



Building the Future

The 2006-2009 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.

Goals

- Improve access to support, resources, and care for multiples and their families.
- Build strong Chapters across Canada
- 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.
- Encourage government and service providers to recognize the unique needs of multiples and their families and provide appropriate service

Strategic Priorities

- Ensuring Financial Stability
- Ensuring Membership Growth and Support
- Strengthening Human and Organizational Resources
- Increasing Awareness of MBC and Multiple-birth Issues
- Developing and Strengthening Partnerships

EDUCATION

ADVOCACY

RESEARCH

SUPPORT

STRATEGIC PRIORITIES

Ensuring Financial Stability

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.

Ensuring Membership Growth and Support

MBC will seek to increase membership by increasing awareness activities, enhancing distribution of information and knowledge exchange, developing new Chapters, supporting existing Chapters, re-invigorating relationships with non-member groups, and improving and facilitating access of members to all MBC activities.

Strengthening Human and Organizational Resources

MBC will review existing policies and programs and will create others that reflect a strong commitment to capacity building, and organizational vitality and strength. MBC will also strive to support existing and new volunteers through access to training, evaluation and communications tools, and will actively and creatively seek out future volunteers in areas where gaps in capacity have been identified.

Increasing Awareness of MBC and Multiple-birth Issues

MBC will build on previous successes in increasing awareness by strengthening organizational public relations capacity through a marketing/public relations plan and adequate numbers of volunteers experienced in public relations. MBC will increase participation in events with domestic and international partners, and will develop and implement an advocacy plan. MBC will further increase awareness and understanding of multiple-birth issues by adequately supporting and planning for future NMBAD themes, and by applying constant pressure on decision-making bodies.

Developing and Strengthening Partnerships

MBC will create and take advantage of all opportunities to begin and develop active and mutually beneficial partnerships with like-minded organizations by increasing participation at domestic and international conferences and events, and by promoting MBC resource material and advocacy goals. MBC will continue to seek opportunities to develop new and existing partnerships with Chapters, non-member groups, governments and the media, through dialogue and dissemination of information resources.

"It is truly about the power of the difference we can make in each other's lives. Working together, the hope for the future of Multiple Births Canada, the Canadian multiple-births community, and Canadian multiple-birth families is astounding. The possibilities of what we can achieve together are endless."

Kimberley Weatherall - Chair, Multiple Births Canada

www.multiplebirthscanada.org

Supporting Multiple Births Together...

The 2006-2009 Strategy

Achieving the goals for Multiple Births Canada...

The following tables represent the work needed to address the five strategic priorities that have been established by the MBC Board of Directors after completing 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:

- Ensuring Financial Stability
- Ensuring Membership Growth and Support
- Strengthening Human and Organizational Resources
- Increasing Awareness of MBC and Multiple-birth Issues
- Developing and Strengthening Partnerships

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	ISTS - International Society for Twin Studies
COMBO - Council of Multiple Birth Organizations	MB - Multiple-birth
CS - Charitable Status	MBC - Multiple Births Canada
ED - Executive Director	NMBAD - National Multiple Births Awareness Day
HR - Human Resources	PSA - Public Service Announcement

STRATEGIC PRIORITY: ENSURING FINANCIAL STABILITY

Year 1 (2006 – 2007)	Year 2 (2007 – 2008)	Year 3 (2008 – 2009)
<ul style="list-style-type: none"> • Pursue additional funding from fertility treatment drug companies. • Pursue opportunities for funding from fertility clinics with a focus on local Chapters/initiatives. • Pursue additional opportunities for Duchesnay funding. • Research funding opportunities not needing Charitable Status (CS). • Pursue Canadian Heritage funding for translation to French of MBC website. • Membership Drive (including new Chapters and targeting professions – doulas, etc.). • Identify and name a Director of Fund Development and/or Fundraising Chair to lead a fundraising committee, with mandate to raise funds at the national level and support Chapters at the local level. • Research fundraising opportunities/events to be completed at the national level. • Identify and pursue with pro-bono lawyer strategies that would result in a successful application for Charitable Status (CS). • Review pricing on resource materials • Produce a 30th Anniversary Calendar (2008). 	<ul style="list-style-type: none"> • Pursue additional funding from fertility treatment drug companies. • Pursue opportunities for funding from fertility clinics with a focus on local Chapters/initiatives. • Pursue additional opportunities for Duchesnay funding. • Research funding opportunities not needing CS. • Begin process to obtain Charitable Status. • Pursue Canadian Heritage funding for a project TBD. • Trillium – revisit for a smaller project • Membership Drive (including new Chapters and targeting professions – doulas, etc.). • Research fundraising opportunities/ events to be completed at the national level. • Income earned from sale of Mount Sinai DVD. • Earn income from 30th Anniversary 2008 Calendar. 	<ul style="list-style-type: none"> • Pursue additional funding from fertility treatment drug companies. • Pursue opportunities for funding from fertility clinics with a focus on local Chapters/initiatives. • Pursue additional opportunities for Duchesnay funding. • Research funding opportunities not needing CS. • Pursue Canadian Heritage funding for a project TBD. • Membership Drive (including new chapters and targeting professions – doulas, etc.). • Research fundraising opportunities/ events to be completed at the national level. • Submit application for Charitable Status. • Income earned from sale of Mount Sinai DVD.

