

PETAWAWA MILITARY
FAMILY RESOURCE CENTRE

ANNUAL REPORT

● 2023-2024



MAKING CONNECTIONS... BUILDING BRIDGES



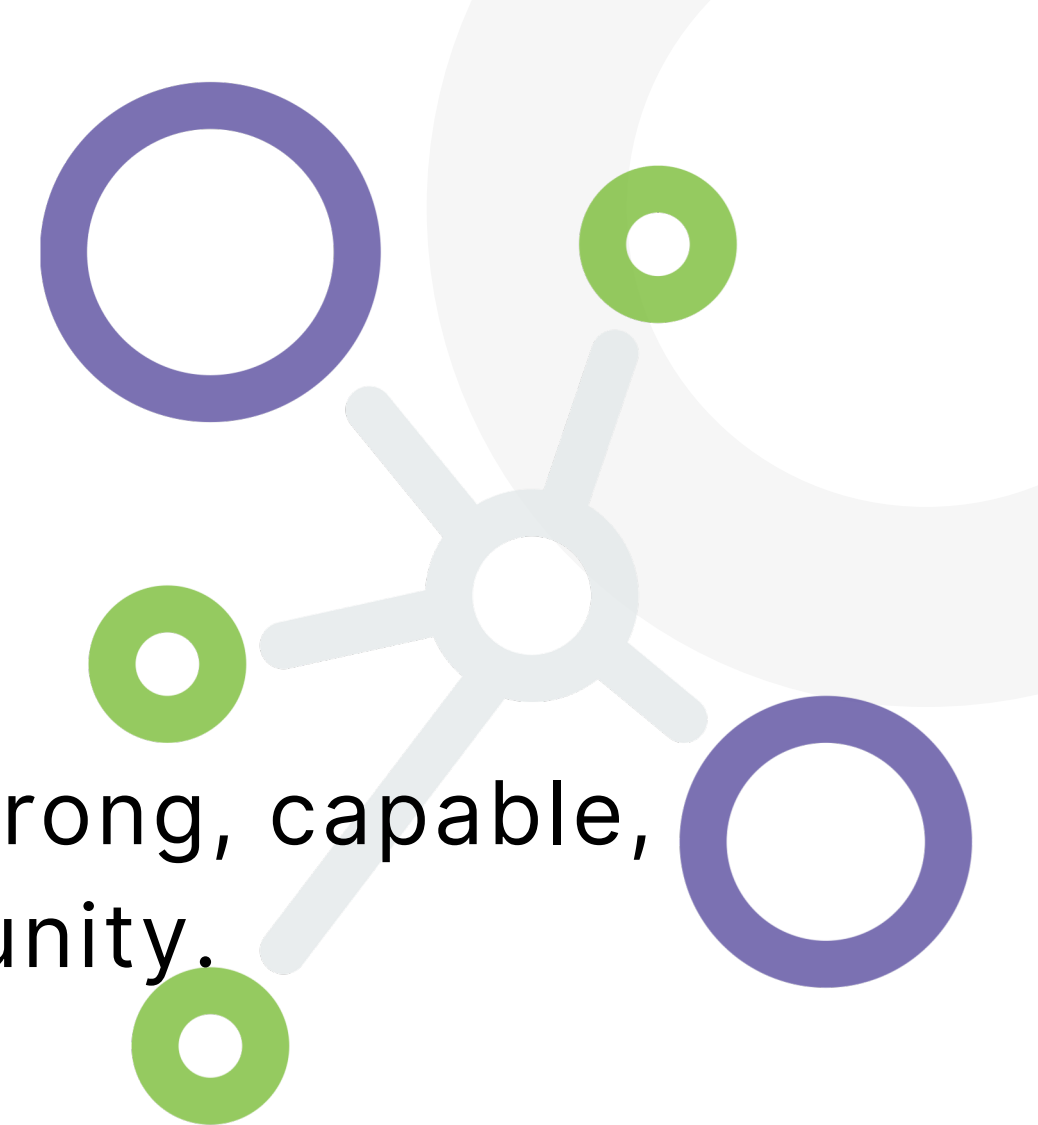
LAND ACKNOWLEDGEMENT

We would like to acknowledge on behalf of the Petawawa Military Family Resource Centre, our Garrison Partners, and our community that we are meeting on the traditional territory of the Algonquin People.

We would like to thank the Algonquin people and express our respect and support for their rich history, and we are extremely grateful for their many and continued displays of friendship. We'd like to thank all the generations of people who have taken care of this land for thousands of years.

Petawawa means "where one hears the noise of the water", we hope upon your arrival on these lands that you find time to experience, enjoy, and appreciate them as much as we do.

STRATEGIC PLAN



VISION

The PMFRC envisions a strong, capable, connected Military community.

MISSION

To provide exceptional support to our Military families and surrounding communities

STRATEGIC DIRECTION

WHAT WE DO



Modernization

Create efficiencies while embracing opportunities and challenges



Communication & Engagement

Strengthen relationships across diverse stakeholders



Community-Centered Approach

Be responsive to the changing needs of the Military community

SNAPSHOT OF PMFRC SERVICES

Consistent, Straightforward, Focused and Family-Centered



Navigational Support

- Deployment Services and Activities
- Special Needs Services and Activities
- Second Language Training
- Volunteer Opportunities (Adults and Youth)
- Transitioning into the Community (Relocating)
- Support to Veterans – Transition to Post Service Life



Employment Services

- Local training and Employment Opportunities
- Support for Adults, Youth, and Teenagers
- Access to Labour Market Information
- Education and Training Information
- Job Search Support / Computer Lab



EarlyON / Parenting Support

- Parent / Child Drop-In Program (Play Troop)
- Prenatal and Postnatal Support
- Kids Deployment Support Group



