

Annual Report

Building for the future

2024/2025



Letter from our Board Chair

JANNA HOTSON

It is with great pride that I share this update with you as Chair of the Petawawa Military Family Resource Centre (PMFRC) Board of Directors. Over the past year, we have continued to see remarkable progress across the organization, driven by the dedication of our staff, volunteers, and fellow Board members. The talent and resilience of our team continue to inspire me, as they consistently go above and beyond to support military families with care, compassion, and professionalism.

What stands out most to me, however, is the incredible work of our staff. Their energy, creativity, and resilience have allowed the PMFRC to thrive in a year of growth and change. Whether responding to new opportunities, adapting programs, or supporting families day-to-day, their dedication ensures that military families are met with compassion, professionalism, and care at every turn.

This commitment has never been more important. With the increased tempo of base operations and the largest number of deployments our community has seen in many years, families are facing greater demands for support. The PMFRC is here to meet those needs, walking alongside military families through both the challenges and the triumphs of military life. We are so fortunate to have such an outstanding team leading this work.

This year has also been an important one for our organization as we worked together to develop a new strategic plan. Thank you to everyone who contributed your time, energy, and insights into shaping the priorities that will guide us forward. The Board looks forward to moving ahead together as we put this plan into action, ensuring our services and supports continue to reflect the needs of military families today and into the future.



Letter from our Board Chair (cont'd)

JANNA HOTSON

Another exciting milestone has been the visible progress on our new building. With construction well advanced, this project represents much more than a new space - it reflects our shared commitment to creating a modern, welcoming, and inclusive environment for Military families. It will strengthen our capacity to deliver services, foster connections, and support the evolving needs of our community well into the future.

As we look to the year ahead, we know more change is on the horizon - finalizing our plan, preparing for leadership transitions, and continuing to evolve our programs and services. I am confident that, together, our team is more than capable of navigating these transitions with clarity, confidence, and a shared sense of mission.

On behalf of the Board, I extend my deepest gratitude to everyone who has contributed to these efforts. Your commitment has allowed the PMFRC to thrive and remain a cornerstone of support for Canadian Armed Forces members and their families.

Together, we are building more than just a new facility - we are building the future of the PMFRC and reinforcing our role as a trusted partner for the families we serve.

Thank you for your ongoing trust and dedication.

Strategic Direction

MISSION

To provide exceptional support to our Military families and surrounding communities

In May 2025, the PMFRC Board of Directors began the process of updating the Agency's Strategic Plan, seeking input from staff, clients and community stakeholders. The new five-year Strategic Plan will be introduced in September 2025.

VISION

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

OUR VALUES

- ✓ Integrity
- ✓ Inclusion
- ✓ Staff & Client Safety
- ✓ Community Outreach



Board Governance Structure

STAKEHOLDERS
CAF Members/ Families

Bylaws, Governance,
Finance and HR Policies

Annual Financial
Audit

BOARD OF DIRECTORS
at least 51 % represent CAF families

Annual General Meetings,
Regular Meetings

Compliance Audit
(Financial & Services)

Insurance

Executive
Committee

Governance
Committee

Finance
Committee

Development
Committee

Accreditation with
Commendation
(with Accreditation
Canada)

MOUs with main
funding
stakeholders (MFS
and Garrison)

EXECUTIVE MANAGEMENT

PMFRC Board of Directors



Janna Hotson -
Chair



Elizabeth Urso - Vice Chair



Eliane Barnett - Treasurer



Jody Anne McDonald- Secretary



Jenifer Bradley



Nicole Walters



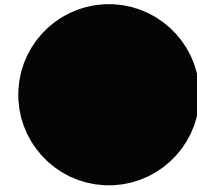
Cesar Herrera



Simon Brooks

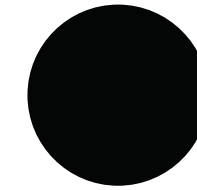
Successes

SUPPORTING MILITARY FAMILIES



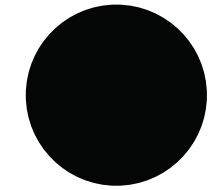
MENTAL HEALTH SUPPORT

In 2024-25 the Mental Health team provided care for 241 individuals through direct service and educational programs.



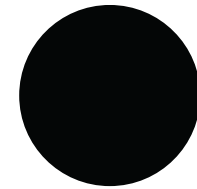
STRENGTH BESIDE THE UNIFORM

Recognized 70 children for their contribution to their families during a deployment. Fifty children attended a special ceremony during Month of the Military Child.



