MAINLAND BC
Military Family
Resource Centre

Brand Story

The strongest force is family.

For our families, our staff, and our Board

May 2026

Draft for Board review. Mission, vision, values, and value statements are presented for discussion and approval. Logo design and brand framework reflect work shaped through community review.

Land acknowledgement

We, the employees of the Mainland BC Military Family Resource Centre, are thankful to have our workplace located on the traditional, ancestral, and unceded territories of the Xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh Úxwumixw (Squamish), and the Səlílwətaɬ (Tsleil-Waututh) Nations.

We are also grateful to be able to extend our work into the many traditional territories within Mainland BC.

We hold this acknowledgement as a beginning, not a conclusion. The work of reconciliation is ongoing, and our language, our practices, and our partnerships continue to be shaped by it.

A note on how this came together

This brand story was shaped through conversation, not authored by one person.

The architecture of the document owes a particular debt to Malcolm Dean, Communications & IT Coordinator at the Mainland BC Military Family Resource Centre. Malcolm heard the early vision for this work and helped name back the three questions that now organize it:

> *Who am I? / Who are we? / Where are we going?*

That frame holds everything that follows, and the document is stronger for it.

The brand and logo redesign itself emerged from the thoughtful discussions held with our Board following the March 2026 strategic planning retreat. The Board's perspective carries particular weight in this work. All Board members are either currently serving in the Canadian Armed Forces, are families of serving members, or have served in support of those who do. The story we tell about military families is told by people who have lived it.

The rest of the document is the work of staff, families, Board members, serving members and Veterans in conversation over many months. It belongs to all of us.

Why this story

Every organization tells a story about itself, whether it means to or not. The story shows up in our logo, in the words we use, in how we answer the phone, in what we say at events, and in the silences, we leave between sentences.

This document is the story the Mainland BC Military Family Resource Centre is choosing to tell, intentionally and together.

It is written in three movements:

- Who am I? (Spoken to and about the families we serve)
- Who are we? (The organization that serves them)
- Where are we going? (The direction we are moving in, together)

Each movement is meant to do work for a different audience. Families should see themselves in the first. Staff should find language and grounding in the second. The Board, our funders, and our community partners should see the third as a clear statement of intent.

Underneath all three is a single commitment: to talk about the families we serve in a way that honours their reality without asking them to perform anything for us.

Who am I?

Spoken to our families.

You might be a parent watching a partner deploy for the third time, or the second, or the first. You might be a teenager who has lived in five places before high school, or one who has lived in the same town all your life while your parent serves in the Reserves. You might have come to British Columbia three months ago for a posting, or you might have served alongside the Canadian Armed Forces in this region for twenty years. You might wear a uniform yourself. You might be a Veteran. You might be raising small children, or adult ones, or none. Your family might look like a household of two, or twelve, or one.

What ties all these stories together is service. Yours, your partner's, your parent's, your child's. Service in any of the three branches. Service Regular or Reserve. Service that brought your family here, or that began here, or that has woven through your family for generations.

> *You are a family that has built a life around something most people will never choose. You deserve a community that recognizes that without asking you to perform it.*

You deserve support that does not assume you should be strong all the time. You deserve a place that does not measure your worth by how much you can carry. You deserve people who will pick up where you are, not where they think you should be.

This Centre is here for that.

Who are we?

Spoken about ourselves.

We are the Mainland BC Military Family Resource Centre. For three decades, we have stood beside Canadian Armed Forces families across this province.

We are not located on a single base. We are not a single unit. We are a community of people, services, and connections built specifically for the families who serve, in all branches and at all stages of service life.

We come to you, virtually or in person, wherever you live in Mainland BC. That matters because our catchment is the largest of any MFRC in Canada, and most of the families we serve are not next to a base. We have learned how to be present at a distance. We answer the phone. We meet on video calls. We show up at unit events. We drive to communities. We are a Centre without walls, and without limits on where home can be.

Families describe us in the language that matters most to them. As the people who pick up the phone. As the team who shows up at the unit event. As the place that makes the call when they cannot. As the Centre that knows their name the second time they reach out, even if the first time was a year ago. The brand we are building is meant to feel that way too: less like an institution they must learn, and more like a place that already knows them.

