

September 2022



**MOTHERS  
MATTER  
CANADA**

PROUD HOME OF THE HIPPIY PROGRAM



# LEADING THE WAY

Three-Year Strategic Plan

2022-2025

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# Introduction

Introduction



We are proud to present “Leading the Way 2022-2025” — our new strategic plan leading to continued success and sustainability. It presents our organizational roadmap for the next three years while recognizing our important role in program innovation and capacity building through the network of agencies and associations we support across Canada.



# Message from the Board Chair and the President & CEO



## Message from the Board Chair and the President & CEO (cont'd)

The Mothers Matter Centre (the MMC) is a thought leader in developing and delivering relevant and meaningful supports for socially isolated and economically vulnerable mothers and their children, demonstrating exceptional results as a national organization. In collaboration with our partners, we are driving women-focused innovation and promoting social inclusion with a strong commitment to measuring and building on program success.

Over the past three years, confidence in our organization continues to grow through our track-record of delivering well-received programs. The MMC is building a stronger Canadian society by improving quality of life and empowering mothers and their children who are economically vulnerable and isolated. Our evidence-based programs break the intergenerational cycle of poverty, low literacy, and social isolation. By using a unique mother-to-mother approach, mothers can gain new skills that are essential for strengthening their own lives and their relationships with their children.

Our network of delivery partners serves mothers where they reside, connecting them with other mothers in their communities who share an intimate awareness of the issues and challenges they face. This network also ensures the well-being, dignity, and social engagement of these economically vulnerable and isolated mothers. Our long history of caring, compassion, innovation, and program development has provided life-changing opportunities for over 20,000 mothers and their children since 2001.

Over the next three years, we will continue to be a national leader and a role model. This "Leading the Way 2022-2025" strategic plan will ensure an innovative approach to our work that includes measuring the social impact of our programs. The MMC is fully committed to responding to increasing needs by growing our large network of partners as we expand programming across Canada.

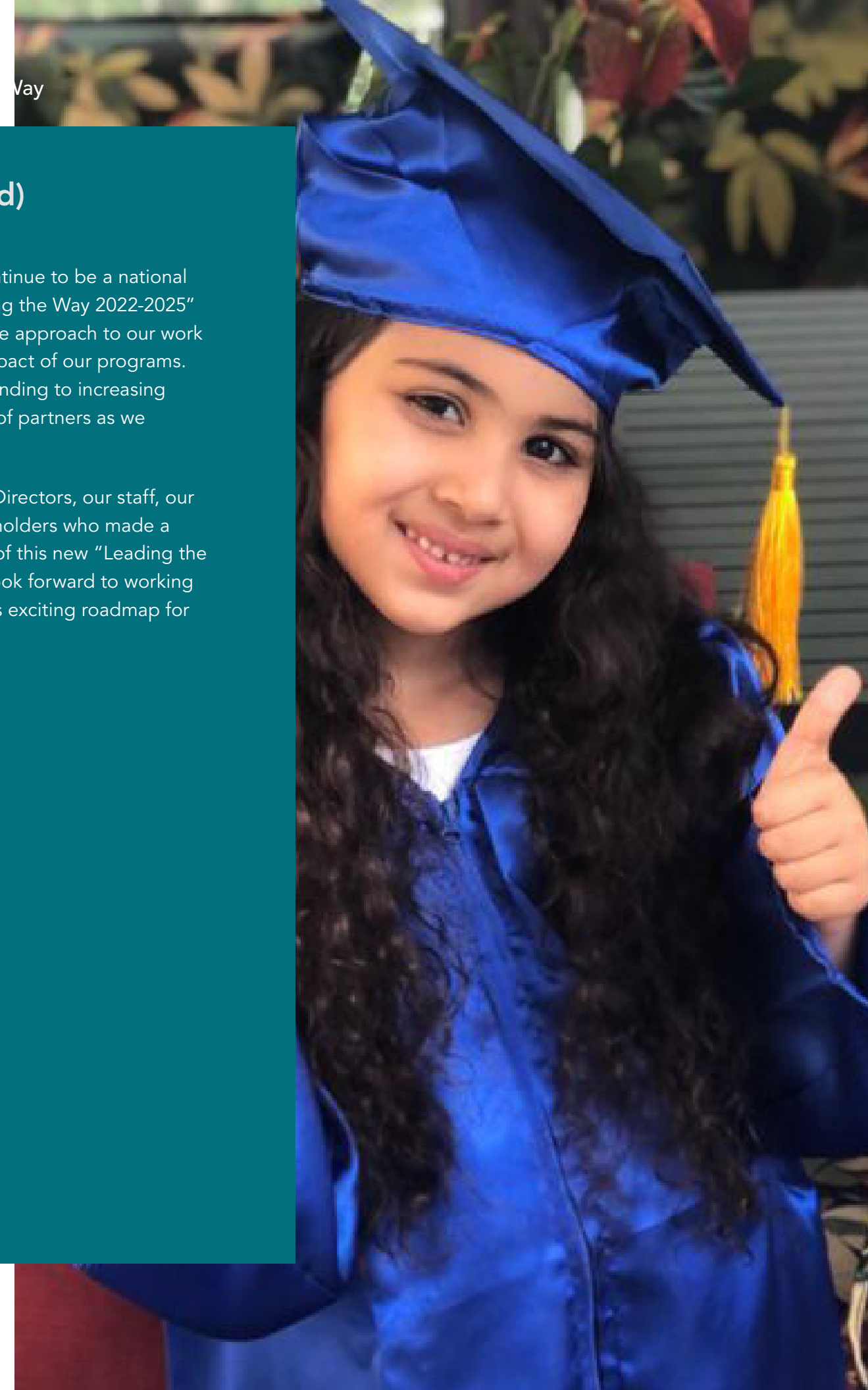
We would like to thank our Board of Directors, our staff, our partners, our mothers, and our stakeholders who made a valuable contribution in the creation of this new "Leading the Way 2022-2025" strategic plan. We look forward to working together to effectively implement this exciting roadmap for the continued success of the MMC.



Bruce Flexman  
MMC Board Chair



Debbie Bell  
CEO & President



# Board of Directors, Honorary Advisory Committee and Patrons 2022

The Board of Directors is engaged and passionate about the work of the MMC. It provides oversight to the organization’s activities, ensuring that the MMC’s vision and mission are upheld.

The Board is focused on ensuring successful growth in programming and the long-term sustainability of the organization.

## EXECUTIVE COMMITTEE

Bruce Flexman	Chair
Julia Kim	Vice Chair
Wendy Bryans	Secretary
Aanu Adeleye	Treasurer
Stephen Lindley	Past Chair

## HONORARY ADVISORY COMMITTEE

Henry Green	Past Member
Judith Moses	Past Chair
Carol Slater	Past Chair
Richard Stursberg	Past Chair
Tim Casgrain	Past Chair

## GOVERNANCE COMMITTEE

Wendy Bryans	Chair
Suzanne Crawford	Director
Dianne Doyle	Director
Jane Hilderman	Director
Stephen Lindley	Director
Stephanie Kirkland	Director

## PATRONS

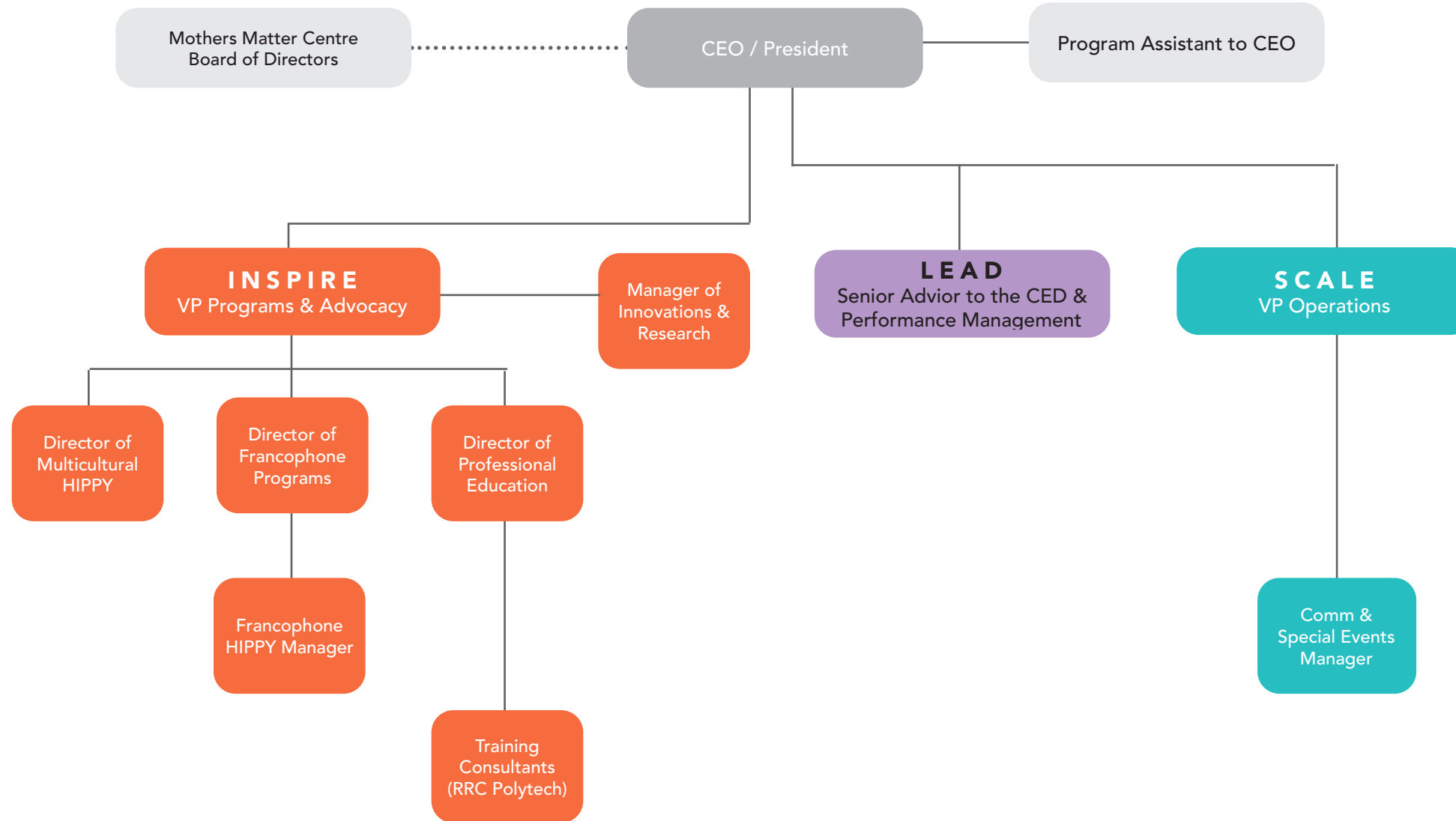
The Right Honourable David Johnston, P.C., C.C., C.M.M, C.O.M., C.D.

