



In the future...

Multiple Births Canada's Business Plan

...Supporting Multiple Births
Together

April 2003



Business Plan

Our Mission is to improve the quality of life for multiple birth individuals and their families in Canada.

Background

Multiple Births Canada (formerly Parents of Multiple Births Association (POMBA) Canada) was originally formed in 1978. Federally incorporated in June of 1983 as POMBA Canada, subsequently restructured, and federally incorporated as Multiple Births Canada in 2001, **we remain, to this day, the only national support organization for multiple birth individuals and families in Canada.**

Who We Represent

We represent the interests of approximately 150,000 Canadian multiple-birth children and their families—a population that is increasing at an annual rate of 2.3% (and 10% for higher order multiples).

The Need

The population of multiple birth families is burgeoning due to advances in the areas of infertility treatment and the care of pre-term babies. For any family, the introduction of multiple infants often presents overwhelming physical, emotional and financial strains that can reduce its ability to cope. As they grow, multiples and their families face special challenges in school, socially, and sometimes medically. As a result, MBC is needed to provide advice, information and support to multiple birth individuals, families and professionals from various fields working with them.

Our Goals

These are Multiple Births Canada's ongoing goals.

Improve access to support, resources, and care for multiples and their families

- Link individuals and families with information, supports, and service providers
- Work with health, education and social service sectors to identify resources
- Maximize use of technology to provide information

Build strong chapters across Canada

- Support the development of new and existing chapters across Canada
- Help chapters obtain the resources to do their work
- Provide support and guidelines on operational matters
- Link chapters to build partnerships
- Help chapters build community partnerships and support networks

Inform and educate the health, education, and academic communities of the challenges facing multiples and their families and lobby so they are considered when undertaking research

- Collaborate and promote links with International Society for Twin Studies (ISTS)
- Membership with other international organizations through the ISTS Council of Multiple Birth Organizations (COMBO)
- Communicate regularly with medical and health associations regarding the needs of multiples
- Work with research initiatives to include the needs of multiples and their families

Encourage government and service providers to recognize the unique needs of multiples and their families and provide appropriate service

- Work with provincial and federal governments to recognize the unique needs of multiples in developing health, education, and income policy
- Work with provincial and federal health associations to develop multiple-responsive health practices

Achieving our Goals

We will focus on:

- Education—for the public, health, education and social sectors, volunteers, chapters and families
- Support—for multiple birth individuals, parents, un-serviced areas, chapters, and professionals
- Research—development and information dissemination
- Advocacy—with government, health, and education sectors

Our next steps will include:

A. Revenue generation from:

- Increased memberships
- Local and National sponsors and partners
- Fundraising and Product Sales
- Special Project Funding
- Charitable Status (review application and determine appropriate next steps)
- Personal solicitation

B. Enhancing our National Office service delivery through:

- Employing full-time staff
- Developing and producing publications for individuals, parents, and professionals
- Developing national retail discount agreements
- Coordination of all national activities
- Knowledge management
- Enhancing external relations with professional associations
- Being a liaison between various services and organizations, and facilitating networking
- Seeking funding so all information documents for families and professionals are available in both official languages

C. Enhancing our presence through:

- The expansion and maintenance of our National Web Portal for multiple birth individuals, families and professionals (the following is by no means an exhaustive list):
 - Developing a section for the use of individuals and families for information gathering
 - Developing a section for the use of Chapters of Multiple Births Canada and Volunteers to enhance knowledge and training where applicable
 - Developing a section for the use of Professionals
 - Increasing the interaction of individuals, families, volunteers, chapters and professionals
 - Enhancing the site's capability for revenue generation

D. Chapter supports, including:

- Guidelines for Boards of Directors and volunteers
- Training for Chapter Board members and MBC volunteers

E. Expanding our support to professionals through:

Education

- Creating ongoing links between MBC and professional associations
- Sending material to professional associations
- Submitting articles to professional newsletters
- Providing speakers at professional conferences and meetings
- Providing content at the post-secondary education level for all professionals

Research

- Lobbying for multiple-inclusive research
- Establishing a multiples database for researchers
- Working with partners to find research funding

