

Update – Transitional Plan 2004 – 2006

The Transitional Plan was developed in 2003 to outline the key objectives for the years 2003-2006. In each case, if MBC were to achieve the objectives in the each year, it would increase the opportunity for, and improve MBC's success in addressing the longer-term Business Plan that was created in the Mapping the Future Project (MTF).

The following chart outlines the activities that were completed each year that directly relate to the goals set out in the Transitional Plan. Not all work was completed; however MBC made great strides, continues to move forward, and is proud of the work that was completed with the resources at its disposal.

<i>What was <u>completed</u> ...</i>	<i>What was <u>planned</u> ...</i>
Increasing Volunteers	Increasing Volunteers
<p>Year 1</p> <ul style="list-style-type: none"> ▪ Director of Volunteer Management appointed ▪ Recruitment began for a Volunteer Coordinator along with additional volunteers. ▪ A Volunteer Database was developed ▪ The primary focus this year in the area of volunteer management was the continued development of the V@O Volunteer Orientation, Training and Discussion Forums web sites 	<p>Year 1</p> <ul style="list-style-type: none"> ▪ Appoint a Director of Volunteer Management ▪ Write Terms of Reference for a Volunteer Coordinator, and recruit ▪ Utilize and/or develop resources and links to information on Volunteering ▪ Develop principles by which MBC volunteers will work by ▪ Continue development of V@O Volunteer Orientation and Training Web Sites in partnership with PBSO
<p>Year 2</p> <ul style="list-style-type: none"> ▪ Multiple Births Canada became a member of Volunteer Canada ▪ A funding proposal was submitted to the Canadian Volunteer Initiative through Volunteer Canada to develop a Train the Trainer program for the new Volunteer Orientation and Training websites. The funding proposal was rejected. ▪ The Volunteer Development Retreat was planned which included workshops, networking opportunities, team building, hands on training and the distribution of resources ▪ MBC Representative Liaison position was created at the national level to liaise with the MBC Reps of Affiliate Chapters ▪ MBC Website was expanded to include an MBC Rep Forum and Volunteer Forums, which will be used in conjunction with the Orientation and Training websites (on hold until a Volunteer Coordinator is found) ▪ Application submitted to the Trillium Foundation included funding for a part-time paid Volunteer Coordinator. ▪ Minimal utilization of the Volunteer Orientation and Training Websites occurred, however hands-on training was planned for the 2005 Volunteer Development Retreat 	<p>Year 2</p> <ul style="list-style-type: none"> ▪ Develop "Volunteer Connections" Newsletter ▪ Utilize the V@O Volunteer Orientation and Training Web Sites
<p>Year 3</p> <ul style="list-style-type: none"> ▪ Appointed a Volunteer Coordinator ▪ Created a list of volunteers and committees needed to move MBC forward ▪ Encouraged the utilization of the volunteer training section of website during Retreat Weekend ▪ Reviewed volunteer training section of website for current contents to assess needed updates ▪ Hosted Volunteer Retreat Weekend and prepared resources for the sessions ▪ Created new committee for translation of French resources and appointed a chair 	<p>Year 3</p> <ul style="list-style-type: none"> ▪ Develop a Comprehensive Volunteer structure to support the work of MBC ▪ Continuous identification of need and re-evaluation of the Volunteer Program ▪ Continue to utilize the V@O Volunteer Orientation and Training Web Sites

