



MONCTON COMMUNITY RESIDENCES INC.

JUNE 2023

STRATEGIC PLAN



PREPARED BY :



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PREAMBLE



*"WE ARE PROUD TO
SHOWCASE A PLAN
READY TO BRING MCRI
INTO **THE FUTURE**"*

Developing a strategic plan for any organization is an exercise that calls for courageous leadership, and a deep understanding of the organization's history, the realities of its current environment, and the possible futures ahead.

For an organization providing an essential service to a community - an organization such as Moncton Community Residences Inc. (MCRI) - a strategic plan will also help to shape the futures of countless individuals over years far beyond the scope of the plan itself. Strategic planning for MCRI is to plan for the betterment of the lives of hundreds of individuals, of staff and residents alike, of their families and their communities, and of all of the individuals who may yet be served by the organization.

MCRI and O Strategies have crafted this Strategic Plan following consultation across all levels of employees and a series of engagements with board, leadership, and key staff, beginning in January and terminating in May of 2023, in order to fully understand the nature of the organization in its current state and environment, and the best possible directions forward.

As we present this Strategic Plan, we are proud to showcase a plan ready to bring MCRI into the future with a human-centric approach and a view of social, environmental, and fiscal sustainability. MCRI's mission to provide residential options and support for individuals remains steadfast and supported by a robust plan to ensure the best possible quality of life for our community members in years to come. We are honoured to present below the three Strategic Pillars which will guide MCRI's efforts in the coming years.

DIRECTOR'S NOTE

My journey with MCRI started after I graduated from St. Mary's University in 2009. In November 2009 I was hired as the Service Delivery Coordinator where I worked as a liaison between the programs and the administration. With a history of standing up for the disadvantaged, and advocating for what is right and just, I had accidentally fallen into an organization that matched many of my best attributes. My drive for personal and professional growth gradually filtered into my work life, and in December 2012, three years after starting at MCRI, I was promoted to the Associate Director position. In 2014 I was diagnosed with an auto-immune disease that labeled me a person with a disability. This challenge solidified my passion for the field, strengthened my character, and led me on a journey of self-healing. Serving others, acting with unconditional love, and looking to nature, is where I find peace. Although I consider becoming MCRI's Executive Director in July 2022 as an accomplishment, my greatest accomplishments include the little acts that have directly impacted the members we serve.

MCRI has been the leading service provider for individuals with developmental challenges in New Brunswick for decades, and will have been in operation for half a century come 2024, with the most diverse continuum of care services for complex children, youth, adults, and seniors with intellectual challenges in our region.

*"WE ARE SPECIALISTS AT CREATING SERVICES TAILORED TO MEET INDIVIDUAL NEEDS, WITH A FOCUS ON **MAXIMIZING AUTONOMY, INCLUSION, STABILITY, AND LIFELONG CONNECTIONS.**"*

Youth and adults alike, with a variety of support needs, access our services at MCRI to seek support with their daily living and the skills needed to thrive therein. We have always strived to expand and deepen our services, and we must continue to do so to meet the needs of our community. In order to do this successfully, it is essential to raise our community visibility, and to develop robust and diverse partnerships to see us into the future that we desire together.

We are specialists at creating services tailored to meet individual needs, with a focus on maximizing autonomy, inclusion, stability, and lifelong connections. Working so closely with our clients, we influence their lives in so many ways, and must be models of these very values. That is why, while the vigor we put forth tends to be for others, we must also leave some stamina to take care of ourselves. Our efforts to help others grow and heal must be balanced with the efforts to heal ourselves, and to continue enhancing our personal and professional development. We need to provide a nurturing environment that fosters empathy, passion, courage and flexibility, and MCRI must provide the best possible tools to make this attainable.

I want to furthermore emphasize the value of our staff, whose integrity, compassion, and dedication to serve others is beyond inspiring. The Strategic Planning process revealed and highlighted the height of MCRI retention levels - it is apparent that MCRI has retention rates like no other organization in the sector. Within our management team, the wealth of knowledge and experience totals 295 years. Whether front-line or in management, our staff provide relentless energy every minute of every day towards the wellbeing of the people in their care. They are the true salt of the earth, the most good and honest people I have ever known. Their dedication is what drives me every day, knowing that together we are making a positive impact in the lives of our clients. I am honored to be in their presence, and to be the one representing such an organization; a privilege I will cherish for my entire life.