Online / Social Media Access

- CFMWS.ca/Petawawa
- PMFRC Podcast (Military Family Life)
- Facebook Live – Fireside Chats
- Facebook, Instagram, YouTube, LinkedIn



Mental Health & Wellness

- Mental Health Walk-in Clinic – 2x / month
- Counselling Support for Adults, Youth, Children
- Dedicated Youth Counsellor
- Counselling for Families of the Ill, Injured and Fallen
- Health & Wellness Services, Referrals and Activities



Daycare Services

- Full-time Daycare Services (2 locations)
- Before and After School (3 locations)
- Preschool Program
- Private Home Daycare
- Specialized Care – Short Term Childcare
- North Side Child Care – Occasional Care



Virtual Services

- Serenity Nook (Support for Special Needs)
- Various Activities (Adults and Children)
- Videos on Moving, Veteran and Mental Health Supports and Services
- Resource Home Learning Program



Crisis Support

- Daily (8-4) On Call Social Worker
- Daily (8-4) On Call Family Navigator
- Emergency Family Care Assistance

OUR VALUES

Community Outreach

We collaborate and cultivate effective relationships and partnerships responsive to the changing needs of our Military community.

Employee/ Client Safety

We ensure an environment that promotes the safety and well-being of our employees, clients and Military community.

Inclusion

We welcome, respect and accept all members of our diverse Military community.

Integrity

We adhere to the principles of professionalism, transparency and ethical conduct.





LETTER FROM OUR BOARD CHAIR

JANNA HOTSON



It is with great honour that I step into the role of Interim Board Chair for the Petawawa Military Family Resource Centre (PMFRC). I would like to begin by expressing my deepest gratitude to our outgoing Chair, Julia Graydon, whose unwavering dedication and commitment to the PMFRC have left an indelible mark on the organization. Under her stewardship, the Board has advanced and upheld the highest standards of governance; has been a constant source of strength and guidance for the staff, volunteers, and most importantly, the Military families we serve. It is with great privilege to carry on this legacy. I am committed to continue to build on this strong foundation.

Reflecting on the 2023-2024 fiscal year, it continues to amaze me the level of accomplishments the organization has achieved. Over the past year, the PMFRC has made tremendous strides and demonstrated incredible resilience and adaptability. Our Board and staff have effectively responded to new programs and funding opportunities, all while continuing to offer exceptional support to the military families in our care. Our commitment to CAF members, their families, and our community continued to be at the centre of all decision-making and programming changes.



LETTER FROM OUR BOARD CHAIR

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This shared focus led to major advancements in our strategic plan, including ongoing transitions to the Canada-Wide Early Learning and Child Care Plan (CWELCC), further MFS Modernization, new funding formulas, adjustments to Employment Services and many more operational adjustments, all while maintaining a strong focus on our mission to provide exceptional support to our military families and surrounding community. Through this shared purpose, we successfully responded to the many changes and challenges before us; leveraged the expertise across the organization to rethink, modify and expand our programming and services based on the needs of our CAF members and their families.

As we examine where we are and look ahead, we find ourselves on the cusp of an exciting year. Recruitment efforts have been successful in strengthening our team, allowing us to bring in new talent to advance our mission. We celebrated the ground-breaking for our new building—a milestone that represents a major leap forward in fulfilling our strategic vision of building a strong, capable, and connected military community. With the construction well underway, we are not only expanding and consolidating our physical footprint but also positioned to increase our ability to serve our community far into the future. This new space will allow us to grow, innovate, and to continue providing critical support for military families in a welcoming, inclusive and modern environment. Additionally, we are preparing for the next accreditation survey, which will further solidify our commitment to maintaining the highest standard of excellence across our services.

I look forward to continuing to work with the Board, staff, and our valued partners as we continue our important work. Together, we will ensure that the PMFRC remains a cornerstone of support, offering programs and services that reflect the evolving needs of our community while staying true to our mission.

Thank you for your trust and commitment to this shared journey.



LETTER FROM OUR EXECUTIVE DIRECTOR

DEREK DE RUITER



I would like to start by thanking everyone for attending our Annual General Meeting. This has been my first full year as the Executive Director of the PMFRC, and the transition to this new role has been both challenging and rewarding.

First and foremost, I would like to thank the PMFRC team for their support, patience, and guidance over the past year. Our staff is truly what allows the PMFRC to help so many members of our community. Thank you for everything you do and for your dedication to the services we provide. For this year's AGM, we chose the theme of "Creating Connections and Building Bridges" to emphasize the importance of community. The PMFRC remains focused on building a community, working with our partners to strengthen that community, and helping CAF Members and their families to navigate any challenges they may face.

When I look back on the past year, I continue to be impressed by the many changes the PMFRC has faced as we adapt to an ever-changing world. We continue to learn from our Military families about the challenges they experience and work to adapt our programs and services to meet their needs.



LETTER FROM OUR EXECUTIVE DIRECTOR

page 2



We remain focused on ensuring that our staff is supported and that the needs of our Military families are recognized and understood. Supporting Military families has been - and will continue to be - our priority.

To our Board of Directors, thank you for your support, guidance, and feedback throughout the year. Your expertise and experience go a long way in keeping the PMFRC focused and informed.

To our funding organizations and donors, without your support, we could not do what we do. Thank you for your continued dedication and confidence in the PMFRC.

To our clients and the Military community, you are the reason we do what we do. Your strength and resiliency are an inspiration to us all.

I look forward to the year ahead and the changes it will bring. The PMFRC is preparing for an Accreditation survey as well as the Garrison's return to high-readiness with many of our families dealing with deployments. We are excited about the ongoing construction of our new building that will bring Lil' Troopers North, The Family Wellness Centre, and our Regalbuto locations under one roof in the Spring of 2026. Regardless of where we work, we remind our clients that no door is the wrong door.