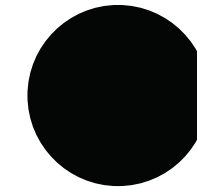
KDSG IN SCHOOLS

Supported 78 children with the Kids Deployment Support Group which was offered at six local schools.



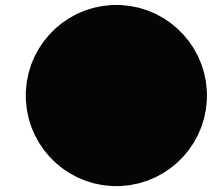
SUPPORTING FAMILIES WITH SPECIAL NEEDS

Assisted 22 families with applications for special needs grants resulting in more than \$18000 in funding.



PROVIDING CARE

North Side Child Care supported 31 children with special needs who were unable to access care in the community to meet their needs.

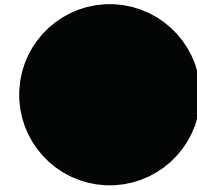


EMPLOYMENT SUPPORT

In 2024-25, the Employment Services team served 482 clients. Of this number 314 were supported by an Employment Coach.

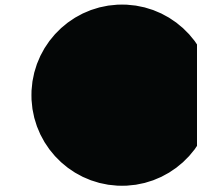
Successes

WORKING IN OUR COMMUNITY



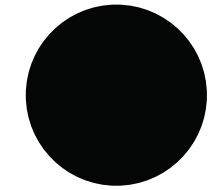
SENSORY SPACE

The PMFRC Portable Sensory Space - funded by United Way - appeared at eight events across our community.



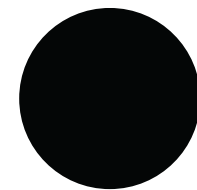
FRENCH LANGUAGE SUPPORT

A member of the Employment Services team collaborated with the French Language Services Committee to facilitate referrals for francophone clients.



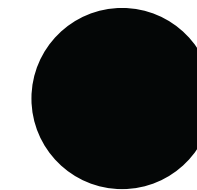
COMMUNITY REFERRALS

Over the past year, the PMFRC made 478 referrals to our community partners.



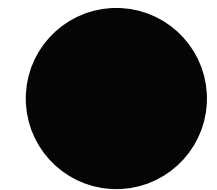
ADVOCATING FOR FAMILIES

Our Children's Services Manager sits on the Algonquin College Advisory Committee advocating for Military families and identifying essential skill sets for new ECEs who will work in our community.



SUPPORTING YOUTH

The PMFRC Youth Counsellor provided on-site support for students from Military families at four local high schools.

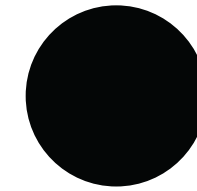


COMMUNITY ENGAGEMENT

The PMFRC continued to host Community Partner meetings to identify issues and trends in our community. The PMFRC also maintains a master calendar of community events that partners can access.

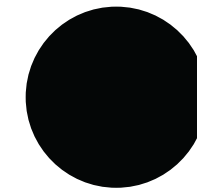
Successes

WITHIN OUR TEAM



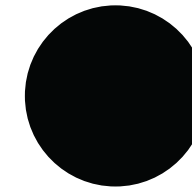
PMFRC PEER RECOGNITION AWARDS

In 2025, we awarded the first ever PMFRC Peer Recognition Awards. The recipients are nominated by peers and the winners are selected by a committee of employees from across the Agency.



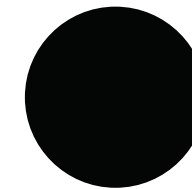
WELCOMING NEW TEAM MEMBERS

In 2024-25 the PMFRC on-boarded and welcomed 29 new staff members.



EMPLOYEE SURVEY

In January 2024, we launched an employee survey as part of our ongoing Accreditation process. 94% of staff members provided their input on client care, safety and employee wellbeing.



NEW FACILITY

The official groundbreaking ceremony for the PMFRC's new building was held in August 2024. This building will bring together 3 existing facilities and allow the PMFRC to offer more programming on the North Side.



Removing barriers

1

CENTRALIZING INFORMATION

Children's Services created a centralized wait list for all PMFRC child care locations, ensuring consistent tracking and streamlining processes with the goal of reducing wait times for care.

2

SEEING CLIENTS FASTER

As a result of streamlined processes at Employment Services, new clients can be seen for a first appointment in 1-3 days instead of 1.5 to 2 weeks.

