



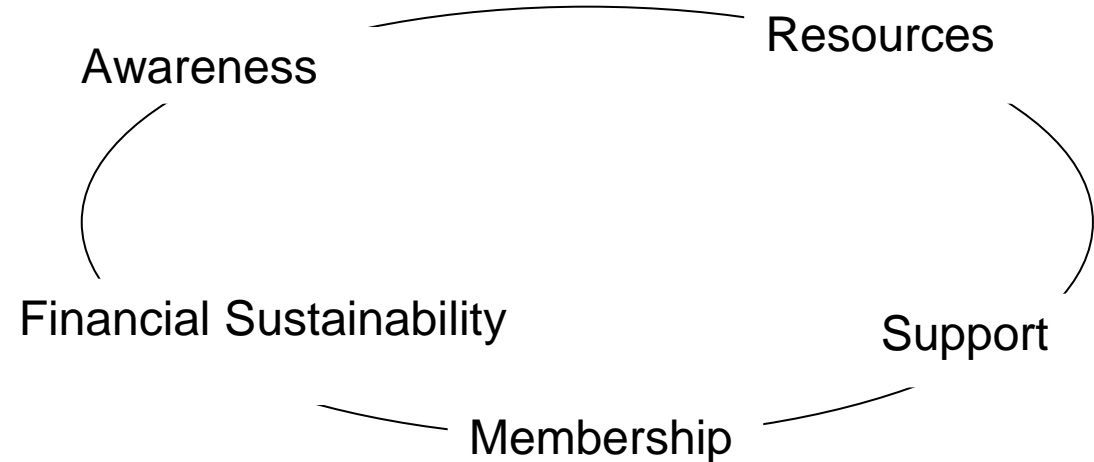
# Strengthening Our Support

## The 2009-2012 Strategy for Achieving MBC's Goals

### Mission

MBC's mission is to improve the quality of life for multiple-birth individuals and their families in Canada.

### Strategic Priorities



### Goals / Objectives

- Increasing Awareness Of Multiple Births Canada and Multiple Birth Issues
- Strengthening Human and Organizational Resources
- Increasing support to Multiple-birth Individuals, Members, Volunteers and Chapters
- Ensuring Membership Growth
- Ensuring Financial Sustainability

# STRATEGIC PRIORITIES

## **Increasing Awareness of MBC and Multiple-Birth Issues**

*MBC will enhance previous awareness building successes by strengthening organizational public relations capacity. MBC will increase participation in events with domestic and international partners, and will continue developing and implementing its advocacy plan. Increasing awareness of the unique needs and challenges faced by multiple-birth individuals and their families will be the foundation of MBC's message. MBC will work towards increased awareness and understanding of multiple-birth issues within the educational, medical and social services fields by presenting workshops at professional conferences, adequately supporting and planning for future NMBAD themes, and applying consistent pressure on decision-making bodies.*

## **Strengthening Human and Organizational Resources**

*MBC will review existing policies and programs and create others reflecting a strong commitment to capacity building and organizational vitality and strength. MBC will strive to access additional and on-going funding to cover costs associated with supporting both paid staff and volunteers as they provide better support to the organization's existing and new volunteers. This support will be accomplished through improved resources for training, evaluation and communications. In addition, MBC will actively and creatively seek out future volunteers in areas where gaps have been identified in capacity and service offered.*

## **Increasing Support to Multiple-Birth Individuals, Members, Volunteers and Chapters**

*MBC will update or create new printed and online resources, translating where possible to reach francophone and new Canadian families as funding becomes available. MBC will increase the number of support networks and champion their work, and will enhance human resources to enable volunteers and paid staff to better inform, educate and support all stakeholders of the multiple-birth community.*

## **Ensuring Membership Growth**

*MBC will expand membership by increasing awareness activities, enhancing distribution of information and knowledge exchange, improving upon membership benefits, expanding MBC's presence into areas currently not serviced, developing new Chapters, supporting existing Chapters, re-invigorating relationships with non-member groups, and improving and facilitating access of members to all MBC activities.*