<i>What was <u>completed</u> ...</i>	<i>What was <u>planned</u> ...</i>
<p>Increase Membership</p> <p>Year 1</p> <ul style="list-style-type: none"> ▪ Further developments were made to the current Membership Database to help track both renewing and non-renewing memberships ▪ The MTF Stakeholder package was developed to increase the awareness of MBC in the professional community ▪ Media and print contacts were collected for future announcements and promotion of MBC. ▪ A media blitz and a mini speaking tour resulted from the Trillium Foundation funding for the 2004 Conference to promote the Conference and MBC in communities in Northern Ontario. ▪ E-commerce to receive membership fees was established on the MBC web site 	<p>Increase Membership</p> <p>Year 1</p> <ul style="list-style-type: none"> ▪ Send out membership promotion to non-renewing affiliate members directly ▪ Begin database of potential members and partners ▪ Start the process of attracting potential members and partners (i.e. organizations, professionals and additional individual members) ▪ Create media database for future advertising of MBC ▪ Media blitz via email (i.e. PSA's and advertisements in local newspapers) ▪ Establish relationships with non-affiliate clubs with a view to communicating more about MBC ▪ Improve National Discount offerings ▪ E-commerce for membership fees (by phone and on website)
<p>Year 2</p> <ul style="list-style-type: none"> ▪ Partnered with the Ottawa Coalition for the Prevention of Low Birth Weight to create an MBC fact sheet Preterm and Low Birth Weight and website resources in both official languages ▪ A Membership Director came on the Board in September 2004 ▪ Increased one-to-one contact with Affiliate Chapters with the creation of the MBC Rep Liaison position ▪ Developed a 2-year Membership Option ▪ Created an Adult Multiples Network to attract new membership ▪ Two new chapters were formed (additional chapters in formation to be announced as part of year 3) ▪ National Multiple Births Awareness Day is increasing exposure of Multiple Births Canada and local chapters, increasing membership at the affiliate chapter level, increasing the number of chapters, and increasing direct membership to the national organization. MBC is working as well with non-member groups to promote this awareness day in their communities ▪ Initiated work in the area of advocacy for increased Employment Insurance Benefits for parents of multiple-birth children - a direct benefit for families ▪ Increased Francophone publications in support of the Francophone community within MBC ▪ Discussions with, and about, working with multiple-birth groups (not affiliated with MBC) were initiated ▪ In conjunction with requests for the Back to Basics Retreat, numerous attempts were made to increase discounts, resulting in some discussions at this time 	<p>Year 2</p> <ul style="list-style-type: none"> ▪ Specific projects with selected organizations ▪ Improve National Discount offerings ▪ Membership development ▪ Develop a strategy to attract additional membership potential (i.e. teens, multiples, grandparents) ▪ Identify new opportunities for membership promotion
<p>Year 3</p> <ul style="list-style-type: none"> ▪ Created a new committee to review the membership structure and bring back old chapters ▪ Established and renewed relationships with non-affiliate clubs ▪ Created French promotional materials and a new bilingual poster ▪ Produced a radio public service announcement ▪ Provided MBC membership resources for distribution at Twins Festival in Montreal attended by Temiskaming Multiple Births who also carried the National Multiple Births Awareness Day (NMBAD) banner in the parade ▪ Attended conferences/trade shows in Greater Toronto Area ▪ Developed a media database ▪ Created a media award as a part of the MADA awards ▪ Reformatted Multiple Moments in order to eventually include in membership fees ▪ Sent out a free new parents package to all families expecting 3 or more babies courtesy of the HOM network ▪ Welcomed new chapters from North Bay, Quinte and Fredericton 	<p>Year 3</p> <ul style="list-style-type: none"> ▪ Implement new membership promotional opportunities ▪ Reassessment of Membership benefits at all levels ▪ More publications and website in French to attract additional members

<i>What was <u>completed</u> ...</i>	<i>What was planned ...</i>
Increase Revenue Generation	Increase Revenue Generation
Year 1 <ul style="list-style-type: none"> ▪ Applied unsuccessfully to the Trillium Foundation and Bell Canada twice for funding ▪ The 2004 Conference Committee succeeded in obtaining funding through the Trillium Foundation ▪ Promotion of membership, publications and other resources continued through Multiple Moments, the national web site, Information Circulars (IC's) and various other methods ▪ E-commerce was established for membership and publications 	Year 1 <ul style="list-style-type: none"> ▪ Review the Terms of Reference for Director of Fund Development, and recruit ▪ Develop a funding plan – short and longer term ▪ Get assistance from chapters for volunteers to assist in this objective ▪ Explore and utilize opportunities for grants and funding ▪ Continuously promote our memberships and our publications ▪ E-commerce for membership and publications
Year 2 <ul style="list-style-type: none"> ▪ Created additional opportunities for fundraising at the national level (advertised to the membership) through affiliate programs (additional programs set to begin in June 2005) and began a fundraising project with A Song Is Forever CD's. ▪ Wrote and submitted three funding proposals: Low Birth Weight Coalition of Ottawa, Canadian Volunteer Initiative, and the Trillium Foundation. ▪ E-Commerce for membership and publications was expanded 	Year 2 <ul style="list-style-type: none"> ▪ Begin implementation of the funding plan ▪ Utilize assistance from members and chapters in fundraising efforts ▪ Continue to explore and utilize opportunities for grants and funding such as the Trillium Foundation ▪ Continuously promote our memberships and our publications ▪ Enhance e-commerce capabilities and promotion
Year 3 <ul style="list-style-type: none"> ▪ Started two national fundraisers and shared information with chapters ▪ Received funding from Duchesnay and Best Start ▪ Submitted funding proposals to the Trillium Foundation and Heritage Canada ▪ Received support from Temiskaming Multiple Births for the bilingual poster ▪ Earned revenue from chapters ordering books online from Chapters ▪ Received donations from Volunteer Retreat Weekend ▪ Earned revenue from new publications including the Breastfeeding support kit ▪ Earned revenue from MBC pins and NMBAD kits 	Year 3 <ul style="list-style-type: none"> ▪ National Fundraising Event ▪ Ongoing assistance from members and chapters ▪ Continuously promote memberships and publications ▪ Opportunities for grants and funding