Her Excellency Sharon Johnston, C.C.

## BOARD OF DIRECTORS

Leen Al Zaibak	Director
Maureen Boyd	Director & Past Chair
Wendy Bryans	Director
Suzanne Crawford	Director
Dianne Doyle	Director
Dawn Harvard	Director
Jane Hilderman	Director
Stephanie Kirkland	Director
Kelly Lendsay	Director
Deanna Louth	Director
Jacquelyn Scott	Director
Danielle Takacs	Director
Debbie Bell	CEO/Ex-Officio
Miriam Westheimer	Ex-Officio

# Organizational Structure



**SUMMARY OF HR**

- Ongoing Full-Time Employees: 10 positions
- Contract/part-time: 0 positions

(See Appendix A: Organizational Structure – Proposed.)



**The Mothers Matter  
Centre's  
Foundation for Success**

Success

# About the Mothers Matter Centre

Incorporated as HIPPY Canada in 2001, the core foundational program at the heart of the MMC programming is the internationally recognized Home Instruction Program for Parents of Preschool Youngsters (HIPPY) program and is a licensee of HIPPY International and is the sole HIPPY licensor in Canada. HIPPY Canada transitioned to Mothers Matter Centre in 2017 and, in addition to sustaining and growing the flagship HIPPY program (currently at 38 sites), the organization expanded its program offerings based on HIPPY's novel approach of mothers working with mothers in their homes. The MMC leads other innovative programs that support and empower economically vulnerable and isolated mothers and their children. While conducting research, the MMC develops and oversees the implementation of innovative, evidence-based programming for economically vulnerable and socially isolated mothers and their children across Canada. Its programs are delivered in local communities through a robust network of non-profit, social service agencies and associations, including settlement and Indigenous Social Purpose Organizations (SPOs) and First Nations communities. The MMC raises core funds. Furthermore, it leads the research, development, coordination, and capacity building for all its licensed programs. The MMC ensures the highest level of program quality through applying rigorous performance measures and documentation.

The MMC is built on a solid foundation of caring and integrity. We are grateful to be supported by grants from several federal government agencies including the following:

- Immigration, Refugees, and Citizenship Canada
- Employment and Social Development Canada
- Women and Gender Equality Canada
- Canadian Heritage

We are also generously funded by the following organizations:

- Vancouver Foundation
- North Family Foundation
- West Vancouver Community Foundation
- Vancouver Fraser Port Authority
- Sony Music Canada
- KPMG
- Vancity

Several individuals and families have also supported our efforts by providing multi-year donations, including Bruce Flexman, Sheryl Kennedy, Julia Kim, Maureen Boyd, the Estate of Catherine Bell, Carol and Ron Slater, Suzanne Crawford, Erin Battat, Mary Hallward, Lois Mitchell, Stephen Lindley, Marsha Copp, Kenneth Backman, Erica Lau, Deanna Louth, Leen Al Zaiback, and Robert Lashin.

As a result of this tremendous support, the MMC has continued to grow its service offering to meet the needs of approximately 45,000 parents and their children since inception.





# Vision, Mission, Brand Image & Tagline



## VISION

Mothers and their children achieve their full potential and are actively engaged in their communities.



## MISSION

Together with our network of dedicated community partners, the Mothers Matter Centre empowers socially isolated and economically vulnerable mothers—including newcomers, refugees, and Indigenous mothers—and their children to live full and productive lives. It creates an environment of acceptance, encouragement, and learning through innovative, evidence-based education and supports.



# MOTHERS MATTER CANADA

PROUD HOME OF THE HIPPIY PROGRAM





# Values & Guiding Principles

## OPEN COMMUNICATION

We are committed to transparent communications with each other and with our partners in order to build trust, create a positive environment, and work in unity to achieve our Vision and Mission.

## PARTNERSHIP & COLLABORATION

We are open to new ideas and perspectives and achieve our goals through effective collaboration. We are united in our purpose and support each other to achieve collective outcomes. We develop and nurture collaborative, positive relationships with each other and our partners; and work together to enhance the quality of life of the mothers we support and their families.

## DIVERSITY, EQUITY & INCLUSION

We promote a vision of society that is inclusive and that supports the rights of all persons. We are welcoming, and a role model for equity, diversity, and inclusion. We provide inspiration, encouragement, and the opportunity for every mother to achieve a meaningful community life through making connections, education, information, and more.

## EMPOWERMENT

We believe all mothers and their children have a right to live full and productive lives. We empower each mother and her children through knowledge, information, and supports. We teach economically vulnerable and socially isolated mothers to recognize and use the resources available to them and to become stronger, more confident, and independent.

## CARING & COMPASSION

We are a highly responsive, caring, and dedicated team of staff and delivery partners. We are passionate about our purpose, and we interact with empathy and understanding. We demonstrate steadfast commitment to create a better future for every mother we serve. We remind mothers that they are not alone and that they are part of a welcoming and supportive community.

## QUALITY

We are committed to measuring our success and promoting continuous improvement, ensuring quality in all aspects of our programs. We have high standards for program delivery and focus on good practices in all we do.

## RESPECT

We are respectful in all of our interactions and treat all persons with dignity. We value the needs, aspirations, and abilities of others, creating a supportive and emotionally safe environment.

## INNOVATION

We create innovative and effective programming based on evidence and best practices. We are thought leaders, advocates, problem-solvers, coordinators, and navigators.

## INTEGRITY & ACCOUNTABILITY

We uphold the trust we have built over our 20-year history, ensuring that we conduct ourselves with honesty, integrity, and transparency. We are accountable to our funders and donors. We measure our success, and we operate with cost-effectiveness for all programming.

# Pillars of Change

THE WORK OF THE MOTHERS MATTER CENTRE IS CONSOLIDATED IN THREE PILLARS OF CHANGE.



Scale a high-profile, sustainable, evidence-based social initiative called the Mothers Matter Centre.



Inspire social change by innovating, implementing, and supporting evidence-based programs in collaboration with Canadian communities that are motivated to support full inclusion of isolated mothers and their families. Inspire activities will include Aboriginal and Multicultural HIPPIY, professional education and program innovations.



Lead Canada in a movement for the social and economic inclusion of isolated women with research, knowledge-sharing and advocacy. Our work will continue to be research-based, with continuous program monitoring and refinement. We are committed to high-quality performance management standards, external evaluation and sharing of knowledge.

# The HIPPY Program and More

Inspire is the programmatic pillar of the MMC. This includes our Flagship program, HIPPY.

## Home Instruction for Parents of Preschool Youngsters (HIPPY)

Developed in Israel some 60 years ago, HIPPY is offered in ten countries with an additional four countries offering HIPPY-inspired programs. Through the MMC, the HIPPY program operates in Canada under two distinct branches: Indigenous HIPPY and Multicultural HIPPY (delivered in both English and French). While the core of the program remains the same, each branch has modified the curriculum and the delivery strategy to address cultural requirements.

The MMC leads the program quality control and performance management of the HIPPY program, including the training and professional development of Site Coordinators and Home Visitors. The program is evidence-based and is implemented in the home to support economically vulnerable and isolated mothers in their critical role as their child's first and most important teacher. HIPPY strengthens families and communities by empowering mothers to actively participate in Canadian society and to prepare their children for success in school and life.