## **Ensuring Financial Sustainability**

*MBC will actively pursue all viable options to strengthen financial stability and ensure sustainability, thereby permitting it to work towards achieving its medium and long-term goals and priorities.*

*"The Canadian multiple-birth community must work together to strengthen the support offered to multiple-birth individuals and families across Canada. While the challenges are great and the financial resources are few, the strength is in the people supporting Multiple Births Canada. Through their guidance and determination, MBC's strategic priorities will focus on strengthening the support offered by Multiple Births Canada and its Chapters - making a significant difference in the lives of multiple-birth individuals and families in Canada for years to come."*

**Kimberley Weatherall – Past Chair, Multiple Births Canada**

**[www.multiplebirthscanada.org](http://www.multiplebirthscanada.org)**

## Strengthening our Support The 2009-2012 Strategy

### Achieving the Goals for Multiple Births Canada...

**A Look Back...** This is MBC's third three-year strategic plan. The 2003-2006 Transitional Plan Strategy took the guiding principles developed from the Mapping the Future Project to lay a foundation for a more inclusive and supportive national organization, including the delivery of the first National Volunteer Retreat. The 2006-2009 Building the Future Strategy expanded the previous vision, allowing MBC to capitalize on new opportunities including National Multiple Births Awareness Day, attendance at the 2007 International Congress on Twin Studies, and executive appointments (2007-2010) to COMBO and the ISTS.

**A Look to the Future...** This plan, the 2009-2012 Strengthening our Support Strategy will result in a stronger and more recognized national organization, with new organizational resources to better support existing and new Members, Volunteers and Chapters across Canada, easier access to and more translations of support materials to better reach all stakeholders, and the mechanisms in place to ensure MBC's ongoing financial sustainability.

The following tables represent the work needed to address the five strategic priorities that have been established by the MBC Board of Directors. The content of this 3-year strategy is a result of the feedback provided by parents of multiple-birth children, volunteers and other key stakeholders through on-line consultations and surveys and through an analysis of the strengths, weaknesses, opportunities and threats facing Multiple Births Canada.

### Over the next 3 years, MBC will focus its work around the following 5 Strategic Priorities:

- Awareness
- Resources
- Support
- Membership
- Financial Sustainability

The work outlined in this three-year plan will be completed based on the financial and human resources available to MBC at the expected time for completion. The MBC Board of Directors will review the strategic priorities, expected activities and timelines on a yearly basis. MBC may need from time to time to alter the plan should unexpected opportunities and/or circumstances warrant adjustments to the strategic priorities and/or the activities that support their achievement. A report will be produced annually to provide an update to the status of the activities completed as part of the three-year plan.

#### Acronyms

**BSM** – Business Services Manager  
**COMBO** – Council of Multiple Birth Organizations  
**CS** – Charitable Status  
**ED** – Executive Director

**HR** – Human Resources  
**ISTS** – International Society for Twin Studies  
**MBC** – Multiple Births Canada

**NMBAD** – National Multiple Births Awareness Day  
**PSA** – Public Service Announcement  
**SDPP** – Social Development Partnership Program