<i>What was completed ...</i>	<i>What was planned ...</i>
Create a New National Web Site	Create a New National Web Site
Year 1 <ul style="list-style-type: none"> ▪ Webcanvas.ca was hired; web designer also volunteered the majority of his services throughout the year maintaining and updating the original site ▪ National web site was launched in June of 2004 ▪ The addition of the Training, Orientation and Discussion Forums sites implemented June 2004 ▪ Some additional new content incorporated with plans for more to be developed ▪ E-commerce functional and beginning to be profitable 	Year 1 <ul style="list-style-type: none"> ▪ Find the necessary funds, and hire a web designer to revamp the site ▪ National web site revamped ▪ New content, maintained regularly, addition of resources, more interaction with its visitors ▪ E-commerce (accept credit cards) for membership and publications ▪ Listserv/Message Board for site
Year 2 <ul style="list-style-type: none"> ▪ Forums were further enhanced and new areas developed ▪ Links were updated nationally and internationally with other organizations ▪ Updated with new content and visuals ▪ A back-end tool was created by John Withnall-Website Designer to allow for MBC to have more hands on control of the content of the website ▪ Business Services Manager (BSM) received instruction on maintaining website, allowing for increased efficiency in updating. ▪ Received funds from 2004 Conference Surplus allowing for the purchase of software enabling the BSM to make updates ▪ A new Chapter Executive Section was created with individual login passwords for each Chapter ▪ Media Kit was incorporated onto website for media relations ▪ E-commerce continually improving and expanding 	Year 2 <ul style="list-style-type: none"> ▪ More content for Professionals ▪ Media Kit incorporated onto website for media relations ▪ Evaluation of website needs completed, with a view to its functionality, effectiveness, and continuous improvement
Year 3 <ul style="list-style-type: none"> ▪ Advertised the Mt. Sinai symposium ▪ Appointed a Forum Leader to watch over the forums ▪ Posted the Twins Study request from Dr. Barrett's team ▪ Posted Information Circulars in the Resource section ▪ Created a new recalls page ▪ Created a new Awareness Day section for NMBAD 	Year 3 <ul style="list-style-type: none"> ▪ More interaction between Professionals, the organization, and members ▪ On-going improvements and additions of resources as available

<i>What was completed ...</i>	<i>What was planned ...</i>
Enhancing our National Office:	Enhancing our National Office:
<p>Year 1</p> <ul style="list-style-type: none"> ▪ A new contract was established with the current Business Services Manager (BSM) including an increase in honorarium and time required in the office. ▪ Trillium Foundation funding which included possible funds for office assistance was rejected ▪ A student assisted the BSM when possible with administrative tasks, research and large mailings ▪ A database was created of the existing national discounts and potential companies to be contacted in the future. 	<p>Year 1</p> <ul style="list-style-type: none"> ▪ Determine responsibilities of the National Office, and its staff ▪ Review of staffing needs for future, and preparation of appropriate Terms of Reference ▪ Coordinate the development and production of publications for individuals, parents, and professionals ▪ Coordinate formal agreements for national retail discounts, working with appropriate board members and volunteers ▪ Trillium Foundation or other source(s) of funding for operations
<p>Year 2</p> <ul style="list-style-type: none"> ▪ The funding proposal submitted to the Trillium Foundation included funding for additional paid staff as well as funding to assist with the additional work that would be completed by the BSM, should the project be funded ▪ Discussions with the BSM took place in October 2004 to identify ways of ensuring her responsibilities and time commitments were as realistic as possible given the number of hours and salary indicated in her contract. Additional practices were put in place to assist her (i.e. use of out of office assistant on email, working 4 days, some responsibilities shifted to others, etc.) ▪ Students and other MBC Volunteers continued to assist in the office 	<p>Year 2</p> <ul style="list-style-type: none"> ▪ Full time paid office staff ▪ Begin the search for an HR firm to recruit an Executive Director ▪ Trillium Foundation or other source(s) of funding for operations
<p>Year 3</p> <ul style="list-style-type: none"> ▪ Added new volunteers to assist in the national office ▪ Promoting the use of the 1-800 number to chapters 	<p>Year 3</p> <ul style="list-style-type: none"> ▪ Hire HR Firm to find an Executive Director, and recruit accordingly ▪ Coordination of all national activities (i.e. with an ED in place, all tasks, projects, correspondence would be managed through the National Office) ▪ Trillium Foundation or other sources(s) of funding for operations