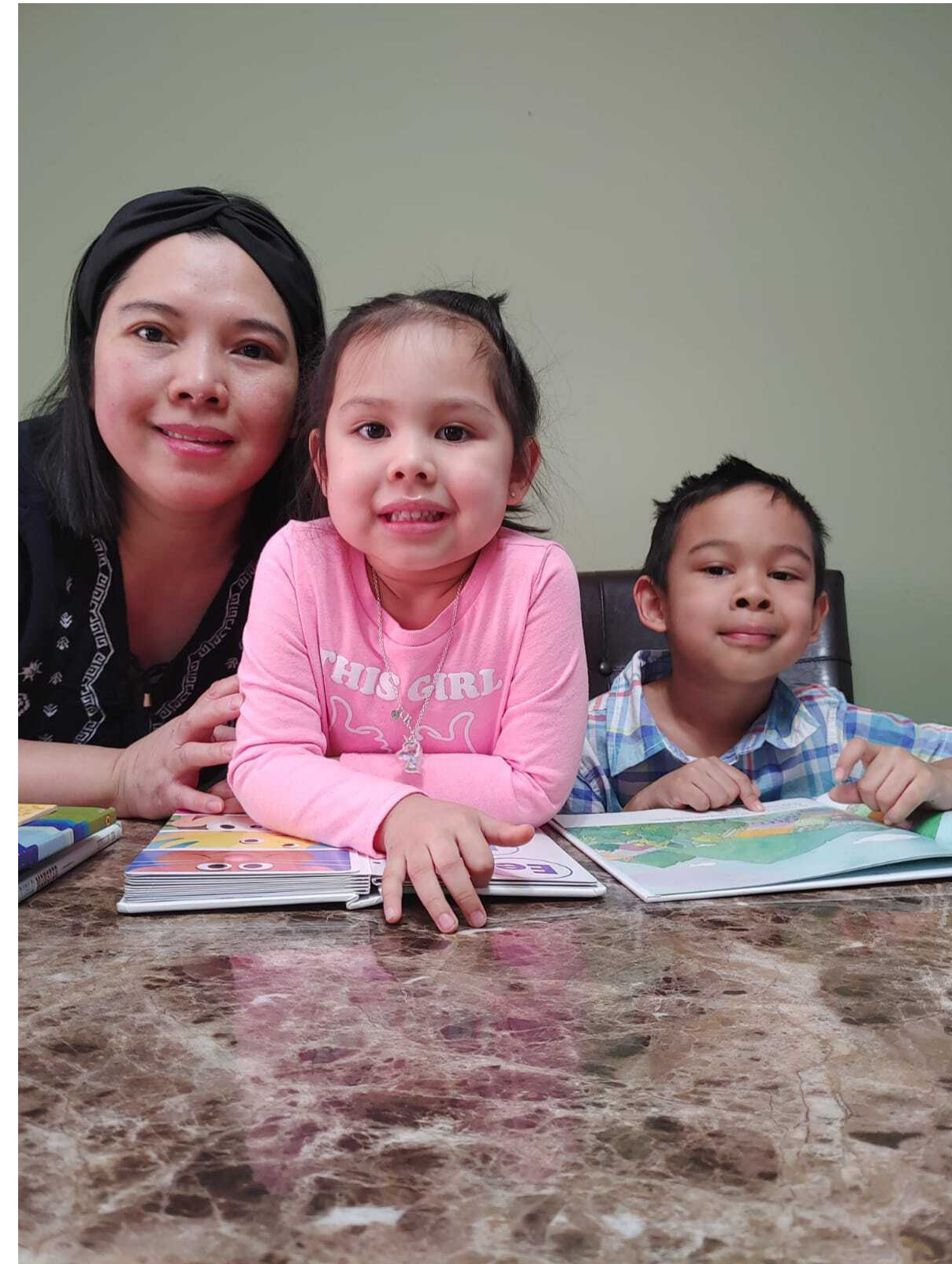
HIPPY is now delivered at 38 sites from coast to coast to coast. The HIPPY programs are operated by organizations serving newcomers and refugees, by Indigenous Social Purpose Organizations (SPOs), and by First Nations communities. The MMC currently supports 1,144 parents (mostly mothers) and their children.

This program has transformed more than 60,000 lives in Canada.

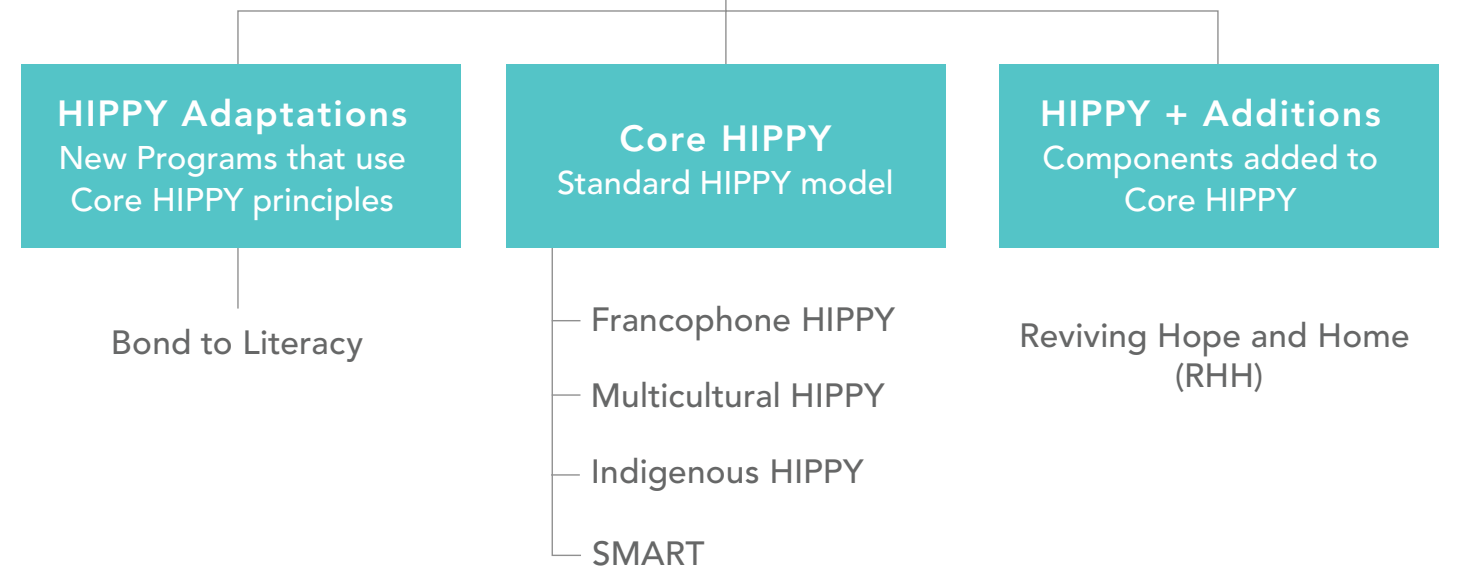
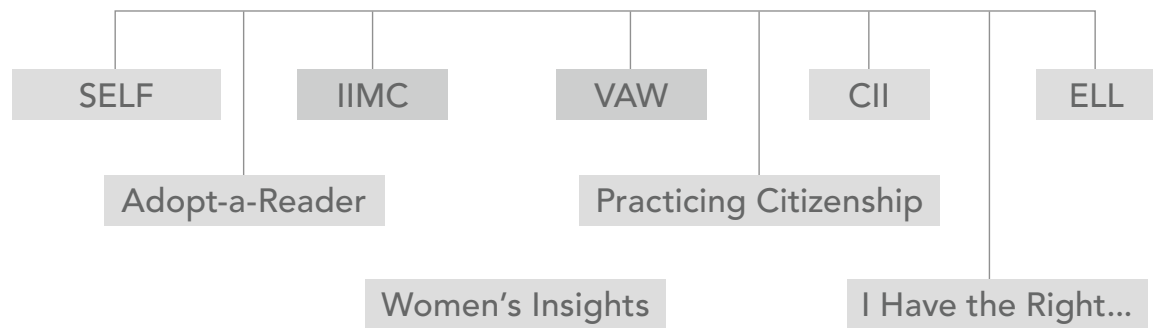
In addition to core HIPPY, the MMC develops other programs based on the unique mother-to-mother approach. These include programs that use the core HIPPY model but have added elements for increased efficacy in other contexts, and new programs based on core HIPPY principles.

The MMC also innovates new programs that are unique to HIPPY but still serve socially isolated and economically vulnerable mothers and their children across Canada.

*(See Appendix B: Our Programs for the MMC's full program menu.)*







# HIPPY Program Locations



## 30 Multicultural HIPPY Sites

1. Immigration Services of British Columbia, Vancouver, BC
2. Central Vancouver Island Multicultural Society, Nanaimo, BC
3. Central Alberta Immigrant Women's Association (CAIWA), Red Deer, AB (2 sites)
4. Calgary Immigrant Women's Association (CIWA), Calgary, AB
5. SPEC Association for Families and Children, Brooks, AB
6. Somali Canadian Women and Children Association, Edmonton, AB
7. Portail de L'Immigrant Association (PIA), Calgary, AB
8. Lethbridge Family Services, Lethbridge AB
9. Saskatoon Open Door Society, Saskatoon, SK
10. Regina Immigrant Women Centre, Regina, SK
11. Service d'accueil et d'inclusion francophone - SK (SAIF-SK), Regina, SK
12. Mosaic, Winnipeg, MB
13. Federation des parents de la francophonie manitobaine (FPFM, MB)
14. Regional Connections Immigrant Services, Winkler, MB
15. Eastman Immigration Services, Steinbach, MB
16. Neepawa Settlement Services, Neepawa, MB
17. Working Women Community Centre, Toronto, ON (5 sites)
18. HIPPY, Halton, ON
19. Vanier Community Service Centre, Ottawa, ON (2 sites)
20. NWT Literacy Council, Yellowknife, NT
21. Immigrant and Refugee Services Association, Charlottetown, PEI
22. Immigrant Services Association of Nova Scotia (ISANS), Halifax, NS
23. YMCA of Greater Halifax/Dartmouth, Halifax, NS
24. Association for New Canadians, Saint John's, NL

## 4 Indigenous HIPPY Sites

1. Vancouver Aboriginal Friendship Centre, Vancouver, BC
2. Tsleil-Waututh Nation, North Vancouver, BC
3. Squamish Nation, North Vancouver, BC (2 sites)
4. NIL TU,O Child and Family Services, Saanichton, BC