STRATEGIC PRIORITY: ENSURING FINANCIAL STABILITY

Over Three Years:

Outcomes or Objectives	<ul style="list-style-type: none"> • Additional full time paid staff, compensated fairly and equitably • Additional support staff will decrease workload for Board allowing it to concentrate on policy and strategy • As a whole, the organization would be able to achieve more with more sustainable funding and would allow MBC to grow and serve more members 	<ul style="list-style-type: none"> • More direct contact with members including regional workshops • Better servicing and development of website • Ability to update and translate MBC resources • Ability to hold Board meetings through teleconferencing and/or more face-to-face meetings • Ability for national committees to hold teleconference meetings • Ability for Board members to hold teleconference sessions with Chapters • Increase MBC's exposure and visibility
Resources Needed	<ul style="list-style-type: none"> • Director Fund Development • Volunteers • Fundraising Committee 	<ul style="list-style-type: none"> • Further e-commerce capabilities • Possible fundraising professional or group
Target Group/Activity	<p>Any of the following with one or more criterion:</p> <ul style="list-style-type: none"> • Governments • Foundations • Corporate Sponsors • Endowments • Donations • Planned Giving 	<ul style="list-style-type: none"> • Membership • Multiple Moments • MBC resources and merchandise • Fundraising • Affiliate programs • Direct mail • Advertising • Personal solicitation • Telemarketing • Gaming • Special events • In Kind services • Door-to-door canvassing
Indicators of Achievement	<ul style="list-style-type: none"> • Increase in activities and projects • Increase in long-term paid staff • Increase in MBC resources • Increase in web developments 	<ul style="list-style-type: none"> • Increase in membership • Control of costs • Increase in revenue

STRATEGIC PRIORITY: ENSURING MEMBERSHIP GROWTH AND SUPPORT

Year 1 (2006 – 2007)	Year 2 (2007 – 2008)	Year 3 (2008 – 2009)
<ul style="list-style-type: none"> • NMBAD celebrations. • Investigate membership/fee structure with assistance of new Chapter Outreach Committee. • Increase Francophone membership by providing a Francophone website and resources. • Create a volunteer position to send ads to newspapers across Canada on a regular basis to be used as “filler ads”. • Distribute Public Service Announcement (PSA) across Canada. • Purchase software to send more Information Circulars (e-newsletter software) to more people in Canada at one time. • Fill the vacant National Discounts Coordinator position. • Pursue additional national discounts. • Move some BSM membership responsibilities to Membership Director. • Improve Chapter Development support and resources. • Increase promotion of existing MBC resources to Chapters. • Increase Regional Representatives. • Continue Monthly Board Activity Reports. • Continue distributing Information Circulars. • Develop more innovative ways for Chapters to be involved in NMBAD and other awareness activities. 	<ul style="list-style-type: none"> • NMBAD celebrations. • Increase the number of Chapters in under-serviced areas of Canada. • Encourage return to MBC of non-member groups. • Increase use of PSA’s. • Implement new membership/fee structure if necessary. • Include Multiple Moments in membership fees. • Investigate options for translation into other languages other than French. • Develop new resources in areas determined by the needs of the organization. • Increase and provide consistent promotion to Chapters of existing MBC resources. • Develop regional Chapter and Volunteer Development Workshops. • Continue Bi-Monthly Activity Reports. • Continue distributing Information Circulars. • Develop a strategy to reach more individual families through hospitals, OB/GYN’s, etc. • Develop more innovative ways for chapters to be involved in NMBAD and other awareness activities. • Develop new Chapter by-laws with assistance of pro-bono lawyer. • Production of Mount Sinai DVD. 	<ul style="list-style-type: none"> • NMBAD celebrations. • Increase the number of Chapters in under-serviced areas of Canada. • Encourage return to MBC of non-member groups. • Continue use of PSA’s. • Consider need for Volunteer Development Retreats as workshops throughout the year. • Increase and provide consistent promotion to Chapters of existing MBC resources. • Continue Bi-Monthly Activity Reports. • Continue distributing Information Circulars. • Ensure speakers at conferences and other venues are of the highest quality possible in knowledge and experience in their fields. Create demand for information and knowledge exchange by increasing supply and diversity of workshops offered. • Develop more innovative ways for Chapters to be involved in NMBAD and other awareness activities.