Our PMFRC team looks forward to supporting our Military community however we can.

SUCCESSSES

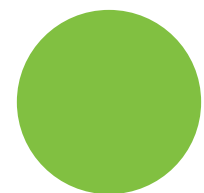


MAKING CONNECTIONS, BUILDING BRIDGES



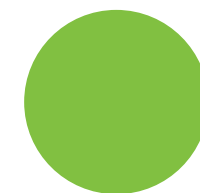
Re-opening of North Side Child Care

The North Side Child Care facility re-opened in May 2023 after a three-year closure due to COVID. This program provides occasional care for non-work-related reasons. Over the past fiscal year, 180 children from 121 families used the service.



Resumed In-School Deployment Support Program

The introduction of the Kids Deployment Support Group (KDSG) in local schools after a 4-year absence due to COVID. This program supported 225 children from across seven schools.



New direction for Employment Service

The Employment Service team successfully transitioned to Ontario's new Integrated Employment Services Transformation Model supported by EmployNext powered by Serco.

SUCCESSSES

MAKING CONNECTIONS, BUILDING BRIDGES

Welcome Packages

The PMFRC sent out 611 Welcome Packages to CAF Members being posted to Petawawa. The online version was accessed 465 times.

Teal Up Day

Hosted our first full family event since re-opening after COVID. More 500 people attended this celebration of Military children in our community.

Annual Team Meeting for all staff

Our February Annual Team Meeting was the first in-person ATM in more than 4 years, and the first time we have been able to include ALL PMFRC employees.

Youth Counsellor

The PMFRC Youth Counsellor now provides support at four local high schools - including Fellowes High School and Mackenzie Community School in addition to Valour and Bishop Smith High School.



SUCCESSSES

MAKING CONNECTIONS, BUILDING BRIDGES

Support for SoT grant applications

The PMFRC Navigator team supported 17 families in applying for Special Needs grants from Support our Troops. More than \$17,000 was of funding was awarded.

Quarterly Stakeholder Meetings

Hosted three stakeholder meetings with representatives from 16 local organizations. These sessions allowed the PMFRC to identify local trends, make more effective referrals and eliminate duplication in local programs.



Morale Mail Packages

Loved ones dropped of 876 morale mail packages at PMFRC locations to be delivered to deployed CAF Members.

REMOVING BARRIERS

SUPPORTING MILITARY FAMILIES WITH THEIR UNIQUE CHALLENGES

- **Play Troop/ Early ON began outreach programs** on the North Side and throughout the community, allowing clients who do not have transportation to access programs.
- The Mental Health team offered walk-in clinics, single sessions and on-line sessions to **minimize client wait time** despite staff shortages.
- The **PMFRC Sensory Space** and noise-cancelling headphones provided by the lending library assist children and adults who are challenged by loud ceremonies and/or events.
- Community forums - such as the VFP Forum - **allow clients to learn about programs from a variety of providers at one time**, in one place.
- Introduced a **monthly Facebook feature to feature information from community organizations**, providing families with resources and opportunities to connect with their community.
- All PMFRC child care programs continue to operate as legacy programs under the **Canada Wide Early Learning Child Care System (CWELCC)**.



THE WAY FORWARD

A NEW HOME FOR THE PMFRC

In November 2023, the PMFRC received confirmation that the construction of a new building had been approved. This facility will consolidate the Military Family Resource Centre and Canadian Forces Morale and Welfare Services Personnel Support Programs from seven separate locations into a single facility for family support and wellness.

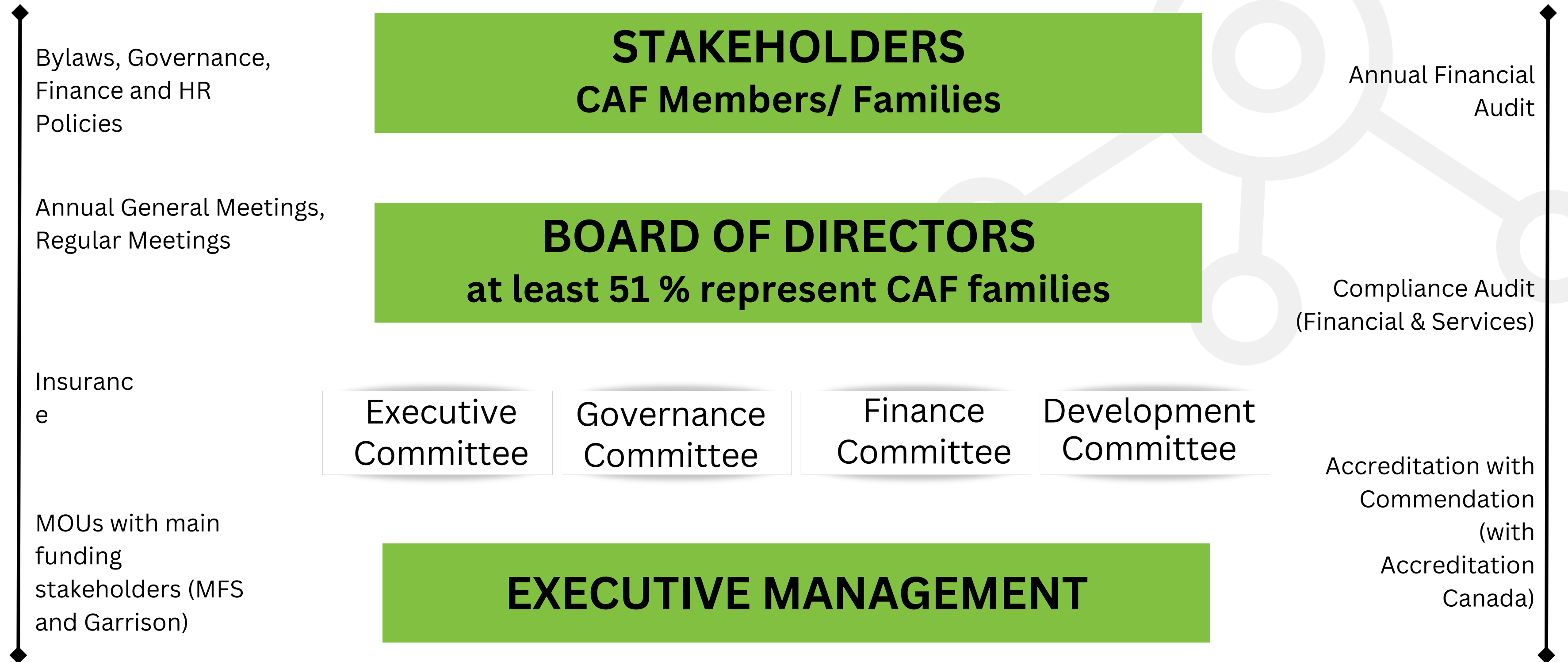
On July 22, 2024 Parliamentary Secretary Marie-France Lalonde led a ground-breaking ceremony and PMFRC staff and children from Lil' Troopers North were also in attendance to celebrate the start of this project.