Our vision

Military and Veteran families who are thriving, connected, and supported through every stage of service life.

Our mission

We help military and Veteran families across Mainland BC find support, build connections, and feel at home.

Our values

Five values guide how we work. They rest on one core recognition: no two families are alike. The same posting, the same deployment, the same diagnosis lands differently on every family we serve. The values that follow are the ways we work considering that truth.

Agility	The world changes. Families change. The right response sometimes changes too. We adjust the form of our work to meet what is needed, and we treat that as competence, not

	improvisation. Agility is how we keep up with a community we serve across geography, branch, and life stage.
Partnership	Families do not have to find their way alone. We stand with families as partners in their journey, sitting on their side of the table when they navigate complex systems, big decisions, or hard moments. We bring what we know about the military family system; they bring what they know about their own lives. The work happens together, or it does not happen well.
Voice	Families know their own lives best. Our work is to listen carefully, carry what we hear forward, and reflect back the patterns we see across the families we serve. We do not speak for families. We speak with them, and we make sure the realities they live are heard where decisions get made.
Accountability	No one person carries this Centre alone. Our Board, our Executive Director, our staff, and our volunteers each carry a piece of the promise we make to families. We are answerable to the families we serve, to one another, and to the trust placed in us by our community.
Steadiness	Families should not have to carry the steadiness alone. We are here when we say we are. We do what we say we will do. The form of our work may shift; our presence does not.

Our promise

When a family reaches out, one of three things will happen.

We will help them ourselves.

We will connect them with a trusted partner who can.

Or we will stay with them while we figure out together where the right support lives.

What we will not do is hand a family a phone number and call it done. The military family network is broad, and it is not always easy to navigate, especially for families who are new to British Columbia, new to military life, or new to needing this kind of help. The strength of what we offer is not only the programs we run. It is who we know, who we trust, and how willing we are to walk a family through the door.

Our visual identity

The story our mark tells.

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Every element of our logo was chosen with intention. The mark is meant to do work that a generic symbol could not: to identify the populations we serve, to carry our Canadian identity, to centre care visibly, and to feel like a home rather than an institution. Each piece earns its place. Here is what each element does, and why we chose it.

This mark did not arrive in one stroke. It has been shaped through review and refinement by serving members, families, staff, volunteers, and the interest-holders connected to this Centre. Each round of feedback brought the mark closer to what we needed it to do. What follows is the logo as it stands today, and the meaning each element carries.

The home

We chose a house because everything we do is about home. The kind families build, and the kind they sometimes need rebuilt when service moves them or stretches them. A house also signals warmth and welcome in a way that a corporate symbol does not. The Mainland BC MFRC is a home that does not require an address, and the logo should look like one.

The three figures

We chose three figures, in Navy blue, Air Force light blue, and Army green, to make our mission visible at a glance. Each colour represents one of the three branches of the Canadian Armed Forces, and the figures include every family within those branches, both Regular and Reserve. A logo that does not show who an organization serves invites every viewer to wonder. Ours shows the answer.

The heart

We chose to form a heart from the arms of the two larger figures because care is not an item at the end of our service list. It is the foundation of everything we do. The heart also holds a smaller figure inside it, the next generation we serve, which says without words that families come as units, not individuals.

The maple leaf

We chose the red maple leaf for two reasons. It carries our Canadian identity, and it honours our enduring connection to the Veteran families we also serve. The colour is intentional. Red is the colour of remembrance, of service, and of the meaning that Veteran families have carried in their own way. Their place in our work is permanent, not periodic, and the leaf is one way we say so.

The horizon

We chose to ground the figures on a curved horizon line because our families are not concentrated in one place. We serve the largest geographic catchment of any MFRC in Canada, and the mark should feel like it reaches across that catchment rather than sitting in one office. The horizon reminds us, and the families who see the mark, that this Centre stretches as far as the communities we serve.

What the mark does together

Read as a whole, the logo is a deliberate departure from the more abstract marks common in our sector. We chose warmth over restraint, specificity over generality, and visible care over corporate neutrality. The mark is meant to be the first thing a family sees and to feel, in that first second, like a place that already knows them.