STRATEGIC PRIORITY: ENSURING MEMBERSHIP GROWTH AND SUPPORT

Over Three Years:

Outcomes or Objectives	<ul style="list-style-type: none"> • Increased revenue and sustainability • Increased exposure and visibility 	<ul style="list-style-type: none"> • Increased leverage • Increased diversity in membership 	
Resources Needed	<ul style="list-style-type: none"> • Director of Membership • Volunteers • Membership Committee • Financial resources to advertise in cities with Chapter growth potential 	<ul style="list-style-type: none"> • Database and website development • Information kits, publications, fact sheets • Promotional tools • Links with partner organizations • E-commerce 	
Target Group/Activity	<p>Any of the following with one or more criterion:</p> <ul style="list-style-type: none"> • Chapters • Multiple-birth individuals • Multiple-birth families 	<ul style="list-style-type: none"> • Extended families of multiple-births • Professionals (education and health) 	<ul style="list-style-type: none"> • Under-represented membership groups • Partner organizations
Indicators of Achievement	<ul style="list-style-type: none"> • Increase in membership • Increase in membership of under-represented groups • Increase in hits on website • Increase in use of Members Only section and Forums 	<ul style="list-style-type: none"> • Increase in number of Chapters • Increase in Multiple Moments subscriptions • Increase in attendance at AGM and Conference 	

STRATEGIC PRIORITY: STRENGTHENING HUMAN AND ORGANIZATIONAL RESOURCES

Year 1 (2006 – 2007)	Year 2 (2007 – 2008)	Year 3 (2008 – 2009)
<ul style="list-style-type: none"> • Enlist the help of a Human Resources (HR) specialist in Volunteer Management to review job descriptions for national volunteers. • Develop guidelines and policies for the committee structure to assist with the formation of new committees. • Increase the number of volunteers using the training site through Chapter promotion. • Actively recruit new Board members and national volunteers with skill sets that can assist MBC to move forward. • Continue Board Self-evaluations, with the goal of improving in areas that are identified as weak. • Investigate additional revenues to be considered for BSM salary. • Plan a review of Advisory Board membership, roles and responsibilities. • Create a Chapter Outreach Committee (COC) to address ways in which to encourage non-member groups to return to MBC. • Through the use of the COC, develop a plan for attracting additional MB groups to become members of MBC. • Increase contact with Chapters and national volunteers through a newsletter. • Review of fees for publications. • A review of MBC resources, documents and support materials. 	<ul style="list-style-type: none"> • Continue the development and use of committees. • Engage the Advisory Board in more MBC activities and creation of organizational resources. • Roll out plan for bringing back former Chapters. • Review potential for hiring additional staff (i.e. Executive Director). • Review of Policy and Procedures Manual (including volunteer job descriptions). • Continue Board Self-evaluations, with the goal of improving in areas that are identified as weak. • Ensure ongoing funding is secured for BSM salary. • Investigate options for additional training resources through the existing Volunteer Training site. • Investigate additional resources needed to support the human resources of MBC. • Investigate additional resources needed to support MBC Chapters. • Continually increase contact and support with Chapter and national volunteers through the use of newsletters and Information Circulars. • Investigate the potential for videoconferencing portions of the AGM and Conference. 	<ul style="list-style-type: none"> • Continue use of committees and perform a review on structure and reporting. • Continue Board Self-evaluations, with the goal of improving in areas that are identified as weak. • Ensure ongoing funding is secured for BSM salary. • Further development of resources needed by MBC volunteers, staff and Chapters. • Continually increase contact and support with Chapter and national volunteers through the use of newsletters and Information Circulars. • Investigate conference call capability for MBC Board Meetings.

