



Mission

The Valcartier MFRC is a non-profit organization governed by military families that offers a wide range of innovative social services all while promoting the well-being of families, service members, and veterans in eastern Quebec throughout the unique and constant challenges they face in their lives.



Vision

To be known within the community as the resource reference centre of eastern Quebec for the military community and their families.



Values

A caring culture | Transparency | Autonomy | Innovation | Fairness



Core competencies

Assistance and mutual aid for the well-being of families, service members, and veterans.



Value domain

Client care: close knowledge of families/service members and their needs.



Value proposition

The Valcartier MFRC provides a personalized and human response to the issues and challenges of the military community.



Societal responsibility

Be an engaged partner in the circular economy.

THE PATH TOWARD MODERNIZATION!

Strategic Plan 2022-2025

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	INDICATORS OF SUCCESS	TARGET(S)		
			2022-23	2023-24	2024-25
Axis 1 – FINANCIAL SUSTAINABILITY					
<ul style="list-style-type: none">- Find new sources of revenue- Ensure financial health by optimizing guaranteed revenue and maintaining a 3 to 6 month emergency fund	<ul style="list-style-type: none">- Increase recurring revenues by \$1M/3 years	<ul style="list-style-type: none">- Value (\$) of recurring revenues	\$3.4M	\$3.8M	\$4.4M
	<ul style="list-style-type: none">- Analyze financial information monthly and annually so as to be proactive	<ul style="list-style-type: none">- Liquidity ratio	≥1	≥1	≥1
	<ul style="list-style-type: none">- Progressively increase the value of the emergency fund until it equates to 6 months of flat rates	<ul style="list-style-type: none">- Value (\$) of the emergency fund: equal to 3 months of flat rates for the 1st year, 4.5 months for the 2nd, and 6 months for the 3rd	\$1.4M	\$2.1M	\$2.8M
Axis 2 – EXPANDED CLIENTELE					
<ul style="list-style-type: none">- Reach the various client segments, including the reserve, across the region- Collect information on the main client segments, specifically those outside of Valcartier	<ul style="list-style-type: none">- Increase the use of services by clients outside of Valcartier, including families of reservists	<ul style="list-style-type: none">- Number of services provided to clients outside of Valcartier	20	30	40
	<ul style="list-style-type: none">- Have a clear idea of the client segments to be served	<ul style="list-style-type: none">- Have a clear idea of all the client segments of Valcartier MFRC, including a list of well-defining characteristics	From now to 31 Dec. 2022	✓	✓
Axis 3 – SERVICE CONSOLIDATION AND MODERNIZATION					
<ul style="list-style-type: none">- Redefine the service offer in terms of available resources, strategic priorities, and client segments- Modernization of services in terms of priorities and frameworks prescribed by the main funding providers	<ul style="list-style-type: none">- Clarify and modernize the service offer: near and outside of Valcartier	<ul style="list-style-type: none">- Percentage of clarified and adjusted services	Define the matrix	50% of total	100%
	<ul style="list-style-type: none">- Develop the service offer in such a way as to maximize the receipt of accessible funds for Valcartier MFRC clients	<ul style="list-style-type: none">- Percentage value (\$) of funding received compared to the funding requested	76%	85%	95%
Axis 4 – MARKETING COMMUNICATION STRATEGY					
<ul style="list-style-type: none">- Continuous communication with all types of key audiences	<ul style="list-style-type: none">- Ensure the services are known by all segments of the target audience and in the region served by Valcartier MFRC	<ul style="list-style-type: none">- Level of awareness by segment of the target audience	Make tools from now to April 2023	80%	90%
<ul style="list-style-type: none">- Diversification and innovation of means of communication	<ul style="list-style-type: none">- Vary and innovate the means of communication	<ul style="list-style-type: none">- Level of visibility of the channels of communication	Make tools from now to April 2023	80%	90%
Axis 5 – STAFF ENGAGEMENT					
<ul style="list-style-type: none">- Modernization of the organization’s culture so as to obtain a positive work environment	<ul style="list-style-type: none">- Maintain staff engagement	<ul style="list-style-type: none">- Level of engagement (measured via survey)	Evaluate the collection/calculation tools	85%	85%
<ul style="list-style-type: none">- Employee knowledge transfer and development	<ul style="list-style-type: none">- Develop a progress plan for employees	<ul style="list-style-type: none">- No. of structured development plans deployed or in development (for the past 3 months)	5	10	15
Axis 6 – VALCARTIER MFRC – FOUNDATION ALIGNMENT					
<ul style="list-style-type: none">- Clarify the foundation’s roles, responsibilities, and obligations toward Valcartier MFRC	<ul style="list-style-type: none">- Have a new memorandum of understanding with the foundation	<ul style="list-style-type: none">- Signed agreement	From now to 31 Dec. 2022	✓	✓
<ul style="list-style-type: none">- Framework of the foundation’s sub-contracted tasks for Valcartier MFRC for fundraising, administrative functions, and the right to use Valcartier MFRC’s name	<ul style="list-style-type: none">- Clarify the business relations between Valcartier MFRC and the foundation	<ul style="list-style-type: none">- Signed agreement	From now to 31 Dec. 2022	✓	✓
Axis 7 – ADMINISTRATIVE AND OPERATIONAL EFFICIENCY					
<ul style="list-style-type: none">- Streamline administrative tasks linked to accountability	<ul style="list-style-type: none">- Maximize client service time for field workers	<ul style="list-style-type: none">- Client service time vs. total work time for field workers in each section	Evaluate the collection/calculation tools	+ 5%	+ 10%
<ul style="list-style-type: none">- Select a series of indicators that meet the management and governance needs of Valcartier MFRC, and that also provide accountability to funding providers	<ul style="list-style-type: none">- Measure and communicate the results of Valcartier MFRC interventions	<ul style="list-style-type: none">- Summary table of the impacting elements of communicated interventions	\$3.4M	\$3.8M	\$4.4M