3

PROVIDING CARE

North Side Child Care and Specialized Care supported 33 school-aged children who were unable to access care in community camp programs.

4

HYBRID SOLUTIONS

The Mental Health team offers a hybrid model of services meeting with clients virtually or in-person according to their preference.

Navigator Team

The Military Family Navigator team provides tailored support for Military families facing barriers related to relocation, absences and other challenges that come with the Military family journey.

- ✓ The Navigator team had more than 1600 client interactions with CAF Members and their families.
- ✓ More than 850 interactions were focused on work-related absences as families prepared for deployment and high-readiness.
- ✓ 300 client interactions related to special needs support, including a record number of families participating in the Sensory Aquatic program.
- ✓ Offered deployment-readiness workshops to families both in-person and virtually in order to reach family members outside of the local area.
- ✓ Coordinated regular meetings with the Unit Deployment Support groups to facilitate information sharing and offer support to units, CAF members and their families in the lead-up to an absence.



Volunteer & IS Team

Volunteer and Information Services Team provides: front line support; assistance with general inquiries; support for Military families throughout the posting and relocation process; clear-ins and clear-outs for CAF Members; intake, support and recognition of PMFRC volunteers; and the youth volunteer program.

- ✓ Sent out 557 Welcome Packages to incoming CAF Members posted to Garrison Petawawa
- ✓ Welcomed and onboarded 44 new volunteers. In 2024-25, PMFRC volunteers contributed almost 2100 hours.
- ✓ 26 students participated in the Youth Volunteer Program, contributing more than 500 hours.
- ✓ Assisted clients to send 155 morale mail packages to deployed CAF Members.



Employment Services Team

The Employment Services team provides employment support to members of the Military and Civilian communities living in Petawawa to Deux-Rivières. The team also works with local employers to help them recruit new staff. The program is funded by EmployNext from Serco.

- ✓ In 2024/25 the team supported more than 480 clients. 314 of those clients worked with an Employment Coach while the others received Resource and Information support.
- ✓ The team also provides clients with referrals to other community services to support challenges related to child care, housing, mental health services and continuing education.
- ✓ The team averages 200 scheduled appointments each month, with many others receiving ongoing support via phone and email.
- ✓ Completed the fiscal year at 68% of their target - which was 15% above the catchment average.



Our clients are saying...

I wanted to thank you for all you have done for our family, and continue to do for all families who come to the PMFRC

It is truly remarkable how welcome and supported we feel when we go to the PMFRC, whether it is at Play Troop with Emma, Kiddie Kollege with Crystal and Olga, Casual daycare with Carrie, Lil Troopers with Stephanie, preparing for our move with the help from Juli, or just getting all the smiles and happy chit chat from all the employees we meet when we come in.

PMFRC SERVICES

We had a great time!

It was very quiet and the lifeguards were friendly and accommodating. The things that we, as parents, liked the most was that we didn't have to arrive early and wait ... and the family change room wasn't as busy as it usually is. Because we could arrive right at 5pm... my child did not have to wait before entering the pool, so it was less of a challenge for him.

SENSORY AQUATIC

Thank you for your help and support!