The new facility is expected to be completed in 2026.

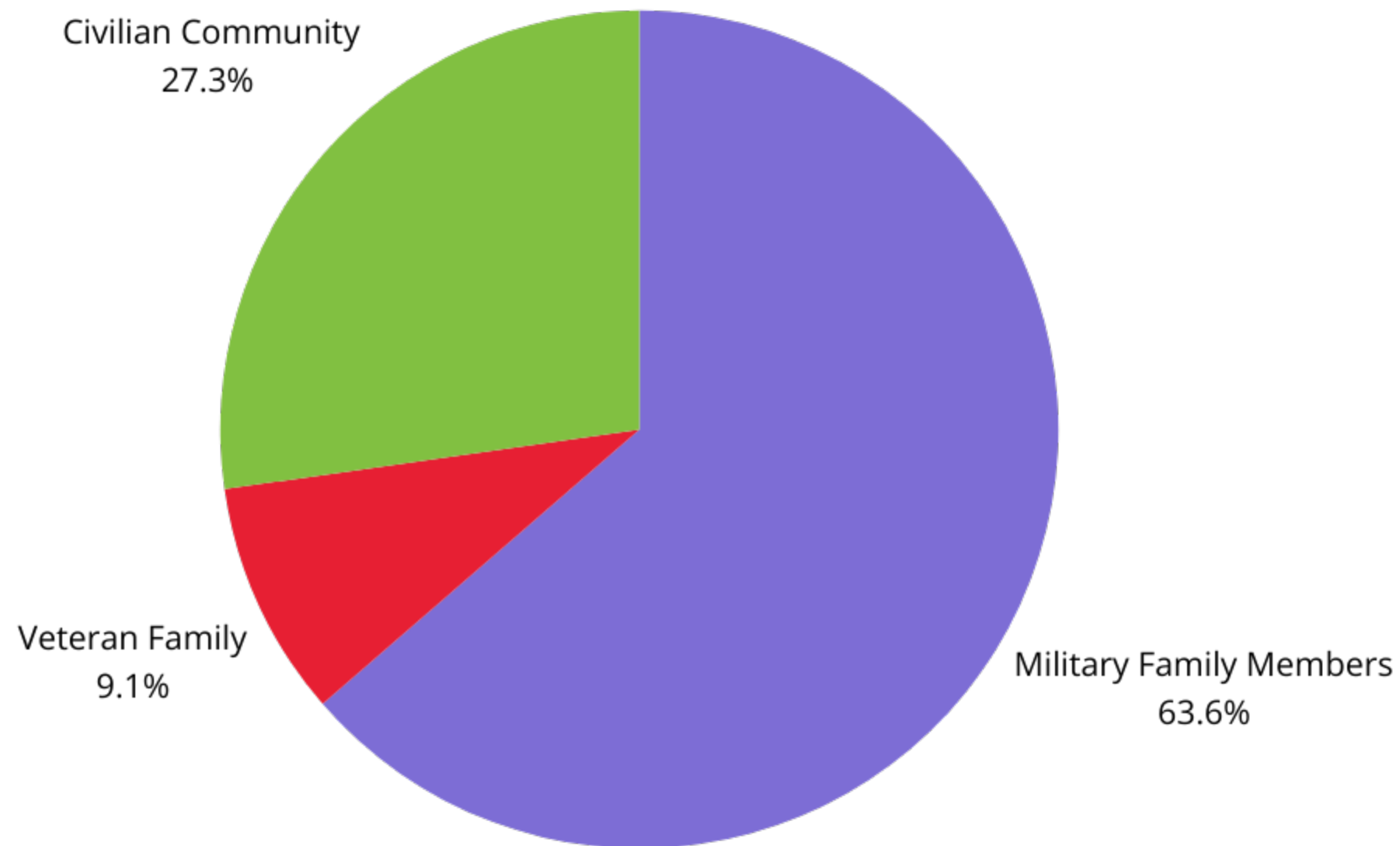


BOARD GOVERNANCE

GOVERNANCE STRUCTURE



BOARD DEMOGRAPHICS



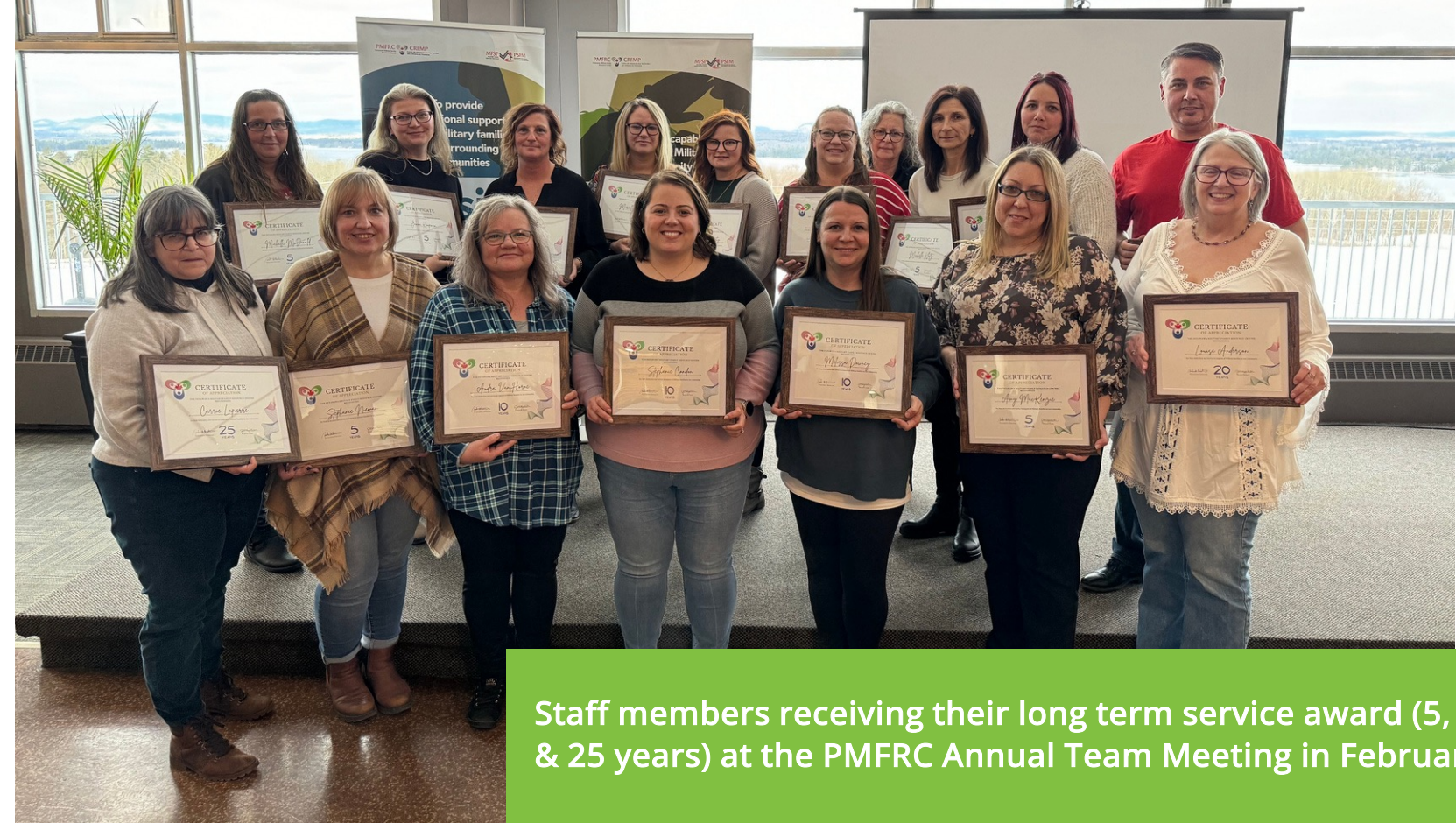
From April 2023 to March 2024

- Total Board Members - **11**
- Board Executive - **4**
- Members-at-Large - **7**
- Members of the PMFRC Board contributed a total of **912 volunteer hours**

STAFF

BREAKDOWN OF HR METRICS

7%	Management Team
11%	Leadership Team
78%	Service Delivery Team
4%	Finance & Administration



- The PMFRC employs 106 staff members
- Average age of workforce is 39
- 9% of PMFRC employees are bilingual
- 3% of staff members are Male - 97% are Female