STRATEGIC PRIORITY: STRENGTHENING HUMAN AND ORGANIZATIONAL RESOURCES

Over Three Years:

Outcomes or Objectives	<ul style="list-style-type: none"> • Better distribution of workload • Increased number of volunteers who would agree they have manageable workloads • Better resourced business office and staff (remuneration and training) • Better support materials for Chapters • Improved relationship between the local and national organizations 	<ul style="list-style-type: none"> • Better trained volunteers • More focused training resources • Stronger Advisory Board • More volunteers from under-represented groups • More Chapters that are more regionally represented • Increase in partnerships
Resources Needed	<ul style="list-style-type: none"> • Director of Volunteer Management • Regional Coordinators • Volunteer Coordinator • Volunteer structure (programme, objectives, etc.) • Recognition policy 	<ul style="list-style-type: none"> • Board of Director's succession plan • Volunteer success plan • Training and orientation program • Recruitment plan • Partnerships • Support resource materials
Target Group/Activity	<p>Any of the following with one or more criterion:</p> <ul style="list-style-type: none"> • Volunteers • Chapters • Trainers • Partners • Potential new Chapters 	<ul style="list-style-type: none"> • Advisory Board • BSM and staff • Under-represented volunteer groups (males, health and medical professionals, ethnic and/or non-English speaking groups) • Board members • Non-member groups
Indicators of Achievement	<ul style="list-style-type: none"> • Active exchange and increase in number of partnerships • More volunteers than there are positions to fill • More training modules completed • Fewer complaints • Increase in committees 	<ul style="list-style-type: none"> • Less turnover in volunteer positions • Positive volunteer and Chapter survey results • Increase in attendance at conferences • Increase number of paid positions • Increase in number of partnerships

STRATEGIC PRIORITY: INCREASING AWARENESS OF MBC AND MULTIPLE-BIRTH ISSUES

Year 1 (2006 – 2007)	Year 2 (2007 – 2008)	Year 3 (2008 – 2009)
<ul style="list-style-type: none"> • Find volunteers with a Public Relations (PR) background to assist in the development of a PR, marketing and awareness campaign. • Regular representation at ICTS Conference and/or other international MB seminars or conferences. • Regular submission to COMBO newsletter. • Continuous Canadian representation on COMBO committees. • Federal recognition of Awareness Day by the government. • Ongoing development of NMBAD 2006, strike committee to start thinking about NMBAD 2007. • Conclude and report on accomplishments of advocacy theme for NMBAD 2005, link up with theme for NMBAD 2006 and provide updates in the MMs/RFNs/ICs and website indicating where work in these areas continues. • Develop plan to get more involved with other international multiple-birth groups and ISTS. • Develop advocacy plan, which would include items such as: education, pre- and post-natal care, parenting and caregiving supports, return-to-work supports, employment supports, child development, among others. • Continue to write letters yearly to provincial and federal governments on multiple-birth related 'hot topics'. • Exhibit/display at two or more major trade shows each year. 	<ul style="list-style-type: none"> • Develop a marketing/public relations plan that establishes MBC's name in communities across Canada. • Regular representation at ICTS Conference and/or other international MB seminars or conferences. • Continuous Canadian representation on COMBO Board and/or committees. • Regular submission to COMBO newsletter. • Enlist the assistance of the Advisory Board in awareness activities. • Obtain regular articles and information pieces to be shared with the MBC membership from the Advisory Board. • A key part of an advocacy plan would be the establishment and building the capacity of an advocacy committee. Examples of immediate tasks for such a committee include documenting a comprehensive understanding of types of service by level of government, and identifying gaps in service. This would serve as an evidence base for future NMBAD themes. • Write articles for parenting magazines. • Exhibit/display at two or more major trade shows each year. • Improve resources used at trade shows (i.e. better display boards, pictures, etc.). 	<ul style="list-style-type: none"> • Regular representation at ICTS Conference and/or other international MB seminars or conferences. • Continuous Canadian representation on COMBO Board and/or committees. • Regular submission to COMBO newsletter. • Write articles for parenting magazines. • Exhibit/display at two or more major trade shows each year.