F. Increase the understanding and awareness of the needs of multiples and their families

- Lobbying local, provincial and national governments for additional benefits for the multiple birth family through health, education and income policy
- Submitting articles to appropriate resources
- Creating a public awareness campaign through the media
- Develop further partnerships with health and social associations within the community
- Develop multiple-responsive health practices

G. Expanding our Advisory Committee by:

- Recruiting broader representation across the professions
- Developing conference call and video conferencing strategies to reduce the time and cost disincentives for professionals and other members

Our Competition

There is literally no competition for the role of National authority and spokes-organization of multiple birth individuals and families in Canada. There is not even a provincial association dedicated to this interest group. The vast majority of local multiple birth organizations are already members of MBC and we are expanding our local network as quickly as resources allow. Where possible we are making direct contact with individuals and families to offer the support that they are not able to obtain through a chapter.

Marketing Strategy

With the assistance of our developed professional relationships and our **Advisory Committee**, MBC hopes to be able to reach directly into the professional workplaces of health, education, and social service providers across Canada with our professional-oriented and consumer-oriented literature.

Our **Website** will become information central for multiple birth individuals, families, volunteers, chapters and professionals seeking information about multiple birth issues. It will be further developed to be a source of information and a tool for training, communication and a source of revenue generation.

We will continue to develop and promote our resource materials and publications to meet the needs of our members and other interested parties.

As the only Canadian national organization concentrating on the needs of multiples and their families, MBC intends to provide our expertise to **government policy advisors** at the national and provincial levels. With a

stronger national office in place, we will be able to meet the needs of all our members either directly or through chapters in all areas of the country.

What Investors in MBC Receive in Return

Families and Individuals receive the support, information, and education necessary to help them live full and successful lives. **Professionals** in the field gain insight into the particular challenges and opportunities facing multiples and their families, helping them to provide the best and most appropriate support and care to this group. **Businesses** can help build stronger communities by supporting MBC. At the same time, the promotion of their name before the multiples' community -- a community that purchases many personal and household items in quantity -- will help to identify them as a business that recognizes their unique status and wants to help.

Financial Resources

MBC has a target budget for the national office in the range of \$150,000 to \$165,000 in our first full year of expansion. Revenue will be generated in the following ways:

- Through memberships (in the range of 35% to 40% of total revenue), by increasing fees commiserate with the value of membership, and significantly increasing the level of memberships, for families, and for professionals.
- Through donations (in the range of 20% to 30% of total revenue). Charitable status will allow MBC to solicit personal and corporate donations more easily.
- Through product sales (in the range of 10% to 15% of total revenue). We will continue to enhance our existing products, including translations, providing information in packaged formats, and targeting the marketing of the products and packages.
- Through sponsorships (in the range of 10% to 15% of total revenue).
- Through fundraising events or activities (in the range of 10% to 15% of total revenue).

This target budget of \$150,000 to \$165,000 for revenue is required to support the infrastructure of MBC in the first full year of expansion and beyond. For example, the activities that we plan to accomplish will require full-time paid staff dedicated to working on the goals for MBC. We expect to have, as a minimum, a full-time Executive Director as well as an Information Management individual with compensation including benefits of \$110,000 to \$125,000, consuming about 75% of our revenue base. Another \$3,000 to \$4,000 is expected in telecommunication costs in support of the organization.

As well, to ensure the success of our goal of having our website be the national portal to information about Multiple Births, resources will need to be dedicated to continuous website maintenance as well as ongoing redevelopment. Maintenance would be in the amount of \$2,000 to \$3,000 per year, but the periodic redevelopment of the website that we expect to need will require a more significant range of \$8,000 to \$10,000 every few years.

The other most significant cost will be in the production and distribution of our product sales. We expect to spend approximately \$13,000 to \$16,000 per year on these costs, increasing the costs with the volume of sales, particularly for distribution.

Periodic reinvestment in computer technology for the office will be required as well.

Other recurring costs include bookkeeping and audit costs, insurance, board and committee meeting expenses, convention and annual general meeting hosting grants, and the organization's advertising and promotional costs. These would be in the range of \$12,000 to \$15,000, or 7% to 10% of the revenue.



Multiple Births Canada would like to acknowledge and express gratitude to the following organizations for their contribution to the Mapping the Future Project and Documents.



Canadian Institute of Child Health