## 4 Other HIPPY Programs (SELF)

1. YWCA Metro Vancouver, Vancouver, BC
2. SOFIA House, Regina, SK
3. YWCA Hamilton, Hamilton, ON
4. Iris Kirby House, St John's, NL

# Other Programs Locations



## 6 SMART Programs

1. Immigration Services of British Columbia, Vancouver, BC
2. Vancouver Aboriginal Friendship Centre, Vancouver, BC
3. Tsleil-Waututh Nation, North Vancouver, BC
4. Squamish Nation, North Vancouver, BC (2 sites)
5. NIL TU,O Child and Family Services, Saanichton, BC
6. HIPPY, Halton, ON

## 4 Bond to Literacy Programs

1. DIVERSEcity, Surrey, BC
2. Langley Community Services, Langley, BC
3. Red Deer Native Friendship Society, Red Deer, AB
4. Saskatoon Open Door Society, Saskatoon, SK

## 2 FLIP Pilot Programs

1. Saskatoon Open Door Society, Saskatoon, SK
2. Regina Open Door Society, Regina, SK



# An Assessment of the MMC's Environment

Assessment



# Summary of the Strategic Planning Process

The MMC engaged in a comprehensive and informative strategic planning process led by the Strategy Committee of the Board of Directors. This included having several planning sessions for staff and Board with outside experts, including:

- SuccessMap Inc.
- Bruce MacDonald, CEO, Imagine Canada
- Susan McIsaac, CEO, Right to Play
- David LePage, Managing Partner of Buy Social Canada
- Tania Little, Director of Development and Partnership for Food Banks Canada
- Stephanie Kirkland (ADM, PSPC, the MMC Board Member)
- D5coalition.org presentation to the MMC on Advancing Diversity, Equity, and Inclusion

SuccessMap completed 22 in-depth interviews with Board, Staff, and stakeholders and facilitated a staff input session. Meetings were facilitated with the CEO, the planning committee, and the Senior Director (Performance Management & Evaluation). The Board participated in a two-day Board of Directors Retreat to review and discuss the proposed vision, mission, values, and overarching goals.

This strategic plan was developed on the basis of the following: (i) a review of research papers and past strategic documents, (ii) an environmental scan (see Appendix C: STEP Analysis), (iii) stakeholder interviews (see: Appendix D: Organizational Analysis), (iv) a collaborator and competitive analysis (see Appendix E: Collaborative Environment and Appendix F: Competitive Environment), (v) documents related to program and performance management, and (vi) models related to program logic. Included in the research papers were:

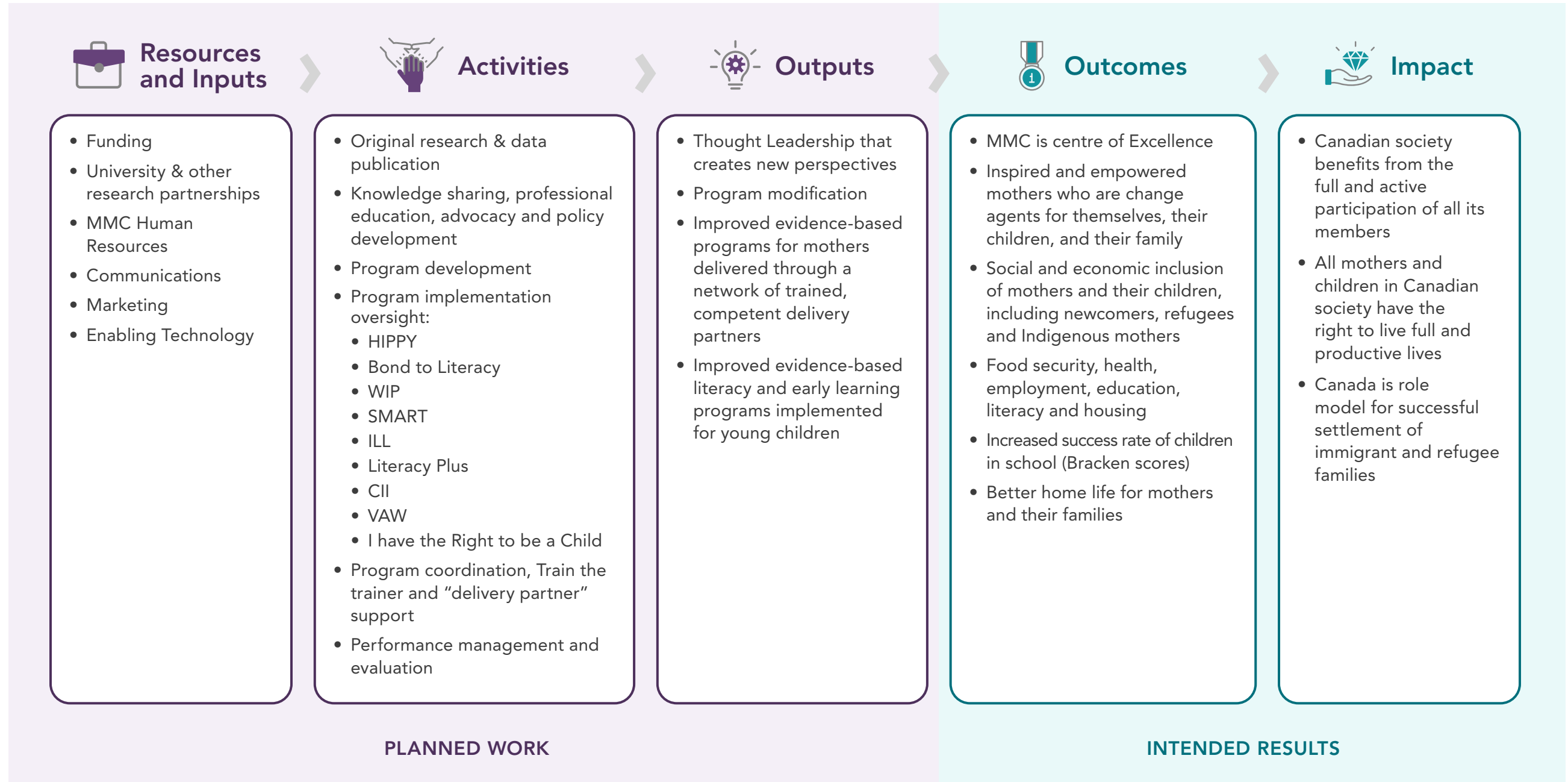
- *Resetting Normal: Funding a Thriving Women's Sector*, Co-Authors: The Canadian Women's Foundation, Ontario Non-profit Network, Canadian Centre for Policy Alternatives, and Kathleen Lahey
- *Written Submission for the Pre-Budget Consultations in Advance of the 2021 Federal Budget*, submitted by Imagine Canada
- *Unraveling: Non-profits, COVID-19, and the Fabric of BC Communities*, Co-Authors: Vantage Point, the Vancouver Foundation, and the Victoria Foundation
- *Sector Monitor: On-going Effects of the COVID-19 Pandemic*, Imagine Canada, David Lasby, Director, Research

SuccessMap also used a number of resources to guide the strategic planning process, including a list of key terms (see Appendix G), the SuccessMap Sustainability House (see Appendix H), and the SuccessMap Relevance and Impact Planning chart (see Appendix I).





# Our Services & Impact



Together with our network of dedicated community partners, Mothers Matter provides specialized services to economically vulnerable and isolated mothers including newcomers, refugees, indigenous and others. We create an environment of acceptance, encouragement, and learning. Together we support mothers to develop the knowledge and capacity to become confident parents, engaged citizens, and to control their destiny.

# MMC's "Strategic Sweet Spot"



## Expectations of Socially Isolated, Economically Vulnerable Mothers and their Families

- Opportunities to learn new skills
- Opportunities to socialize and connect with community
- Children succeed in school
- Employment and economic improvement
- Meaningful experiences
- Family-focused