Numbers are based on staff demographics from April

2023

STAFF AND CLIENT SAFETY



64 incident reports

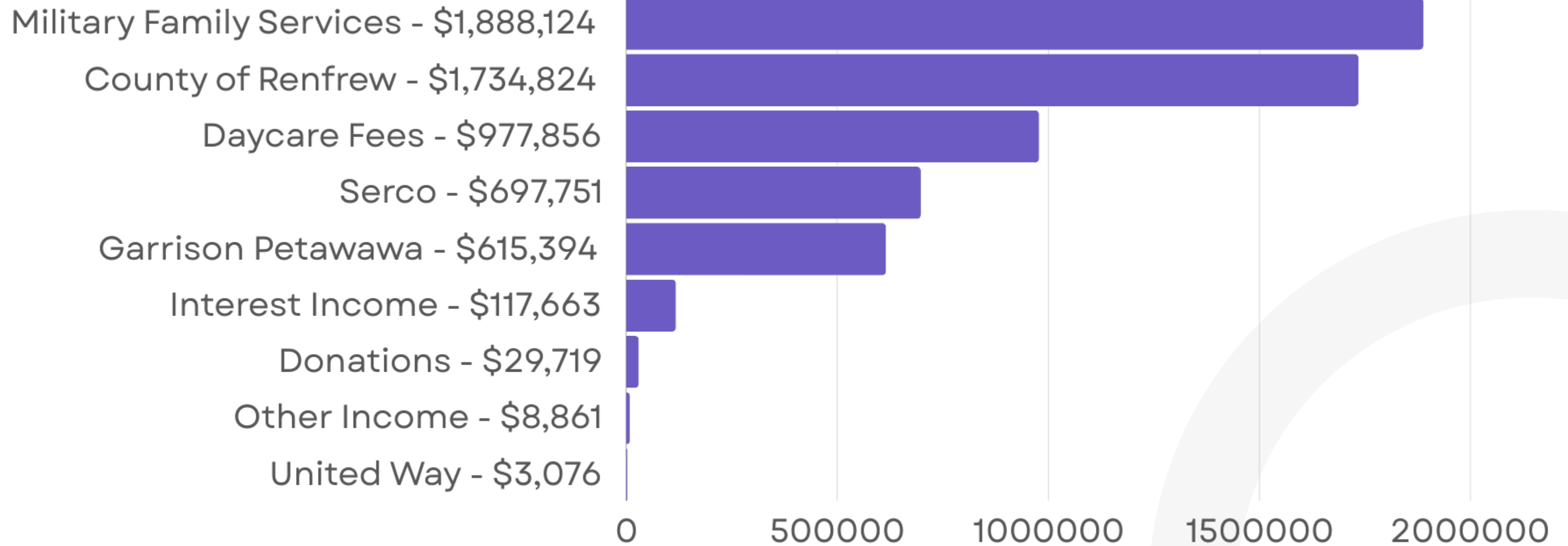


1 serious incident

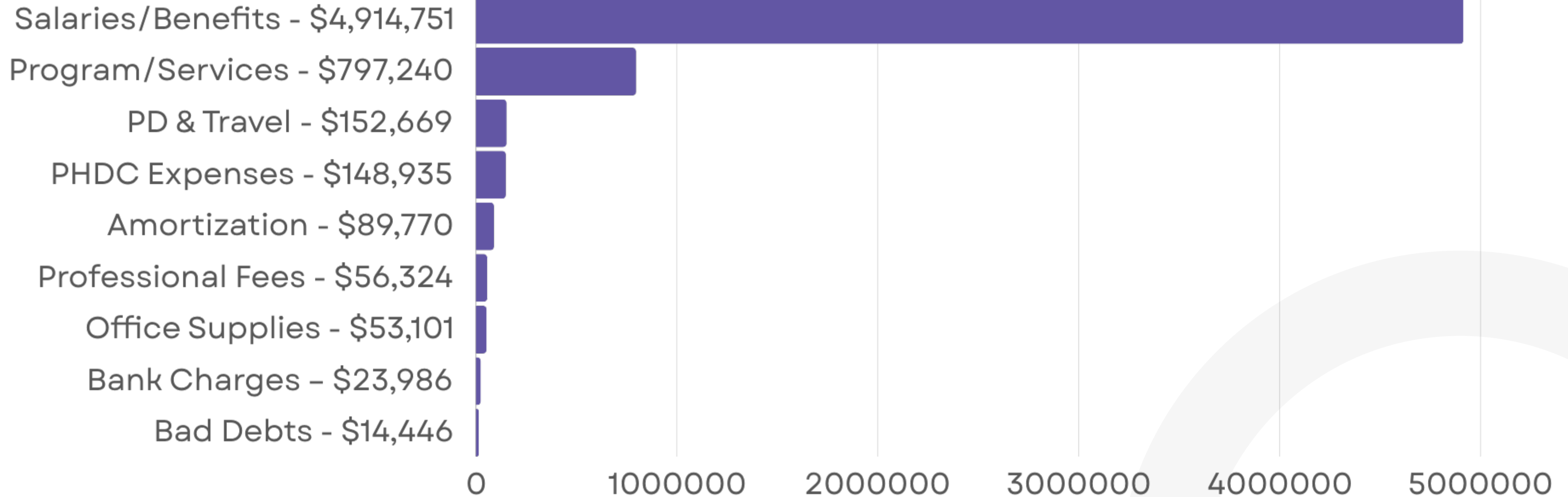


4 complaints

PMFRC REVENUE



PMFRC EXPENSES



STAKEHOLDER RELATIONS

The PMFRC understands the importance of a collective approach, sharing knowledge and experience to better support CAF families.

Using an evidence-based collective impact approach, we ensure that stakeholders are engaged, and we work together to achieve a common objective: contributing to the operational readiness of the CAF by providing services that enhance family resilience and stabilization in the face of military challenges.

The engagement of stakeholders and other community resources provides:

- Better understanding of all services, resources and supports available to the CAF community;
- Better understanding and sharing of information regarding the needs and impact of various activities provided to the CAF community;
- Opportunity to share knowledge and collect data that will inform decision-making;
- Opportunity to jointly plan and integrate activities so impact is more efficient and effective, and duplication of services is minimized.



This year, the PMFRC hosted three stakeholder meetings with representatives from 16 local organizations. These sessions allowed the PMFRC to identify local trends, make more effective referrals and eliminate duplication in local programs.