## STRATEGIC PRIORITY: Awareness

### GOALS / OBJECTIVES: Increasing Awareness of Multiple Births Canada and Multiple-Birth Issues

ACTIVITIES AND THEIR TASKS	WHEN	RESOURCES NEEDED
<p><b>Annual National Multiple Births Awareness Day (NMBAD)</b></p> <ul style="list-style-type: none"> <li>Develop strategy for annual themes and ongoing action plans to implement and continue awareness of the theme</li> <li>Consider expanding Awareness Day to National Multiple Births Awareness Week</li> </ul> <p><b>Web Communications</b></p> <ul style="list-style-type: none"> <li>Determine and execute a plan for enhanced use of technology like Facebook, use of blog, YouTube</li> <li>Connect with other discussion forums to communicate existence and resources of MBC</li> <li>Improve technology used by MBC for e-communications</li> <li>Increase distribution of MBC e-communications</li> <li>Secure website links from others to MBC – develop policy; reciprocal agreements with other websites</li> </ul> <p><b>National Retreats / Conferences</b></p> <ul style="list-style-type: none"> <li>Educate Volunteers / Stakeholders about new and ongoing multiple-birth related issues</li> <li>Extend an invitation to media</li> <li>Publicize speakers that will generate maximum media coverage</li> </ul> <p><b>Media Relations</b></p> <ul style="list-style-type: none"> <li>Encourage magazine and other publication coverage, interviews, Public Service Announcements</li> <li>Engage National Spokesperson</li> <li>Develop contact list of multiple-birth community members for media responses – and development of key message documents</li> </ul> <p><b>Awareness Campaign to Stakeholders</b></p> <ul style="list-style-type: none"> <li>Communicate regularly with non-affiliate groups</li> <li>Find funding partner to cover costs to update and distribute PR pamphlet – consider electronic delivery</li> <li>Connect with health units, fertility clinics, Level 3 NICUs, lactation consultants (midwives and doulas)</li> <li>Identify professional groups or organizations that may be impacted by multiple-birth situations (i.e. funeral homes) – may include presence and/or presentations at conferences of professionals, associations, etc.</li> </ul> <p><b>Council of Multiple Birth Organizations (COMBO), International Society for Twin Studies (ISTS) relationships</b></p> <ul style="list-style-type: none"> <li>Remain active and involved.</li> </ul> <p><b>Government Relations</b></p> <ul style="list-style-type: none"> <li>Maintain list of Ministers of multiple-birth impacted portfolios and ensure they are aware of MBC and our advocacy issues, and other general awareness</li> </ul>	<p>Years 1, 2 &amp; 3</p> <p>Year 1</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Year 2</p> <p>Year 2</p> <p>Years 1, 2 &amp; 3</p> <p>Year 1</p> <p>Years 2 &amp; 3</p> <p>Years 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p>	<p>Board, staff; survey results; Chapter support of themes; media and stakeholder support; educational materials</p> <p>Board, staff; input from stakeholders</p> <p>Board, staff, National Volunteers</p> <p>Board, staff, National Volunteers</p> <p>Staff, webmaster; appropriate technology, funding (SDPP grant)</p> <p>Board, staff, National Volunteers</p> <p>Board, staff; stakeholders</p> <p>Retreat Committee</p> <p>Conference Committee</p> <p>Conference Committee</p> <p>All</p> <p>Board, staff, National Volunteers, MBC Health &amp; Education Committee, Advisory Board, participating families; key message documents</p> <p>Board (led by Director of Chapter Development), staff</p> <p>Board (led by Director of Communications), staff</p> <p>National Volunteers (Health &amp; Education Committee) staff, Board</p> <p>Board, Health &amp; Education Committee; staff; Chapters</p> <p>Board, Advisory Board</p> <p>Board, staff</p>
<p><b>Indicators of Achievement:</b> Increased number of calls and inquiries to MBC office, increased number of website hits, increased attendance at National Conferences, increased membership, increased e-communication distribution, increased revenue, increased volunteers, increased number of Chapters, increased media contact and/or coverage, enhanced relationship with other organizations and service organizations, increased international awareness of MBC, increased government support for multiple-birth issues, increased number of Chapters celebrating NMBAD, move to NMBA Week (rather than day).</p>		