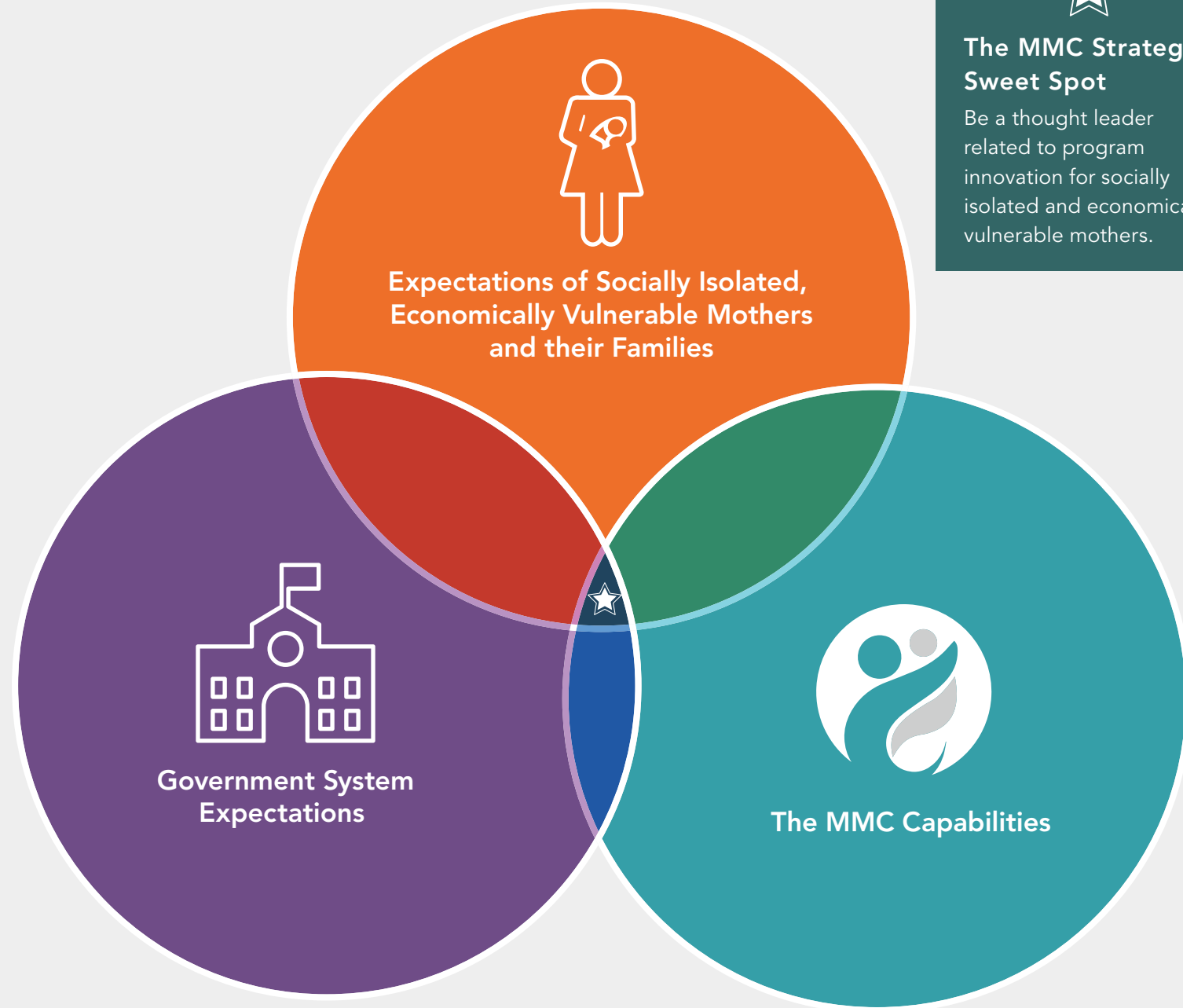
## Government System Expectations

- Canada is leader in immigration programs
- Canadian government has placed women and gender equality as a high priority
- Federal government has place
- Improve social and economic outcomes of socially isolated and economically vulnerable individuals
- Share data to inform government policy and investment
- Programming efficiency (doing more with less)



## MMC Capabilities

- Thought Leader promoting the inclusion of economically vulnerable and socially isolated mothers and their children
- Leader in performance measurement and evaluation
- Forward thinking
- High standards and quality programs
- Caring and compassion
- Innovative problem solving
- Cost efficiency
- Accountability, impact and outcomes



## The MMC Strategic Sweet Spot

Be a thought leader related to program innovation for socially isolated and economically vulnerable mothers.



**The Mothers Matter  
Centre's  
Move Forward Strategy**

Strategy

# Five Overarching Goals



1

## Research & Thought Leadership

The MMC is a world-class thought leader that promotes the socially isolated and economic inclusion of economically vulnerable and isolated mothers and their children.

2

## Programming Leadership

Together with community and academic partners, the MMC develops, supports, and innovates evidence-based programming for socially isolated, economically vulnerable mothers and their children.

3

## Brand Renewal

The the MMC brand demonstrates strong impact and awareness as a national organization.

4

## Sustainable Funding

The MMC continues to be highly regarded and financially supported by funders and sponsors.

5

## Organizational Capacity

The MMC builds human resource capacity to grow programs and deliver strategic plan outcomes.

# Strategic Plan At-a-Glance

## Leading the Way

# 1

## Research and Thought Leadership

The MMC is a world class thought leader that promotes the inclusion of socially isolated and economically vulnerable mothers and their children.

- **OBJECTIVE 1.1:** The MMC National Office creates a Centre of Excellence that generates new research, knowledge, and best practices to promote the social and economic inclusion of isolated, economically vulnerable mothers and their children. (See: *Appendix J: MMC Goals for Research and Thought Leadership.*)
- **OBJECTIVE 1.2:** The MMC creates research partnerships (with universities or private firms) to quantify social return on investment of programs.
- **OBJECTIVE 1.3:** The MMC is a leader in implementing meaningful performance management program and evaluation.
- **OBJECTIVE 1.4:** The MMC develops a strong public profile and strengthens advocacy regarding issues of socially isolated and economically vulnerable mothers and their families.

# 2

## Programming Leadership

Together with community and academic partners, the MMC develops, supports, and innovates evidence-based programming for socially isolated, economically vulnerable mothers and their children.

- **OBJECTIVE 2.1:** The MMC develops and oversees the successful implementation of relevant, innovative, and high-quality programming.
- **OBJECTIVE 2.2:** Cultivate a reliable and highly effective network of community partners to deliver programs across Canada.
- **OBJECTIVE 2.3:** Build a hybrid program delivery strategy that incorporates lessons learned in COVID19.
- **OBJECTIVE 2.4:** The MMC provides high quality professional development for delivery partner staff.

# 3

## Brand Renewal

The MMC brand demonstrates strong impact and awareness as a national organization.

- **OBJECTIVE 3.1:** Rebrand the Mothers Matter Centre to “Mothers Matter Canada”.
- **OBJECTIVE 3.2:** Implement a digital marketing program with funders and partners.
- **OBJECTIVE 3.3:** Leverage corporate and community partnerships to increase brand awareness.



# 4

## Sustainable Funding

The MMC continues to be highly regarded and financially supported by funders and sponsors.

- **OBJECTIVE 4.1:** Implement a strategic fundraising program.
- **OBJECTIVE 4.2:** Build operational and capital reserves.
- **OBJECTIVE 4.3:** Increase number of revenue streams.

# 5

## Organizational Capacity

The MMC builds human resource capacity to grow programs and deliver strategic plan outcomes.

- **OBJECTIVE 5.1:** Increase staff to meet program expansion goals.
- **OBJECTIVE 5.2:** Update Board Governance and Board Succession Plan.
- **OBJECTIVE 5.3:** Update technology systems.
- **OBJECTIVE 5.4:** Oversee the successful implementation of the MMC Strategic Plan.





## Objectives, Strategies & Key Performance Indicators

### GOAL 1

# Research & Thought Leadership

The MMC is a world-class thought leader that promotes the social and economic inclusion of socially isolated and economically vulnerable mothers and their children.

#### OBJECTIVE 1.1

The MMC National Office creates a Centre of Excellence that generates new research, knowledge, and good practices to promote the social and economic inclusion of isolated, economically vulnerable mothers and their children.

#### STRATEGIES

- Develop the framework for a the MMC “PAR Centre of Excellence”
- Create the MMC HR structure and partnerships to enable implementation
- Centre of Excellence is rooted in PAR/Action research

#### SHORT TERM (1-2 YEARS)

- Publish results
- Disseminate publications to other stakeholders and wider public
- Identify and secure an academic home-base for the Centre (possible funding could be secured by having an academic institution that can identify the necessary funding)
- Establish a framework, including goals and objectives
- Determine and reach out to partners
- Establish research priorities
- Establish steering committee/academic advisory (incl. TOR)
- Update technology and systems to streamline findings and capture all relevant data
- Establish a policy for advocacy to ensure the findings reach decision-makers
- Request support from federal government for Centre for Excellence

**MEDIUM TERM (2-3 YEARS)**

- Publish results
- Disseminate publications to other stakeholders and wider public
- Establish systems for a Research Office (computers, webpage, social media, office space, etc.)
- Commission the MMC-led research on identified priorities
  - Intersectionality of women poverty
  - Child outcomes
- Work with academic partners and other stakeholders (e.g., other SPOs, think tanks, research institutes) on research
- Start a publishing mandate/clearing house on women, vulnerability, intersectionality, etc.
- Ensure the MMC staff is involved in the policy tables at all three levels of government
- Secure Academic Research Lead

**LONG TERM (5 YEARS)**

- Publish results
- Disseminate publications to other stakeholders and wider public
- Secure Research Chair at a University

**KPIs**

- Research advisory body is in place by end of 2022
- Research priorities are clearly defined
- Centre of Excellence recognized by federal government
- Mothers are active participants in the design, implementation, analysis, and publication wherever possible
- Strategy for change attached to research the MMC demonstrates operational excellence in research and data gathering
- Staff and partners are trained in technology and consistently use systems to input and share data

**LEAD**

- CEO and Director of Research and Advocacy

**PARTNER(S)**

- Academic institutions, non-profit and private research organizations
- Conference Board of Canada National and International Think Tanks





**OBJECTIVE 1.2**

The MMC creates research partnerships (with universities or private firms) to quantify social return on investment of programs.