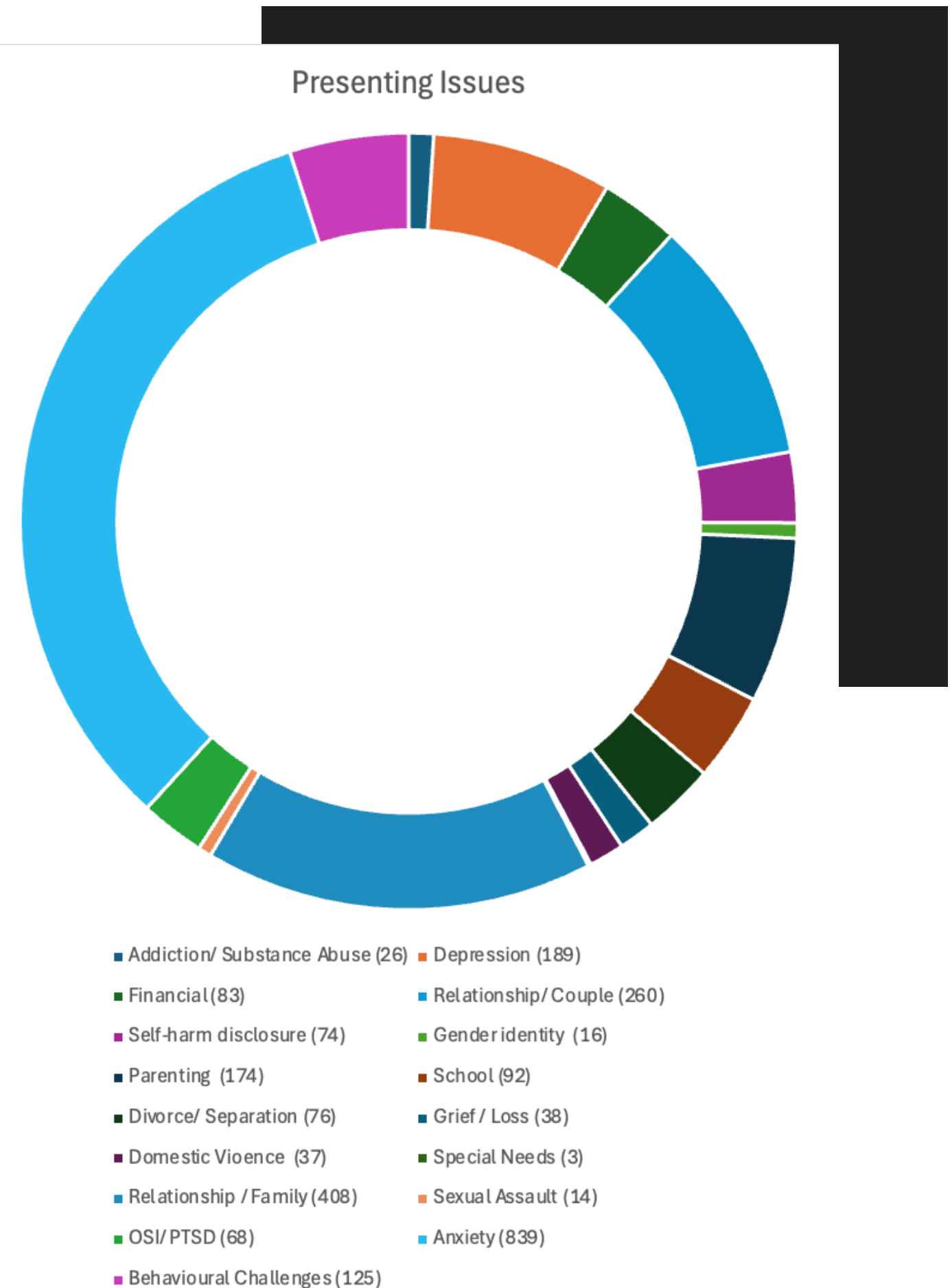
My Coach has done an outstanding job with my employment services. She went over and above with helping me through everything. I recommend her to anyone that is looking for an Employment coach. She does a wonderful job.

EMPLOYMENT SERVICE

Mental Health Team

In 2024-25 the Mental Health Team made significant strides in supporting the emotional well-being of our community providing compassionate, trauma-informed care to 241 individuals. The team prioritized access, equality, and culturally responsive care, expanding services and collaborating with schools, healthcare providers, and community partners.

- ✓ Facilitated 2394 counselling sessions including 187 walk-in and single sessions.
- ✓ Lead two group therapy programs (Emotional Tool Kit and Coping Cat) focused on Mental Wellness, coping strategies and resilience.
- ✓ Provided support for youth with a Youth Counsellor at 4 local high schools (Valour, Bishop, Fellowes and MacKenzie).
- ✓ Supported clients with financial challenges, food and housing insecurity in collaboration with community partners.



Veteran Family Program

The Veteran Family Program assists medically releasing CAF members, medically released Veterans and their families, providing information, support and resources before, during and after the release process.

- ✓ Registered 122 new clients and continued to support 30 existing clients.
- ✓ Facilitated programs such as Mental Health First Aid and Shifting Gears which are part of the national VFP portfolio.
- ✓ Offered two 4-week sessions of The Art of Serious Play which uses creative expression to help participants to explore their feelings. These sessions were funded by a grant from True Patriot Love through their Military Creative Arts Initiative.



