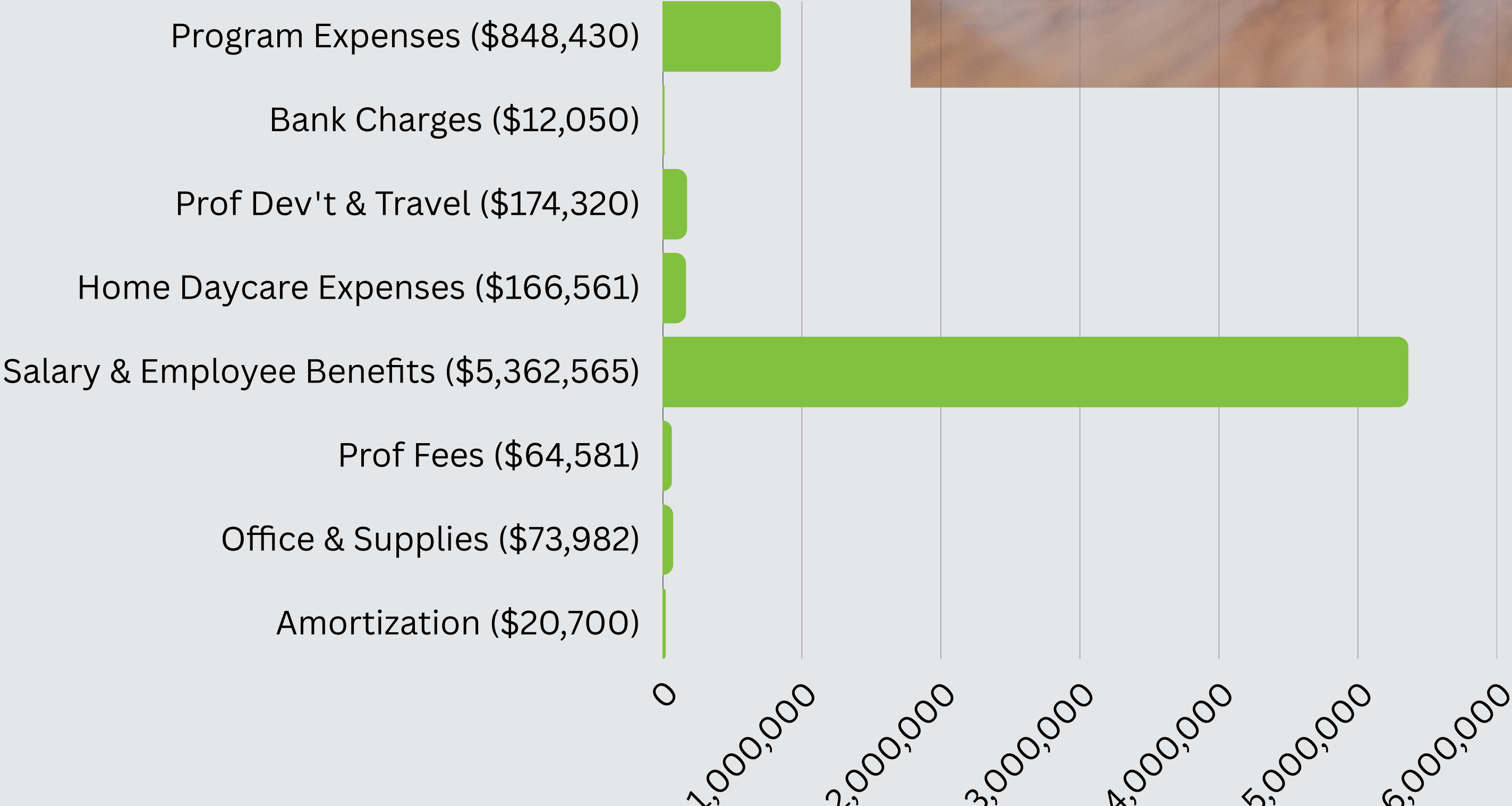
- The Training and Learning Centre of Renfrew County
- Thrive Career Wellness
- Tim Hortons
- Town of Petawawa
- United Way of Eastern Ontario
- Veterans Affairs Canada (VAC)
- Victim Services
- Warrior Support
- Willis College
- With You With Me
- Women's Sexual Assault Centre



PMFRC REVENUE



PMFRC EXPENSES





**THANK
YOU**

for your support as we serve
Military families in our
community

Petawawa Military Family Resource Centre

CFMWS.ca/Petawawa



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