**STRATEGY**

- Quantify long-term government return on investment for supporting economically vulnerable and socially isolated mothers and their children

**SHORT TERM (1-2 YEARS)**

- Explore potential partnership opportunities to study return on investment for individual programs
- Initiate ROI research (on the inclusion of vulnerable women)
  - Identify partner
  - Secure funding
  - Defining the research

**MEDIUM TERM (2-3 YEARS)**

- Secure funding for an ROI

**LONG TERM (5 YEARS)**

- ROI Study

**KPIs**

- Research analytics firm hired when resources permit
- Criteria for partnerships is clearly documented
- Academic partnerships are effectively managed
- Banks and other stakeholders are satisfied the MMC with partnerships

**LEAD**

- Director of Research

**PARTNER(S)**

- Research analytics consultant





**OBJECTIVE 1.3**

**The MMC is a leader in implementing meaningful performance management program and evaluation.**

**STRATEGY**

- The MMC continues to show non-profit industry leadership in program performance measurement and evaluation

**SHORT TERM (1-2 YEARS)**

- Disseminate lessons learned from performance management data to improve the MMC and other SPOs’ programming
- Review and revise PMP for multicultural HIPPY sites to ensure our system is reflective and meet the needs to HIPPY Program partners and families served.
- Conduct multi-year, and pre/post COVID HIPPY program analysis.
- Define other data analysis criteria to help further the MMC’s mission, define programming needs, research potential, etc.
- Set up PMP system for new program innovations (e.g. WIP, VAW, IRCC SDI)
- Hire Data Analyst Consultant to assist in deepening the analysis of and extract knowledge from existing performance management data

**MEDIUM TERM (2-3 YEARS)**

- Disseminate lessons learned from performance management data to improve the MMC and other SPOs’ programming
- Hire consultant to assist in deepening the analysis of and extract knowledge from existing performance management data
- Continue to refine and identify data analysis criteria to help further the MMC’s mission, define programming needs, and potential research.
- Identify and partner with other organizations who have strong PM programs.
- Hire Performance Management Coordinator to support the MMC sites in the use of ETO/ performance management

**LONG TERM (5 YEARS)**

- Disseminate lessons learned from performance management data to improve the MMC and other SPOs’ programming
- Engage consultant in ongoing analysis of and extract knowledge from existing performance management data

**KPIs**

- Program enhancements and new program opportunities emerge out of program measurements and evaluation
- The MMC continues to be highly respected for its performance measurement processes
- Data analytics feed into the MMC Research

**LEAD**

- Senior Director Performance Management and Evaluation

**PARTNER(S)**

- Research analytics consultant



**OBJECTIVE 1.4**

The MMC develops a strong public profile and strengthens advocacy regarding issues of socially isolated and economically vulnerable mothers and their families.

**STRATEGY**

- Analyze key data, trends, and emerging insights through Centre of Excellence model (*depends on the formation of the Centre of Excellence*)

**SHORT TERM (1-2 YEARS)**

- Investigate all current policy institutes that may be possible the MMC allies
- Collaborate with existing policy institutes – findings can be used to inform existing and future policies
- Attend policy conferences
- Secure Advocacy and Lobby Consultant

**MEDIUM TERM (2-3 YEARS)**

- Participate regularly at policy tables
- Promote learnings from the MMC programs and evaluations to other stakeholders and greater public
- Leverage knowledge gained from the MMC program and evaluations to advocate for policy changes

**LONG TERM (5 YRS.)**

- Participate regularly at policy tables
- Promote learnings from the MMC programs and evaluations to other stakeholders and greater public
- Leverage knowledge gained from the MMC program and evaluations to advocate for policy changes
- Becomes an organization actively lobbying for policy change/influence

**KPIs**

- The MMC is viewed as thought leader through capturing new evidence-based data, trends, and insights by end of 2025
- The MMC develops new programs in response to emerging data
- The MMC generates relevant and meaningful data to inform government decision-making and meet the expectations of stakeholders by end of 2025

**LEAD**

- Director of Research and Advocacy

**PARTNER(S)**

- Federal Government
- Other Community Partners

**STRATEGY**

- Highlight the MMC's research focus in the MMC newsletter/special bulletins

**SHORT TERM (1-2 YRS.)**

- Include research in every newsletter and headline bulletin
- The MMC hosts annual research briefing with federal government partners
- The MMC hosts quarterly research symposiums with program delivery partners
- The MMC hosts annual research conference

**MEDIUM TERM (2-3 YRS.)**

- Include research in every newsletter and headline bulletin
- The MMC hosts annual research briefing with federal government partners
- The MMC hosts quarterly research symposiums with program delivery partners
- The MMC hosts annual research conference



**LONG TERM (5 YRS.)**

- Include research in every newsletter and bulletin
- The MMC hosts annual research briefing with federal government partners
- The MMC hosts quarterly research symposiums with program delivery partners
- The MMC hosts annual research conference
- The MMC sets stage for publishing a digital journal after 2025

**KPIs**

- The MMC newsletter reflects research and thought leadership as priority area
- The MMC research is featured in external research and policy newsletters

**LEAD**

- Director of Research and Advocacy

**PARTNER(S)**

- TBD

**STRATEGIES**

- Become a resource for the media
- Develop a Speakers Bureau of women with lived experience

**SHORT TERM (1-2 YRS.)**

- Investigate channels for becoming involved in Speakers Bureaus
- Collaborate with sites, HVs, and mothers to identify and train 10-12 mothers as speakers on migration, forced migration, poverty, isolation, settlement, etc.
- Promote the Speakers Bureau amongst media networks

**MEDIUM TERM (2-3 YRS.)**

- Investigate channels for becoming involved in Speakers Bureaus
- Collaborate with sites, HVs, and mothers to identify and train 10-12 mothers as speakers on migration, forced migration, poverty, isolation, settlement, etc.
- Promote the Speakers Bureau amongst media networks

**LONG TERM (5 YRS.)**

- Investigate channels for becoming involved in Speakers Bureaus
- Collaborate with sites, HVs, and mothers to identify and train 10-12 mothers as speakers on migration, forced migration, poverty, isolation, settlement, etc.
- Promote the Speakers Bureau amongst media networks

**KPIs**

- The MMC is viewed as an expert in developing the capacity of home visitors and mothers to speak on issues

**LEAD**

- Communications Manager





## Objectives, Strategies & Key Performance Indicators

### GOAL 2

# Programming Leadership

Together with community and academic partners, the MMC develops, supports, and innovates evidence-based programming for isolated, economically vulnerable mothers and their children.

#### OBJECTIVE 2.1

The MMC develops and oversees the successful implementation of relevant, innovative, and high-quality programming.

#### STRATEGY

- Focus on expanding the HIPPY program as a core program of the MMC to 13 new HIPPY sites by 2025/1500-2000 mothers per year (Multicultural – English)

#### SHORT TERM (1-2 YRS.)

- Develop a HIPPY expansion task force
- Increase by 3 new sites every 2 years
- Develop outreach materials on the HIPPY program, outcomes, start-up process, etc.)
- Target partner recruitment/outreach (i.e., leverage the network of current program delivery partners; regional/ provincial settlement networks; IRCC outreach; and staff joins relevant working groups)
- Outreach to SPOs in settlement sector and SPOs outside settlement sector (i.e., develop mass outreach strategy with focus on building awareness of the MMC brand, HIPPY, and the Home Visitor model)
- Develop a volunteer Resource Development committee strategy with job descriptions

#### MEDIUM TERM (2-3 YRS.)

- Maintain the HIPPY expansion task force
- Increase by 5 new sites every 2 years
- Continue to implement the SPO sector outreach strategy
- Target partner recruitment/outreach (i.e., leverage the network of current program delivery partners; regional/ provincial settlement networks; IRCC outreach; and staff joins relevant working groups)
- Prepare for the MMC 2025 IRCC Call for Proposals
- Promote IRCC call for proposal with current and prospective partners
- Provide SPO partners with template for IRCC funding applications
- Secure Coordinator of Multicultural Programming

**LONG TERM (5 YRS.)**

- Maintain the HIPPY expansion task force
- Increase by 5 new sites every 2 years
- Continue to implement the SPO sector outreach strategy
- Target partner recruitment/outreach (i.e., leverage the network of current program delivery partners; regional/ provincial settlement networks; IRCC outreach; and staff joins relevant working groups)

**KPIs**

- 13 new HIPPY sites
- Program delivery is adjusted as a result of continual evaluation
- Serve between 1500-2000 mothers per year
- The MMC grows community partner network by 30% (13 new sites) by 2025
- HIPPY International Task Force is set up with 2-year mandate to review program enhancements (with staff support)
- Resources are proportionally allocated to programs based on priority as determined by a variety of intersecting factors, including:
  - Program size
  - Amount of funding raised
  - Revenue generated for the MMC
  - Deliverables/outcomes
  - Community need
  - Organizational mission and vision
- Program modifications are successfully implemented as per performance measures
- Training for Home Visitors is customized for each delivery partner
- Leverage Home Visitor model to identify needs and build holistic programming

**LEAD**

- Senior Director of Multicultural Programming

**PARTNER(S)**

- Community Delivery Partners

**STRATEGIES**

- Focus on expanding the HIPPY program as a core program to 7 sites (Multicultural – French)
- Provide high-quality, consistent support and a comprehensive settlement pathway to Francophone newcomers

**SHORT TERM (1-2 YRS.)**

- Increase French HIPPY sites by 3
- Liaise and collaborate with francophone service providers to promote the MMC French programs
- Continue to explore additional funding partners
- Oversee translation of HIPPY material to French, including high quality parent-child curricula, pre-service, in-service and PDP training
- Promote delivery of French program at existing HIPPY sites
- Secure a full time Manager of French programs for the Linking the Divided service delivery improvement program
- Launch Linking the Divided service delivery improvement program

**MEDIUM TERM (2-3 YRS.)**

- Increase French HIPPY sites by 2
- Liaise and collaborate with francophone service providers to promote the MMC French programs
- Continue to explore additional funding partners





**LONG TERM (5 YRS.)**

- Increase French HIPPY sites by 2
- Liaise and collaborate with francophone service providers to promote the MMC French programs
- Continue to explore additional funding partners
- Create and sustain social media presence and event participation to network or to present our programs