VETERANS & FAMILIES
FAMILLES & VÉTÉRANS

Children's Services Team

- ✓ Provided full-time care for 83 children at Lil' Troopers North and Lil' Troopers South
- ✓ Provided Before and After School care for 126 children at three local schools: Valour, Our Lady of Sorrows and St. Francis of Assisi
- ✓ Provided full time care for 23 children in five licensed Private Home Day Care homes.
- ✓ Supported 258 children from 207 families with care for work-related issues with our Specialized Care Program.
- ✓ Supported six families within three emergency care homes through the Emergency Family Care Plan.
- ✓ Enhanced school-readiness for 40 children through our Kiddie Kollege preschool program.
- ✓ Provided regular drop-in programming for 482 children from 389 families through our Play Troop EarlyON Child and Family Centre.
- ✓ Supported 284 children from 194 families with with occasional care at North Side Child Care.



Families are saying...

*"She is patient, caring, fun,
and my kids genuinely love
every day they spend with
her."*

Both my children attended a PHDC (Private Home Day Care) home and we could not have been luckier to be with her. She was so attentive to the kids in her care and was so in tune with their emotional needs. She organizes fun activities, is wonderful communicating with parents, and cooks the kids amazing meals every day. Any parent would be lucky for their child to have a spot at her day home.

PHDC

*"I can tell that my child will
be better prepared for school
because of Kiddie Kollege."*

My child continues to enjoy her time at Kiddie Kollege. This is such a wonderful opportunity for my child to be a part and she truly enjoys going. She loves to talk about her friends and the educators... Thank you!"

KIDDIE KOLLEGE

*"My kids are very well taken
care of..."*

... and they have learned a lot while attending.

LIL' TROOPERS NORTH



Staff Demographics

BREAKDOWN OF HR METRICS

TOTAL NUMBER OF EMPLOYEES	111
MANAGEMENT TEAM	7
LEADERSHIP TEAM	11
SERVICE DELIVERY TEAM	90
FINANCE AND ADMIN TEAM	3
AVERAGE AGE	37
BILINGUAL STAFF	7
FEMALE : MALE	107:4

Staff and Client Safety

123 incident reports



1 serious incident



1 complaint



9533

Total number of social media followers



5789



1425



491



184

Communications & Marketing

COMMUNICATING WITH OUR COMMUNITY

75,000	■	Annual reach on Facebook - excluding boosted or paid ad views
6,600	■	Video views on the PMFRC YouTube Channel, representing 75 hours of watch time
3,278	■	Page Views on the on-line Welcome book
1,101	■	Subscribers to our monthly PMFRC Newsletter. The newsletter has a 45% open rate.
587	■	Downloads of the Military Family Life podcast