**STRATEGIC PRIORITY: Resources**

**GOALS /OBJECTIVES: Strengthening Human and Organizational Resources**

ACTIVITIES AND THEIR TASKS	WHEN	RESOURCES NEEDED
<p><b>Website</b></p> <ul style="list-style-type: none"> <li>• Redesign website including French translation, include training for webmaster(s)</li> <li>• Increase its technological capabilities (i.e. initiate automated purchasable downloads and enhanced search capabilities)</li> <li>• Enhance search facility to find content from past MM or other publications</li> <li>• Enhance members/Chapters/Volunteers only sections of website including secure password use</li> <li>• Provide a secure discussion forum on website</li> </ul> <p><b>Staffing</b></p> <ul style="list-style-type: none"> <li>• Hire and provide training to full-time Executive Director</li> <li>• Hire and provide training to full-time Chapter and Volunteer Development Coordinator</li> <li>• Hire and provide training to part-time Awareness and Outreach Coordinator</li> <li>• Hire and provide training to full-time Administrative Coordinator</li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Update Chapter Handbook – electronic and interactive</li> <li>• Update Volunteer Handbook – electronic and interactive</li> <li>• Update current and develop new MBC publications (i.e. Fact Sheets)</li> <li>• Translate key resources into French and other languages (where possible)</li> <li>• Identify gaps in resources and develop such resources</li> <li>• Multiple Moments – expand readership, enhance visual appeal (i.e. color pages) and increase its financial viability through sponsorship and advertising</li> </ul> <p><b>Volunteers</b></p> <ul style="list-style-type: none"> <li>• Enhance use of Advisory Board</li> <li>• Provide annual training workshops for Volunteers</li> <li>• Initiate and deliver quarterly regional conference calls and quarterly newsletters with volunteers (targeting those not able to attend training in person)</li> <li>• On-going recruitment of new Volunteers (i.e. MM Editor, Health and Education Committee members, fund development volunteers, Volunteer Coordinator, etc.)</li> </ul> <p><b>Support Networks</b></p> <ul style="list-style-type: none"> <li>• Increase network membership by offering enhanced support (i.e. monthly/quarterly electronic newsletters)</li> <li>• Ensure volunteers are in place to Chair/Co-Chairs each of MBC’s Support Networks</li> <li>• Develop new Support Networks as needs arise (i.e. Young Parent Support Network)</li> <li>• Provide support and training for Network Chairs</li> </ul>	<p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p>	<p>All Staff, National Volunteers (including Committee and French translation), Chapter representatives; third party translator; third party web designer; web design/maintenance software and hardware upgrades; contingent on funding</p> <p>All Board; funding for paid positions (SDPP grant); recruitment tools (use of Charity Village and other recruitment resources)</p> <p>All Board, staff, National Volunteers, Chapter Representatives; third party translation; funding; redesigned website; subscription to Survey Monkey tool</p> <p>All Board, staff, National Volunteers, Advisory Board; funding; relevant technology</p> <p>All Board, staff, National Volunteers, Chapter Representatives</p>
<p><b>Indicators of Achievement:</b> New bilingual website and resources, better website and discussion forum capability, new Chapter Handbook, new Volunteer Handbook, increased numbers of Volunteers, increased membership in Support Networks, attendance and participation in quarterly regional conference calls, increased participation by Advisory Board members, obtained SDPP funding and hired staff under funding program; increased sales or distribution of MBC resources, increased number of new or updated publications, new translations of key publications.</p>		