**KPIs**

- 7 sites
- Develop a network of Francophone settlement organizations
- Develop new HIPPY sites in Francophone communities based on IRCC CA.:
  - 25 HVs+ 290 Parents by year 4
  - 50 HVs+580 Parents by year 5

**LEAD**

- Director of French Programs

**PARTNER(S)**

- Réseaux de l'immigration francophone; Société santé en français; HIPPY Ottawa; School Boards, Women's associations, SAIF, FPFM, PIA

**STRATEGIES**

- Determine the appropriate delivery mechanism or governance structure for Indigenous HIPPY in Canada (IHC)
- Support existing IHC program sites
- Expand IHC to new communities

**SHORT TERM (1-2 YRS.)**

- Hire FTE IHC Director
- Explore partnership with British Columbia Aboriginal Child Care Society (BCACCS)

**MEDIUM TERM (2-3 YRS.)**

- Start transition of IHC to an Indigenous organization, putting in place all necessary legal agreements

**LONG TERM (5 YRS.)**

- Complete transition of IHC to an Indigenous organization

**STRATEGY**

- Innovate Programming related to:
  - Holistic support for socially isolated and economically vulnerable mothers (e.g., mothers who do not meet federal government criteria)

**SHORT TERM (1-2 YRS.)**

- Identify areas to design programs to address the barriers preventing isolated women from full inclusion in Canadian society, including the intersectionality of these needs
- Take stock of ETO data to map areas where vulnerable and isolated mothers require most support, and develop programs to address those areas
- Monitor data generated by other organizations (e.g., the Canadian Women's Foundation, Vanier Institute of the Family, etc.)
- Explore possible innovation areas by:
  - expanding delivery partners (e.g., transitional shelters and half-way houses)
  - broadening age group (e.g., children in care, prenatal mothers, and school age children)
  - expanding context (e.g., food security, financial literacy, and health and wellbeing)
- Replicate existing innovative projects (WIP, VAW, HIPPY Plus) well, and effectively document learning (i.e., promote successful pilot projects and advocate for scale up/mainstreaming)
- Engage mothers from the Women's Insight Project in the research design of interventions that address their multiple barriers with a focus on wraparound services
- Look for presentation opportunities to promote innovative projects and their results
- Identify funders and program delivery partners
- Build flexibility to engage program partners in designing innovative projects
- Promote SMART and advocate to scale SMART up with IRCC



**MEDIUM TERM (2-3 YRS.)**

- Develop/implement programs (3 new innovations)
- Replicate at least two of existing innovative programs (e.g., Reviving Hope and Home and Violence Against Women)
- Take stock of ETO data to map areas where vulnerable and isolated mothers require most support, and develop programs to address those
- Monitor data generated by other organizations (e.g., the Canadian Women's Foundation, Vanier Institute of the Family, etc.)
- Explore possible innovation areas by:
  - expanding delivery partners (e.g., transitional shelters and half-way houses)
  - broadening age group (e.g., children in care, prenatal mothers, and school age children)
  - expanding context (e.g., food security, financial literacy, and health and wellbeing)
- Replicate existing innovative projects (WIP, VAW, HIPPY Plus) well, and effectively document learning (i.e., promote successful pilot projects and advocate for scale up/ mainstreaming)
- Engage mothers from the Women's Insight Project in the research design of interventions that address their multiple barriers with a focus on wraparound services.
- Look for presentation opportunities to promote innovative projects and their results
- Identify funders and program delivery partners
- Build flexibility to engage program partners in designing innovative projects
- Adapt SMART to have Canadian books and aligned activity cards
- Adapt SMART to include some Indigenous curriculum
- Synthesize knowledge products and advocacy materials from the learning of innovative programming

**LONG TERM (5 YRS.)**

- Evaluate, develop best practices, and share learnings from 3-5 innovation projects
- Take stock of ETO data to map areas where vulnerable and isolated mothers require most support, and develop programs to address those
- Monitor data generated by other organizations (e.g., the Canadian Women's Foundation, Vanier Institute of the Family, etc.)
- Explore possible innovation areas by:
  - expanding delivery partners (e.g., transitional shelters and half-way houses)
  - broadening age group (e.g., children in care, prenatal mothers, and school age children)
  - expanding context (e.g., food security, financial literacy, and health and wellbeing)
- Replicate existing innovative projects (WIP, VAW, HIPPY Plus) well, and effectively document learning (i.e., promote successful pilot projects and advocate for scale up/ mainstreaming)
- Engage mothers from the Women's Insight Project in the research design of interventions that address their multiple barriers with a focus on wraparound services.
- Look for presentation opportunities to promote innovative projects and their results.
- Identify funders and program delivery partners
- Build flexibility to engage program partners in designing innovative projects

**KPIs**

- 3 new innovations
- 2 existing innovations replicated
- Program delivery is successful and effective as per performance measures
- New partnerships in place with social networks and organizations that facilitate full and active inclusion and engagement in Canadian society
- The MMC is meeting needs of mothers as per feedback, surveys, and performance measures
- Programs are recognized by the mothers, the federal government, and other funders as being progressive and effective
- Increased outreach to First Nations, French language, and multicultural communities

**LEAD**

- TBD

**PARTNER(S)**

- All managers and Supervisors
- Employers and Community Partners
- Technology partners TBD

**OBJECTIVE 2.2****Cultivate a reliable and highly effective network of community partners to deliver programs across Canada.****STRATEGY**

- Provide comprehensive support from the MMC to existing community delivery partners across Canada

**SHORT TERM (1-2 YRS.)**

- Ensure program delivery meets the targets that were specified in IRCC agreement (i.e., Track IRCC activities quarterly and adjust programming as required)
- Review ETO data at least annually (i.e., capture the MMC to site efforts by ETO; and monitor data trends and adjust programming accordingly)
- Enhance capacities of HIPPY site (i.e., Strengthen site's connection with hosting agency via meetings with management, coordinators and Home Visitors; Referral to additional the MMC projects and programs; Develop mentorship program for coordinators; Develop a system for resource sharing among coordinators; and Track English learning for Home Visitors)

**MEDIUM TERM (2-3 YRS.)**

- Ensure program delivery meets the targets that were specified in IRCC agreement
- Review ETO data at least annually (i.e., capture the MMC to site efforts by ETO; and monitor data trends and adjust programming accordingly)
- Enhance capacities of HIPPY site (i.e., Launch mentorship program for coordinators; develop organizational development (OD) services for sites; Soft Launch OD services)

**LONG TERM (5 YRS.)**

- Ensure program delivery meets the targets that were specified in IRCC agreement
- Review ETO data at least annually (i.e., capture the MMC to site efforts by ETO; and monitor data trends and adjust programming accordingly)

**STRATEGY**

- The MMC cultivates alliances with similarly oriented networks across the country

**SHORT TERM (1-2 YRS.)**

- Participate in networks with like-minded organizations
- Participate in networks/working groups that address innovative thematic areas (VAW, SDGs, Women Rights)
- Participate in coalitions/alliances (regional and national) – through a strong presence established through advocacy and comms sections.
- Share recommendations based on its program experiences with key policy makers and funders.
- Explore new partnerships and program delivery partners

**MEDIUM TERM (2-3 YRS.)**

- Participate in networks with like-minded organizations
- Participate in coalitions/alliances (regional and national) – through a strong presence established through advocacy and comms sections.
- Share recommendations based on its program experiences with key policy makers and funders.
- Explore new partnerships and program delivery partners

**LONG TERM (5 YRS.)**

- Participate in networks with like-minded organizations
- Act in leadership position on at least two coalitions/alliances (regional and national) — through a strong presence established through advocacy and comms sections.
- Share recommendations based on its program experiences with key policy makers and funders.
- Explore new partnerships and program delivery partners

**KPIs**

- March or April (rather than in the early fall when all the programs start up)
- Adequate opportunities are provided for connections with other sites, as well as sharing of data and best practices (as per surveys)
- The MMC provides strong advocacy to ensure needs of delivery partners are met (as per surveys)

**OBJECTIVE 2.3**

**Build a hybrid program delivery strategy that incorporates lessons learned in COVID-19.**

**STRATEGY**

- Strategy for hybrid (in-person/virtual) HIPPY and other program delivery is fine-tuned and scaled up

**SHORT TERM (1-2 YRS.)**

- Build a hybrid HIPPY task force (6 coordinators)
- Assess current hybrid program delivery
- Provide recommendations for hybrid HIPPY
- Test, evaluate, and implement the HIPPY 3.0 virtual curriculum and participant satisfaction
- Design and provide digital literacy training for the MMC staff, partner sites, and families in the program
- Secure Digital Literacy Consultant

**MEDIUM TERM (2-3 YRS.)**

- Explore a nationwide implementation if HIPPY 3.0
- Regularize a hybrid HIPPY and other program approaches within the MMC
- Ensure the use and availability of state-of-the-art technology for the MMC staff, partner sites, and families in the program

**LONG TERM (5 YRS.)**

- Continue to evolve hybrid delivery

**KPIs**

- Balance between in-person and remote or on-line delivery is determined
- Role of on-line curriculum and program materials (i.e., eHIPPY) and relationship with HIPPY International is determined
- Implications for funding are identified and managed

**LEAD**

- Director of Multicultural Programs

**PARTNER(S)**

- Community Partners





**OBJECTIVE 2.4****The MMC Provides High Quality Professional Development for Delivery Partner Staff.****STRATEGY**

- Build the knowledge and skills of mothers, Home Visitors, and Coordinators through an interactive, accredited Professional Development Program