Stakeholders & Funders

**MILITARY FAMILY
SERVICES**



**COUNTY OF
RENFREW**



**GARRISON
PETAWAWA**



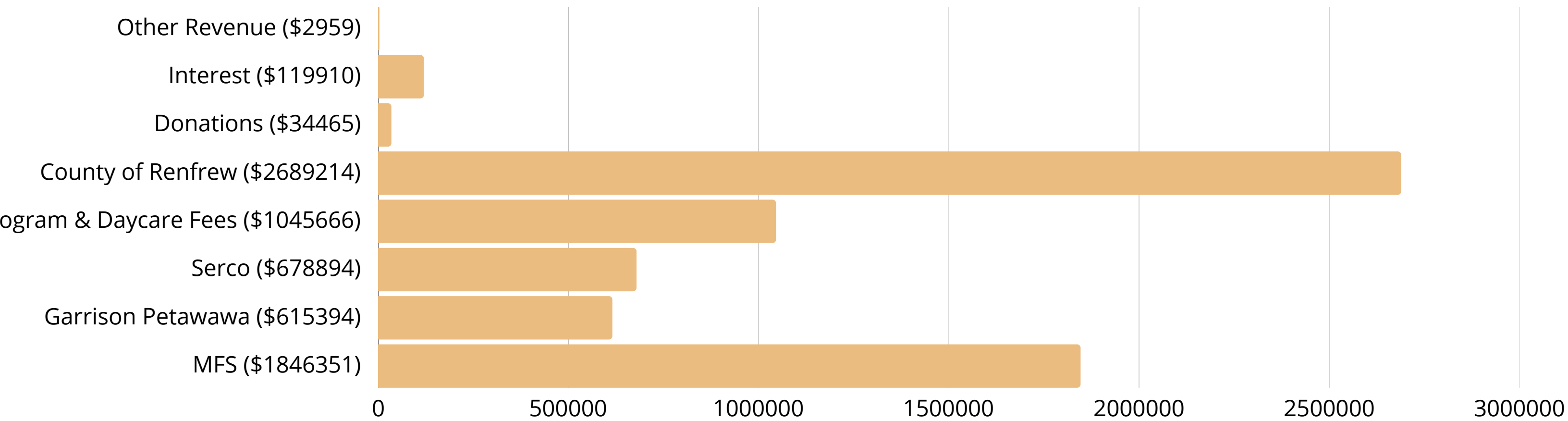
SERCO



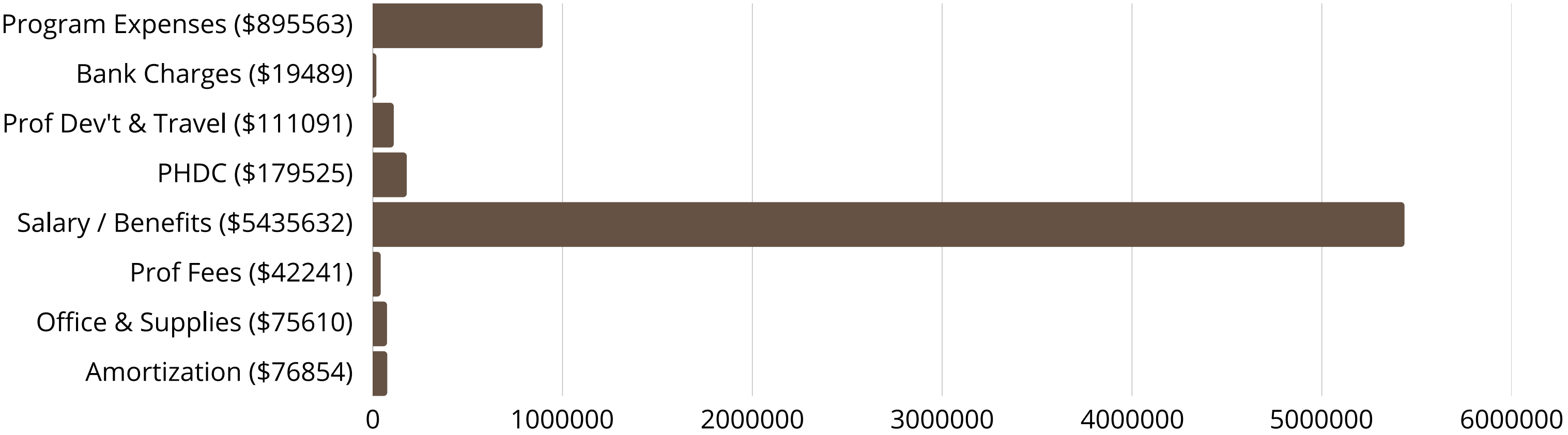
Other Funders & Donors

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

PMFRC Revenue



PMFRC Expenses



Community Partners

THANK YOU

- Algonquin College
- Algonquin College Employment Services
- Algonquin College Literacy & Basic Skills
- Atlas Institute for Veterans & Families
- Bernadette McCann House
- Base Personnel Selection Office
- CAF Transition Centre
- CANEX
- Community Care Access Centre
- Children's Hospital of Eastern Ontario
- Coding for Veterans
- Community Living Upper Ottawa Valley
- Contact North
- Community Poverty Action Network
- Deep River Hospital
- Deep River Library
- Deep River Town Hall
- Deloitte
- EmployNext
- Enterprise Renfrew County
- First Words
- Garrison Petawawa Chaplains
- Garrison Petawawa Community Garden
- Garrison Petawawa Military Museums
- Garrison Petawawa
- Helmets to Hardhats
- Labour Market Group of Renfrew and Lanark Counties
- Local Immigration Partnership
- Manulife
- Nurse Case Managers
- Ontario Disability Support Program
- Ontario Works
- OnTRAC Employment Services
- Operation Stress Injury Support Services
- Opening Minds (Mental Health First Aid)
- Out and About Forest School
- Petawawa Library
- Phoenix Centre
- PSP Recreation
- Renfrew County Addiction and Treatment Services
- Renfrew County Children's Services
- Renfrew County Legal Aid
- Renfrew County Sexual Assault Centre
- Renfrew County Catholic School Board
- Renfrew County District School Board
- Renfrew County District Health Unit
- Robbie Dean Family Centre
- Thrive Career Wellness
- Town of Petawawa
- Valley Counselling and Psychotherapy Services
- Veterans Affairs Canada
- Victims Services
- Warrior Support
- Willis College
- With You With Me



Thank you

for your support as we serve Military families in our community

Petawawa Military Family Resource Centre | CFMWS.ca/Petawawa | 613-687-2104