## STRATEGIC PRIORITY: Support

### GOALS / OBJECTIVES: Increasing support to multiple-birth individuals, members, volunteers and chapters

ACTIVITIES AND THEIR TASKS	WHEN	RESOURCES NEEDED
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>Review print publications and update them if over 3 years old</li> <li>Translate key resources to other languages. See list on page 5.</li> </ul> <p><b>Regional and Topical Groups</b></p> <ul style="list-style-type: none"> <li>Develop a work plan to               <ul style="list-style-type: none"> <li>Define groups (by region and by topic such as newsletters, memberships, clothing sales),</li> <li>Recruit regional or topical coordinators,</li> <li>Involve Chapter MBC reps,</li> <li>Encourage regional workshops and intercommunications (i.e. conference calls or online meetings)</li> </ul> </li> </ul> <p><b>New Chapters in areas not serviced</b></p> <ul style="list-style-type: none"> <li>Develop a priority list of areas (cities, regions) that need Chapters</li> <li>Use database of media contacts to perform outreach campaign</li> <li>Link individuals within the same city or region, providing Chapter development resources and ensuring awareness of all MBC resources – consider use of Facebook and discussion forums to connect interested individuals – ensure ongoing support for sustainability of new Chapter</li> <li>Provide new Chapters with established “Starting an MBC Chapter” information</li> </ul> <p><b>Diverse cultures, languages and those in need</b></p> <ul style="list-style-type: none"> <li>As part of Awareness priority, partner with social services and other organizations that provide other supports to those not otherwise serviced by MBC – utilize the resources that already exist – develop reciprocal agreements for mutual support (i.e. newcomers to Canada,)</li> <li>Work with Chapters to service their full communities better and provide guidance and support to diverse cultures</li> <li>Encourage Chapters to have a presence (i.e. display booths) at cultural events – making further connections with leaders of those cultural communities</li> </ul> <p><b>National partnerships, discounts, and affiliate programs –</b></p> <ul style="list-style-type: none"> <li>Determine gaps between members’ expectations versus current MBC affiliate discounts</li> <li>Develop a template for Chapters to solicit discounts at a local level</li> <li>Research opportunities for further national discounts, partnerships and affiliate programs providing benefits to members and families across Canada</li> </ul> <p><b>Chapter twinning for mentoring</b></p> <ul style="list-style-type: none"> <li>Identify successful Chapters and best practices</li> <li>Identify Chapters in need of mentoring</li> <li>Create opportunities for knowledge transfer, mentoring and sharing</li> </ul>	<p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p> <p>Years 1, 2 &amp; 3</p>	<p>All Board, staff, National Volunteers, Chapter representatives; funding (SDPP grant), 3rd party translators</p> <p>All Board, staff, National Volunteers, Chapter representatives; funding (SDPP grant), training for volunteers, use of technology</p> <p>Board, staff, National Volunteers, membership involvement, Chapters, non-Affiliate groups; Stats Canada information; funding; use of technology; resource materials</p> <p>All Board, staff, National Volunteers, Chapters, organizational partners, Advisory Board, social service providers, cultural community leaders; funding (SDPP grant); translation resources; public relations materials and displays</p> <p>All Board, staff, National Volunteers, Chapter Representatives, membership, subscription to Survey Monkey tool</p> <p>All Board (led by Director of Chapter Development), staff, Chapters; technology</p>
<p><b>Indicators of Achievement:</b> Increased number of new Chapters in total, and within each region; increased number of members, increased benefits for members, increased mentoring of Chapters, increased partnering with social services and other organizations, increased participation in regional and topical groups, increased diversity in membership and volunteers; increased requests for translation of resources</p>		

## STRATEGIC PRIORITY: Membership

### GOALS /OBJECTIVES: Ensuring Membership Growth

ACTIVITIES AND THEIR TASKS	WHEN	RESOURCES NEEDED
<p><b>Non-member groups</b></p> <ul style="list-style-type: none"> <li>Continue MBC’s outreach program with non-member groups with ongoing dialogue - establishing stronger relationships and encouraging their membership to MBC</li> <li>Continue MBC awareness campaign with media in areas where MBC Chapters do not exist</li> <li>Continue referring membership inquiries to the appropriate non-member groups in areas where no MBC Affiliate Chapter exists.</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Chapters; subscription to Survey Monkey tool
<p><b>Affiliate Chapters</b></p> <ul style="list-style-type: none"> <li>Develop Chapters in cities, towns or regions where there is no multiple-births support group</li> <li>Run awareness messages in popular social-networking forums</li> <li>Develop relationships with interested individuals or groups, providing necessary resources to establish an MBC Chapter</li> </ul>	Years 2 & 3	Board, staff, National Volunteers, members; Public relations materials, “Getting Started with MBC” kit”; funding (SDPP)
<p><b>Membership growth</b></p> <ul style="list-style-type: none"> <li>Provide support to Chapters for Chapter membership growth (i.e. posters, brochures, toll free number and email)</li> <li>Establish needs, develop and provide new resources to fill gaps beyond the infant/toddler stage</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Chapter representatives; funding (SDPP); technology; resource materials (posters, brochures); training
<p><b>Member Recruitment and Retention</b></p> <ul style="list-style-type: none"> <li>Develop strategic campaigns with recommendations to Chapters on how they can encourage on-going recruitment and renewals</li> <li>Link membership database technology to highlight expiry dates etc.</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Chapters; funding (SDPP); technology to communicate, information resources, simplification of renewal process
<p><b>Membership Opportunities (i.e. Professional, Associations, Direct, Corporate)</b></p> <ul style="list-style-type: none"> <li>Review membership structure - membership categories and benefits</li> <li>Explore opportunities for networking and developing new relationships and partnerships</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Advisory Board; technology; resource materials; funding (SDPP)
<p><b>Indicators of Achievement:</b> Established Chapters in regions without current support, retention of membership at National and Chapter levels, increased attendance at AGM and national Conference, improved technology for membership information, increased memberships in all categories; Non-member groups joining MBC, increased use of members-only section of website</p>		