I leave you with a promise - not to perfect this plan, as sometimes things turn out for the better when they take a different direction - but a promise that I will do my very best to meet the goals set out before us. I pledge to have open communication, integrity, resilience, and to be accountable and innovative in my approach, to make the most of our abilities, and unite us with our community.



ANDREA BEST,
EXECUTIVE DIRECTOR

STRATEGIC PILLARS

Community Connections



MCRI seeks to have strong community connections and relationships in order to share services and knowledge where they are most impactful.

Internal Leadership



MCRI demonstrates leadership in providing an empowering & supportive internal environment for employees, board, and clients alike.

Diversity of Funding



MCRI seeks funding from a diverse funder base in order to increase operational flexibility and expand its quality and scope of service.

COMMUNITY CONNECTIONS

MCRI seeks to have strong community connections and relationships in order to share services and knowledge where they are most impactful.

MCRI knows that a community is always stronger together - in the service of this Pillar, we will work to raise our profile in the community by developing partnerships, connections, and relationships with other aligned organizations, by broadcasting the stories and successes of our employees and clients, and by working hard to raise the awareness of the great work that happens inside the walls of our homes and offices.

1. Raise MCRI's visible profile in the Greater Moncton area and throughout the sector

2. Develop a robust partnership strategy and network in the Greater Moncton area

- OBJECTIVES
- Interviews, surveys, and focus groups
 - Tracking of referrals, donations
 - Social media metrics
 - Media, public, and general inquiries
 - "Stories told" about successes, client experiences, etc.

- MEASURES
- Contacts and conversion rate
 - Partnership evaluations - # of, scope, uniqueness, services delivered, collaboration opportunities
 - Second-tier impact metrics - changes over time



A vertical photograph on the left side of the page shows a woman with dark, wavy hair laughing heartily. She is wearing a grey, textured sweater with a black collar. The background is slightly blurred, suggesting an indoor setting.

INTERNAL LEADERSHIP

MCRI demonstrates leadership in providing an empowering & supportive internal environment for employees, board, and clients alike.

MCRI is proud to already exceed industry standards for employee training and support, turnover and retention rates, and boasts very strong across-the-board buy-in on its Mission and Vision from staff and board alike. In the coming years we will seek to engage staff in more continued learning, participation, and actions to support a positive and healthy climate for all of MCRI's internal stakeholders

1. Bolster and nurture ongoing employee engagement and participation

- Staff interviews, surveys, and focus groups
- Retention rate / time
- Job-seekers, internal advancement rates
- Exit interviews, student interviews
- Incident and accident reports, stress, impact metrics

2. Equip staff with the necessary tools, knowledge, and resources to excel at their jobs

- Training diversity & participation
- Technology usage & stats, efficiency over time
- Reduction in duplication of work
- Client feedback and impact metrics

DIVERSITY OF FUNDING

MCRI seeks funding from a diverse funder base in order to increase operational flexibility and expand its quality and scope of service.

MCRI currently receives all of its core funding from a single source. While this has met our clients' ongoing needs so far, we recognize the need to develop a more diverse base of funders and donors to ensure long-term sustainability, enhance our service offering to be able to meet expanded and emergent needs, and bolster the success of the other Strategic Pillars in this plan.

OBJECTIVES

1. Diversify and expand MCRI's funder base beyond its current single-funder model

2. Diversify and expand the impact of MCRI's funding by expanding and deepening its services offered

MEASURES

- Potential funder contacts and conversion rate
- Total funds raised, funds raised over time, per-donor
- Funding channels activated - diversity & volume
- Support the ongoing success of Pillar 1 "Community Connections"

- Baseline unit affordability
- Ability to meet and exceed staffing and equipment needs
- Ability to expand breadth and quality of services offered
- Ability to offer services outside the scope of MCRI's previous single-funder model
- Support the ongoing success of Pillar 2 "Internal Leadership"



THANK
YOU

Do not hesitate to reach us for more information or questions concerning this document.

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