STRATEGIC PRIORITY: INCREASING AWARENESS OF MBC AND MULTIPLE-BIRTH ISSUES

Over Three Years:

Outcomes or Objectives	<ul style="list-style-type: none"> • More partnerships • More interest and support for MBC and multiple-birth issues • More financial support • Increased membership in all categories 	<ul style="list-style-type: none"> • More Chapters • More knowledgeable Canadians • More volunteers • More media coverage
Resources Needed	<ul style="list-style-type: none"> • Director of Communications • Health and Education Committee • Advocacy Committee • Communications Committee • Financial resources • Volunteers • Good relationships with the media 	<ul style="list-style-type: none"> • Access to research and statistics and the capacity to analyze • An advocacy and awareness plan • Guidance from Advisory Board and Professionals • Resource materials including email software • Database of media contacts • Promotional material
Target Group/Activity	<p>Any of the following with one or more criterion:</p> <ul style="list-style-type: none"> • Media • Non-member groups • Health facilities and health professionals • Unrepresented areas of Canada • Government and community leaders 	<ul style="list-style-type: none"> • Corporations • Foundations • Educational institutions, school boards • All Canadians, especially under-represented groups • Multiple-birth individuals and families • Partners
Indicators of Achievement	<ul style="list-style-type: none"> • More inquiries through the Business Office • More hits on the web site • Increase in revenue from sales of MBC resources • More newspaper articles • Increase in requests for media interviews 	<ul style="list-style-type: none"> • Increase in the number of Chapters celebrating NMBAD • More members attending national conferences • Increase in the number of partnerships • Increase in the number of Chapters

STRATEGIC PRIORITY: DEVELOPING AND STRENGTHENING PARTNERSHIPS

Year 1 (2006 – 2007)	Year 2 (2007 – 2008)	Year 3 (2008 – 2009)
<ul style="list-style-type: none"> • Regular representation at ICTS Conference and/or other international MB seminars or conferences. • Continuous Canadian representation on COMBO Board and committees. • Continue to strengthen existing partnerships. • Develop a list and begin preliminary contact of non-governmental organizations (NGO) with similar mandates to MBC to develop ongoing partnerships. • Develop a list of potential partnerships with federal and provincial governments through dialogue on advocacy, but also responding to calls for involvement in their engagement activities. • Further develop relationships with existing MBC Chapters, creating a partnership based relationship. • Develop relationships with other multiple-birth groups with the potential to attract these groups to become Affiliate Chapters. 	<ul style="list-style-type: none"> • Representation at 2007 ICTS Conference and/or other international MB seminars or conferences. • Continuous Canadian representation on COMBO Board and committees. • Continue to strengthen existing partnerships. • Make initial contact with potential partners and investigate if there are opportunities for ongoing collaboration. • Ongoing work with partnership in private sector. • Ongoing work to develop relationships with existing MBC Chapters, creating a partnership based relationship. • Develop relationships with other multiple-birth groups with the potential to attract these groups to become Affiliate Chapters. 	<ul style="list-style-type: none"> • Regular representation at ICTS Conference and/or other international MB seminars or conferences. • Continuous Canadian representation on COMBO Board and committees. • Continue to strengthen existing partnerships. • Ongoing work with partnership in private sector. • Ongoing work to develop relationships with existing MBC chapters, creating a partnership based relationship. • Develop relationships with other multiple-birth groups with the potential to attract these groups to become Affiliate Chapters.

STRATEGIC PRIORITY: DEVELOPING AND STRENGTHENING PARTNERSHIPS

Over Three Years:

Outcomes or Objectives	<ul style="list-style-type: none"> • Existing relationships strengthened • Increased knowledge exchange • Increased partnerships • Increased resources • Increased revenue • Increased membership
Resources Needed	<ul style="list-style-type: none"> • Board Liaison (Director of Fund Development) • National Project Development Coordinator • Regional Project Development Coordinators • Financial resources • Promotional material
Target Group/Activity	<p>Any of the following with one or more criterion:</p> <ul style="list-style-type: none"> • Other Canadian and international multiple-birth organizations • Governments • Other national organizations (health, medical, education) • Low birth weight and breastfeeding groups • Corporations
Indicators of Achievement	<ul style="list-style-type: none"> • Increased financial resources • Additional paid staff • Additional volunteers • Increased production of resource materials • Increased number of signed partnership agreements • Increased membership numbers