STAKEHOLDERS & FUNDERS

Military Family Services



County of Renfrew



Garrison Petawawa



Serco



OTHER FUNDERS & DONORS

- Doyle Salewski
- EarlyON
- McCluskey Group
- True Patriot Love
- United Way



MENTAL HEALTH TEAM

TOP PRESENTING CONCERNS

Anxiety - 839

Relationship / Family - 408

Relationship - Couple - 260

Depression - 189

Parenting - 174

Behavioural Challenges - 125

School - 92

Financial - 83

- The PMFRC MH team supported **659 unique individuals**
- Family Counsellors and Family Liaison Officers provided **2487 individual sessions**, including **323 Walk-In Clinic single-sessions**
- 20% of cases are complex and involve many layers of challenges
- Offered several groups including: Emotional Toolkit for Children, Dialectical Behaviour Therapy (DBT) and Parenting Kids with MH Struggles

CHILDREN'S SERVICES TEAM

- **North Side Child Care** provided care for 180 children from 121 families.
- **Specialized Care** provided care for 232 children from 178 families.
- **Private Home Day Care** provided care for 24 children out of 7 operational licensed homes.
- 222 families are registered for the **Play Troop EarlyON** drop-in program. Last year there were 3454 family visits for drop-in and other EarlyON programs.
- 2 families access **Emergency Family Care Plan Assistance** through MFS. 11 families accessed **Emergency Child Care** through the PMFRC.
- 54 children attended the **Kiddie Kollege** school-readiness enrichment program.
- 83 children attended the **Before and After School** program at Our Lady of Sorrows and Valour schools.
- **Lil' Troopers North** provided care for 29 families. 14 of these families experienced a deployment.
- **Lil' Troopers South** provided care for 99 children.



Members of the Children's Services team at their annual conference in October 2023

EMPLOYMENT SERVICE TEAM

- 215 clients secured employment, 350 clients scheduled job interviews
- Employment Service staff members scheduled an average of 180 client appointments each month
- 495 clients benefited from coaching support and mentoring.
- 600 clients accessed Resource and Information Support, receiving assistance with: resumes, job searches, labour market information and more
- Partnered Ontario Works and Contact North and Algonquin College, providing them with space to meet local clients - making their services more accessible
- Completed systems and implement processes required for the new Integrated Employment Services Model adopted in Q3



INFORMATION SERVICES TEAM

HELPING MILITARY FAMILIES AS THEY ARRIVE, SETTLE AND THRIVE IN PETAWAWA



