



# THE PATH TOWARD MODERNIZATION!

Strategic Plan 2022-2025



## 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.

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	INDICATORS OF SUCCESS	TARGET(S)		
			2022-23	2023-24	2024-25
<b>Axis 1 – FINANCIAL SUSTAINABILITY</b>					
- Find new sources of revenue	- Increase recurring revenues by \$1M/3 years	- Value (\$) of recurring revenues	\$3.4M	\$3.8M	\$4.4M
- Ensure financial health by optimizing guaranteed revenue and maintaining a 3 to 6 month emergency fund	- Analyze financial information monthly and annually so as to be proactive	- Liquidity ratio	≥1	≥1	≥1
	- Progressively increase the value of the emergency fund until it equates to 6 months of flat rates	- Value (\$) of the emergency fund: equal to 3 months of flat rates for the 1st year, 4.5 months for the 2 <sup>nd</sup> , and 6 months for the 3 <sup>rd</sup>	\$1.4M	\$2.1M	\$2.8M
<b>Axis 2 – EXPANDED CLIENTELE</b>					
- Reach the various client segments, including the reserve, across the region	- Increase the use of services by clients outside of Valcartier, including families of reservists	- Number of services provided to clients outside of Valcartier	20	30	40
- Collect information on the main client segments, specifically those outside of Valcartier	- Have a clear idea of the client segments to be served	- 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	✓	✓
<b>Axis 3 – SERVICE CONSOLIDATION AND MODERNIZATION</b>					
- Redefine the service offer in terms of available resources, strategic priorities, and client segments	- Clarify and modernize the service offer: near and outside of Valcartier	- Percentage of clarified and adjusted services	Define the matrix	50% of total	100%
- Modernization of services in terms of priorities and frameworks prescribed by the main funding providers	- Develop the service offer in such a way as to maximize the receipt of accessible funds for Valcartier MFRC clients	- Percentage value (\$) of funding received compared to the funding requested	76%	85%	95%
<b>Axis 4 – MARKETING COMMUNICATION STRATEGY</b>					
- Continuous communication with all types of key audiences	- Ensure the services are known by all segments of the target audience and in the region served by Valcartier MFRC	- Level of awareness by segment of the target audience	Make tools from now to April 2023	80%	90%
- Diversification and innovation of means of communication	- Vary and innovate the means of communication	- Level of visibility of the channels of communication	Make tools from now to April 2023	80%	90%
<b>Axis 5 – STAFF ENGAGEMENT</b>					
- Modernization of the organization's culture so as to obtain a positive work environment	- Maintain staff engagement	- Level of engagement (measured via survey)	Evaluate the collection/calculation tools	85%	85%
- Employee knowledge transfer and development	- Develop a progress plan for employees	- No. of structured development plans deployed or in development (for the past 3 months)	5	10	15
<b>Axis 6 – VALCARTIER MFRC – FOUNDATION ALIGNMENT</b>					
- Clarify the foundation's roles, responsibilities, and obligations toward Valcartier MFRC	- Have a new memorandum of understanding with the foundation	- Signed agreement	From now to 31 Dec. 2022	✓	✓
- Framework of the foundation's sub-contracted tasks for Valcartier MFRC for fundraising, administrative functions, and the right to use Valcartier MFRC's name	- Clarify the business relations between Valcartier MFRC and the foundation	- Signed agreement	From now to 31 Dec. 2022	✓	✓
<b>Axis 7 – ADMINISTRATIVE AND OPERATIONAL EFFICIENCY</b>					
- Streamline administrative tasks linked to accountability	- Maximize client service time for field workers	- Client service time vs. total work time for field workers in each section	Evaluate the collection/calculation tools	+ 5%	+ 10%
- Select a series of indicators that meet the management and governance needs of Valcartier MFRC, and that also provide accountability to funding providers	- Measure and communicate the results of Valcartier MFRC interventions	- Summary table of the impacting elements of communicated interventions	\$3.4M	\$3.8M	\$4.4M