Where are we going?

Our direction for the next three years.

The next three years are about deepening what families can count on us for. Each year carries a thematic focus, but the direction is steady throughout: be the Centre that families recognise, trust, and reach out to without hesitation.

2027 Foundation

We will refresh our governance and embed a more sustainable financial and operational foundation, so that when a family needs us, the organization behind them is steady.

2028 Recognition

We will strengthen how we are known, so that families discover us earlier, partners understand us better, and our communities see us as part of the fabric of military family life in British Columbia.

2029 Reshape

We will reshape our programs and services around what families need, with attention to access, dignity, and the parts of life that have historically been hardest to ask for help with.

This direction is not about doing more for the sake of doing more. It is about being better at the work we already do.

> *The strongest force is family. The Mainland BC MFRC exists to stand alongside that force, in every community we serve, for as long as families need us.*

For our staff

How to carry this brand story into the work.

This brand story is yours. When you describe the Mainland BC MFRC to a family, a partner, a funder, or a new neighbour, the language here is built to help.

Five principles to hold

Speak to the family, not about the family.

Use "you" and "your family" when you can. It is the difference between describing someone and meeting them.

Name what we offer, not what families endure.

We are here to be steady. That is our work, not theirs. Avoid language that praises families for absorbing hardship.

Use the language of welcome.

Families do not have to earn their place here. They have one.

Refer with care.

The warm handoff is part of our work, not a back door to ending a conversation. If we connect a family to a partner, we stay close until we know they have landed.

Remember the catchment.

Our families live in cities, suburbs, and small communities across Mainland BC. Many are new to military life, new to British Columbia, or both. Our voice should reflect the reach of who we serve.

Some practical language choices

We tend to say	Rather than
Your family	*Clients*
Reach out	*Access services*
We will figure this out together	*We will refer you*
You belong here	*You qualify*
Families who serve	*Military dependants*

We tend to say	Rather than
Stay with you until you land	*Hand off*
A Centre for every serving family	*Resource centre for military families*

A note on language we have stepped away from

We do not describe families as resilient. The word has done damage by becoming a way to praise families for absorbing difficulty that systems around them should be helping to carry. Families are families. They are full, complex, capable, tired, joyful, struggling, thriving, all of it. We meet them where they are without asking them to perform strength.

A note on the word interest-holder

You will see interest-holder rather than stakeholder throughout this document and in our communications. The shift is deliberate. The word stakeholder carries a colonial history in the literal sense: stakes driven into land to claim it. As an organization working on the traditional, ancestral, and unceded territories of the Musqueam, Squamish, and Tsleil-Waututh Nations, and across many other traditional territories in Mainland BC, we have chosen language that names the relationship without that history. Interest-holder describes what we mean: a person, group, or partner with a real interest in the work and the families it serves.

If this story serves you in your work, it is doing what it was written to do. If a part of it does not fit a moment you are in with a family, trust your judgement and speak with care. The story is the floor, not the ceiling.

Brand at a glance

A one-page reference. Pull from this for emails, slides, funding applications, intake conversations, partner introductions, or anywhere you need the brand in short form.

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Tagline	***The strongest force is family.***
Vision	Military and Veteran families who are thriving, connected, and supported through every stage of service life.
Mission	We help military and Veteran families across Mainland BC find support, build connections, and feel at home.
Values	**Agility** / **Partnership** / **Voice** / **Accountability** / **Steadiness** *Resting on one recognition: no two families are alike.*
Our promise	When a family reaches out, one of three things will happen: • **We will help them ourselves.** • **We will connect them with a trusted partner who can.** • **Or we will stay with them while we figure out together where the right support lives.**
Who we serve	All serving Canadian Armed Forces families across Mainland BC, Regular and Reserve, across the Navy, Army, and Air Force, and the Veteran families connected to our community.
How we serve	Virtually or in person, wherever families live in our catchment, the largest of any MFRC in Canada.
How we sound	Warm, plain, and respectful. We say, "your family" and "our families." We do not describe families as resilient.