## STRATEGIC PRIORITY: Financial Sustainability

### GOALS /OBJECTIVES: Ensuring Financial Sustainability

ACTIVITIES AND THEIR TASKS	WHEN	RESOURCES NEEDED
<p><b>Revenue Growth</b> <b>Funding</b></p> <ul style="list-style-type: none"> <li>Identify, develop and solidify Corporate Funding, Sponsorships, and Partnerships</li> <li>Pursue possible grant opportunities such as Social Development Partnerships Program grant (SDPP)</li> <li>Increase memberships (see page 7)</li> <li>Recruit fund development volunteers and a Director of Fund Development</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Chapters; subscription to Survey Monkey tool
<p><b>Fundraising</b></p> <ul style="list-style-type: none"> <li>Promote membership, Multiple Moments and resources as gift ideas</li> <li>Donation campaign (i.e. "\$5 for MBC's Five Priorities" and list donators on website)</li> <li>Add a donation box onto order form and at the end of PayPal orders</li> <li>Increase affiliate sales programs</li> <li>Plan events – hosting parenting seminars; golf tournaments, etc.</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, members; Public relations materials, "Getting Started with MBC" kit"; funding, website redesign
<p><b>Sales of Resources</b></p> <ul style="list-style-type: none"> <li>Develop new Fact Sheets and other print resources</li> <li>Create novelty items to sell online – (i.e. "put your multiples on the cover of Multiple Moments")</li> <li>Develop a strategy for new kits, enhancing existing kits, and increasing sales of kits</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Chapter representatives; funding (SDPP); technology; resource materials (posters, brochures); training
<p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>Develop and execute a strategy for advertising: in Multiple Moments, on the website, on Information Circulars</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Chapters; funding (SDPP); technology to communicate, information, website redesign
<p><b>Multiple Moments</b></p> <ul style="list-style-type: none"> <li>Recruit a new Editor</li> <li>Update and implement existing Multiple Moments business plan to have a sponsor for publication of MM</li> <li>Determine and pursue opportunities for increased distribution</li> <li>Increase subscriptions – promoting electronic subscriptions</li> <li>Sell past issues on website</li> <li>Sell picture opportunity for upcoming issues – parents wanting to feature their children on the front cover of MM</li> </ul>	Years 1, 2 & 3	All Board, staff, National Volunteers, Advisory Board; technology; resource materials; funding (SDPP)
<p><b>Charitable Status</b></p> <ul style="list-style-type: none"> <li>Initiate process and determine best approach to ensuring success in attaining CS.</li> </ul>	Years 2 & 3	Board, staff, National Volunteers, Advisory Board; technology; resource materials; funding (SDPP)

**Indicators of Achievement:** Increased sustainable annual revenues, successful funding applications (specifically SDPP), Charitable Status, Director of Fund Development position in place, corporate sponsor for Multiple Moments, paid staff in place, improved advertising participation, increased sales of resources through website, increased donations