- The Information Services team supports incoming families with information and support from the time they receive a posting message until long after the last box is unpacked.
- The team met families at 15 events across the community including the library, CANEX, schools and unit events.
- 63 new families received welcome calls.
- The team hosted a Speed Friending event giving CAF members and Military family members an opportunity to meet new people and build a network of support.

VETERAN FAMILY PROGRAM

- 140 unique individuals were served by the Veteran Family Program.
- Offered workshops on art therapy (We are Still Warriors), Drum Making and Handbuilding with Clay to medically released Veterans and their families. These sessions were funded by a grant from True Patriot Love (TPL).
- Offered two Mental Health First Aid sessions, providing training for 28 participants.
- Hosted the sixth annual Veteran Family Program Forum, allowing participants to connect with 11 local stakeholders and community partners to learn about local programs and services.
- Provided 56 VFP binders to medically released Veterans and medically releasing CAF Members and their families.

The Veteran Family Program is funded through Veterans Affairs Canada (VAC) in partnership with Canadian Forces Morale and Welfare Services (CFMWS).



VETERANS & FAMILIES
FAMILLES & VÉTÉRANS

NAVIGATOR TEAM

- Support Military families through high-readiness with one-on-one support, more than 700 warm calls and 11 pre-deployment / reintegration briefings.
- Offered Prenatal and Postnatal Support for new and expecting families, including referrals, guest speakers, Baby Connections introduction to literacy program. Introduced a Saturday Lunch and Learn to support working parents and others who could not attend during weekdays.
- Assisted CAF family members with second language learning needs.
- Supported families with special needs by offering a sensory equipment lending library, information and referrals, programs for children (e.g. Lego Building Blocks) and peer support.
- Brought back the Sensory Aquatic Program- in partnership with PSP Recreation - after a four-year gap.
- Offered specials workshops and events to address common client concerns.

This included:

- **Babies of 2023** - support for post natal families
- **Treasure Hunt at the Museum** - a family activity focused on deployment support
- **Financial Literacy and Money Saving Skills Event**



PMFRC VOLUNTEERS

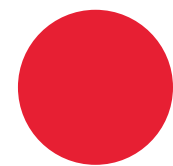
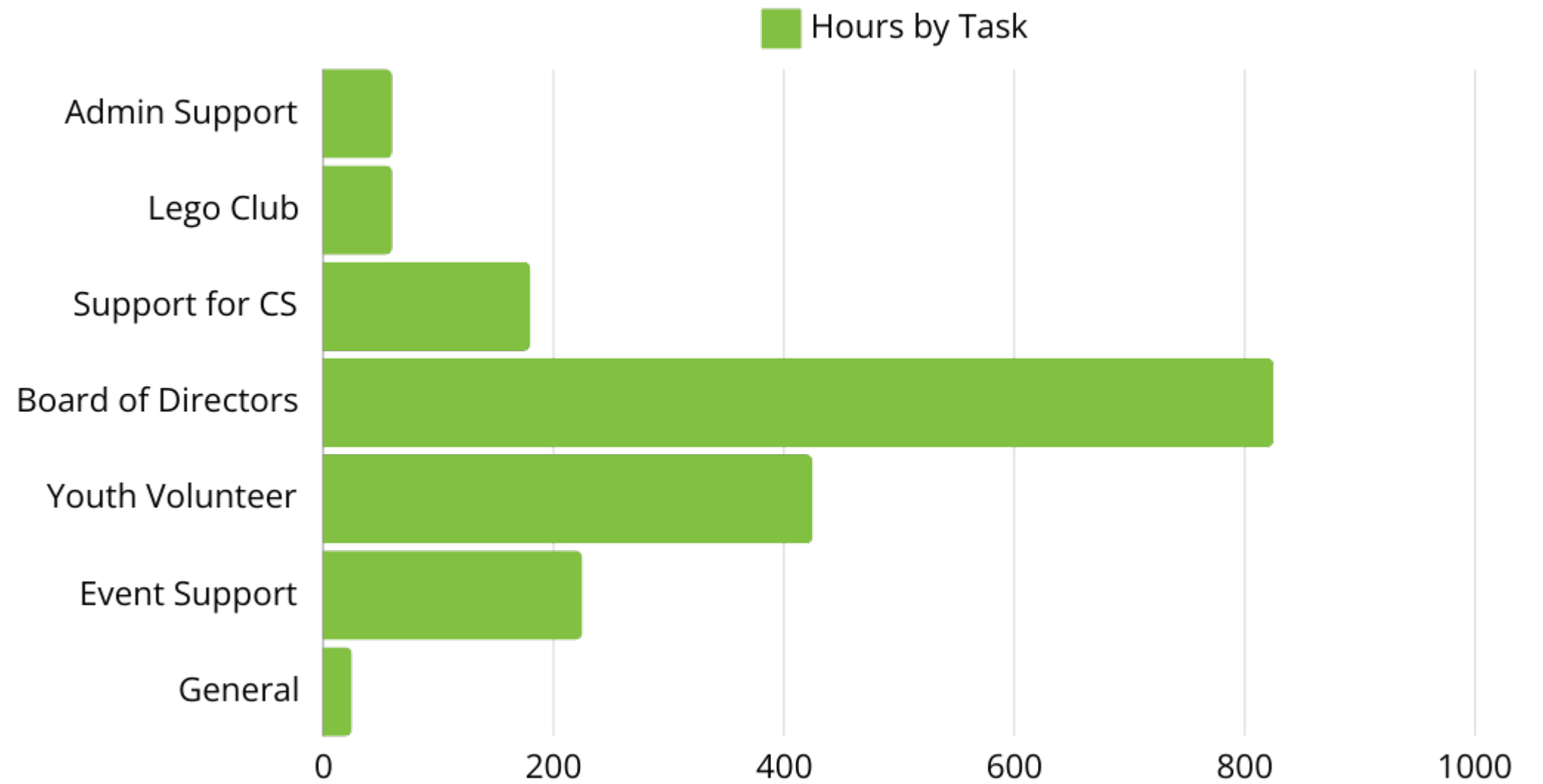
SHARING TIME & TALENTS

Thank you to all of our PMFRC Volunteers. Your contributions are an integral part of the work we do to support families.

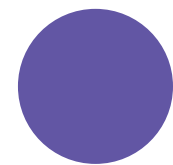


Alorah York

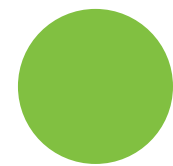
Nick Bomers



In 2023-24 the PMFRC had 63 active volunteers (working at least one hour).



We welcomed 36 new volunteers over the last fiscal year.



Volunteers contributed almost 2000 hours in support of PMFRC services and activities.

SOCIAL MEDIA STATS

Total # of followers on all platforms

1338

Instagram

5619

Facebook

1242

Newsletter Distribution

(41% open rate)

485

YouTube

- Our average monthly Facebook reach is **17,240**.
- There were **92,000 video views** on the PMFRC YouTube Channel representing **615 hours** of watch time.
- Launched the **PMFRC LinkedIn** page focusing on job and volunteer opportunities, awards, accomplishments and other Agency news.
- Redesigned the PMFRC newsletter to reflect industry best practices resulting in a click rate that is **6 times higher**.
- Continued to highlight PMFRC team with our monthly **Meet Me at the PMFRC** team profiles.
- Hosted 14 **Fireside Chats** on Facebook Live to promote a range of PMFRC and local community programs.
- Released eight **Military Family Life podcast** episodes - 542 episode downloads.

THANK YOU TO OUR COMMUNITY PARTNERS

Algonquin College
Atlas Inst. for Veterans and Families
Bernadette McCann House for Women
BPSO Office
CAF Transition Centre
CANEX
CCAC
Chaplain Team
Children's Hospital of Eastern Ontario
Coding for Beterans
Community Living Upper OV
Contact North
CPAN
Deep River Hospital
Deep River Library
Deep River Town Hall
Deloitte
Developmental Services FCS
Employ Next
Enterprise Renfrew County
First Words Preschool Speech &
Language
Garrison Petawawa
Garrison Petawawa Military Museums

Helmets to Hardhats
Labour Market Grp Renfrew & Lanark
Local Immigration Partnership
Manulife
Min of Edu Early Years Div & Qual Assurance
MFS CANSOF Petawawa
Nurse Case Managers
ODSP
Ontario Works
OnTrac Employment Services
Opening Minds
OSSIS Peer Support
Petawawa Library
Pembroke Regional Hospital
Phoenix Centre
Preventative Medicine
PSP Health Promotions
PSP Recreation
Renfrew County District Health Unit
Renfrew County Catholic Dist. School Bed
Renfrew County Dist. School Bed
Renfrew County Addiction & Treatment
Srvcs.
Renfrew County Legal Aid



Robbie Dean Family Centre
SISIP
Thrive Career Wellness
Town of Petawawa
Valley Counselling & Psychotherapy
Srvcs
Veterans Affairs Canada
Victim's Services
Warrior Support
Willis College
With You With Me
Women's Sexual Assault Centre

WORDS FROM OUR FAMILIES

For Children's Services:

I deeply appreciate your willingness to always help and support our family. We are lucky to have you - as is every family that accesses the PMFRC's specialized care services.... Thank you for loving my kids as your own. It REALLY means the world.

For the Military Family Navigators:

We are so glad to have 'met' you before arriving. You are making this move so much less stressful...I look forward to coming to visit your office and checking out the Special Needs lending library once we are settled in.

For Employment Services:

I must thank you for your dedication and tireless efforts to go above and beyond my expectations... Your professionalism, attention to detail and genuine care made all the difference, and I can't thank you enough for your invaluable assistance.

THANK YOU



● FOR YOUR SUPPORT

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613-687-1641

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2023-2024