**SHORT TERM (1-2 YRS.)**

- Develop partnership with Red River College (RRC) to design, deliver, and host (on RRC LMS) 3-5 of the MMC's Home Visitor PD program
- The MMC delivers supplementary PD training
- Initiate specific programs to meet the needs of mothers and children in a post-COVID era (e.g., mental health, pre-Home Visitor training program, importance of play)
- The MMC and RRC capture accurate data on Home Visitor participation and successful completion of PD program
- The MMC delivers 4 core Home Visitor training programs and Coordinator training programs

**MEDIUM TERM (2-3 YRS.)**

- RCC or other institution delivers and hosts (on RCC or other institution LMS) all the MMC's Home Visitor PD program
- The MMC delivers supplementary PD training
- The MMC and RCC or other institution deliver PD programs in French

**LONG TERM (5 YRS.)**

- RCC or other institution delivers and hosts (on RCC or other institution LMS) all the MMC's Home Visitor PD program
- The MMC delivers supplementary PD training
- The MMC and RCC or other institution deliver PD programs in French
- RCC or other institution and the MMC deliver a revenue-based, national Home Visitors training program
- Negotiate a system to accredit all the MMC/RRC HV training programs

**KPIs**

- Graduates of the PD program receive national accreditation/certification
- Delivered on state-of-the-art LMS
- Mothers are able to transition to Home Visitors
- Home Visitors have the skills and know-how to successfully find work that advances their living standards and aligns with their interests and passions
- Home Visitors are able to find meaningful work after HIPPY
- PD builds the capacity of Home Visitors to be successful in their roles
- The MMC builds a network of educational institutions and training organizations to support in delivering PD
- Home Visitors ladder in their careers and higher educational institutions
- The MMC evaluates the effectiveness and efficiency of PD every year through ETO

**LEAD**

- Director of PD

**PARTNER(S)**

- Red River College
- Minerva Foundation
- Canadian Mental Health Association

## Objectives, Strategies &amp; Key Performance Indicators

## GOAL 3

# Brand Renewal

The MMC brand demonstrates strong impact and awareness as a national organization

## OBJECTIVE 3.1

Rebrand the Mothers Matter Centre to “Mothers Matter Canada”.

## STRATEGIES

- Clarify the MMC national organization identity and create a corresponding brand and image
- Remain non-political, non-partisan

## SHORT TERM (1-2 YRS.)

- Secure a marketing firm on a consultant basis to support the MMC marketing efforts on an as-needed basis
- Bring more profile to the MMC as the mother organization/brand
  - Distinguish HIPPY as one of the MMC suite of programs
- Secure Ambassador/Spokesperson for the MMC
- Create attractive new national brand image and logo
  - Develop French brand image and logo
  - Update the MMC Website to reflect new brand image
  - Update the MMC signage
  - Review feasibility of doing a brand image launch event
- Involve the MMC partners in awareness campaign
- Increase media awareness
- Develop materials for promoting programs across Canada

## MEDIUM TERM (2-3 YRS.)

- Contract marketing firm on a consultant basis to support the MMC marketing efforts on an as-needed basis
- Bring more profile to the MMC as the mother organization
- Liaise with Ambassador/Spokesperson for the MMC
- Create video and promotional materials with new the brand

**LONG TERM (5 YRS.)**

- Contract marketing firm on a consultant basis to support the MMC marketing efforts on an as-needed basis
- Bring more profile to the MMC as the mother organization
- Liaise with Ambassador/Spokesperson for the MMC

**KPIs**

- The MMC has an excellent reputation across Canada and with all levels of government
- The MMC is known as:
  - Thought Leader and champion for promoting the social and economic inclusion of isolated, economically vulnerable mothers and their children
  - Promoter and overseer of good practice standards
  - Knowledge-transfer & Train-the-Trainer provider
  - Programming innovator
  - Advisor, facilitator, and supporter
- Increased media attention
- Public relations and government relations (increased as budgets permit)
- Increased provincial municipal relations
- Mothers who are recognized by the MMC awards are advocates for the MMC

**LEAD**

- Communications Manager

**PARTNER(S)**

- Outside Consultants as required

**OBJECTIVE 3.2**

**Implement a digital marketing program with funders and partners.**

**STRATEGIES**

- Social media strategy implemented to promote new image of the MMC and to share program impact research findings
- Robust, modern, high functioning the MMC website in place
- Enter the paid advertisement marketing campaigns (e.g., Plan, CARE, etc.)

**SHORT & MEDIUM TERM (1-3 YRS.)**

- Create a plan to make people generally aware of the MMC through paid social media ads over a 6-month period
- Continue organic growth of followers
- Continually upgrade of the website on a monthly
- Create a plan to make people generally aware of the MMC through paid social media ads over a 6-month period
- Continue organic growth of followers
- Continually upgrade of the website on a monthly basis

**LONG TERM (5 YRS.)**

- Create a plan to make people generally aware of the MMC through paid social media ads over a 6-month period
- Continue organic growth of followers
- Continually upgrade of the website on a monthly basis
- Produce paid commercials and posters

**KPIs**

- Increased website hits and analytics
- Increased social media activity
- Increased awareness across Canada about the MMC

**LEAD**

- Director of Operations

**PARTNER(S)**

- Technology or social media partner



**OBJECTIVE 3.3**

**Leverage corporate and community partnerships to increase brand awareness.**

**STRATEGY**

- Identify and meet with corporate and community partners that can assist with the MMC branding

**SHORT TERM (1-2 YRS.)**

- Engage in content marketing – People are attracted to us to see our content (e.g., the MMC has good short articles/videos, research bytes and quotes that are so good that everyone wants to share).
- Identify 5 influencers for collaboration
- Push the MMC content through external partners in exchange of services to increase social media profile (e.g., the yoga instructor, partner with library systems to promote parent facilitation guide/ book in exchange for raising the MMC profile)
- Develop the MMC network list and share research, new programs, ideas, etc. as information becomes available

**MEDIUM TERM (2-3 YRS.)**

- Engage in content marketing – People are attracted to us to see our content (e.g., the MMC has good short articles/videos, research bytes and quotes that are so good that everyone wants to share).
- Identify 5 influencers for collaboration

**LONG TERM (5 YRS.)**

- Engage in content marketing – People are attracted to us to see our content (e.g., the MMC has good short articles/videos, research bytes and quotes that are so good that everyone wants to share).
- Identify 5 influencers for collaboration

**KPIs**

- New corporate and community partnerships in place to increase brand awareness
- High-quality PowerPoint and/or video presentations are developed for use with corporate and community partners
- Corporation’s leverage the MMC relationship for corporate employee engagement and volunteering
- The MMC is positioned with corporations as adding value by developing a pool of immigrants coming through programs who can fill labour gaps

**LEAD**

- Communications Manager

**PARTNER(S)**

- TBD



## Objectives, Strategies &amp; Key Performance Indicators

## GOAL 4

# Sustainable Funding

The MMC continues to be highly regarded and financially supported by funders and sponsors.

## OBJECTIVE 4.1

Implement a strategic fundraising program.

## STRATEGY

- Continue to pursue government funding, foundation, and individual giving as core revenue streams with agreements that include sufficient overhead of 10-15%

## SHORT TERM (1-2 YRS.)

- Continue to follow and apply to government and foundation CFPs – on average 2-3/year
- Pursue extensive outreach to government funders prior to starting fundraising plan, including Health Canada and Agri-Food Canada
- Negotiate more flexible, long-term funding and 10-15% overhead fees with key funders

## MEDIUM TERM (2-3 YRS.)

- Continue to follow and apply to government and foundation CFPs – on average 2-3/year
- Negotiate more flexible, long-term funding and 10-15% overhead fees with key funders

## LONG TERM (5 YRS.)

- Continue to follow and apply to government and foundation CFPs – on average 2-3/year
- Negotiate more flexible, long-term funding and 10-15% overhead fees with key funders

## KPIs

- The MMC generates 60% of its income from government and foundations
- The MMC successfully advocates for more flexible, long-term funding models
- Funding success optimized by timing the MMC proposals and funding requests to align with government fiscal processes and election cycles
- The MMC is considered the partner of choice by the federal government
- 10% of MMC revenue is generated through admin fees

## LEAD

- CEO



**STRATEGY**

- Invest in a full-time Director of Development

**SHORT TERM (1-2 YRS.)**

- Secure funding for Director of Development
- Develop job description
- Recruit Director of Development

**KPIs**

- Adequate funding/foundation grants secured to hire Director of Development by March 2022
- New Director of Development hired by June 2022
- 30% of the MMC revenue is generated through Director of Development activities

**LEAD**

- CEO & Board Committee

**STRATEGY**

- Develop and implement a Fundraising Plan for corporate and individual donors to generate 30% of revenue for the MMC

**SHORT TERM (1-2 YRS.)**

- Develop and implement fundraising plan
- Support Director in fundraising efforts
- Develop a high quality and flexible case for support
- Set clear priorities and targets for revenues from high value donors (foundations and trusts), corporations, individual giving and grassroots fundraising

**MEDIUM AND LONG TERM (2-3 AND 5 YRS.)**

- Implement fundraising plan
- Support Director in fundraising efforts
- Implement an individual donor campaign

**KPIs**

- Adequate funding/foundation grants secured to hire Director of Development by March 2022
- 30% of the MMC revenue is generated through Director of Development activities

**LEAD**

- CEO & Board Committee

**STRATEGY**

- Recruit high net worth Directors for the MMC Board or committee(s)

**SHORT, MEDIUM AND LONG TERM (1-5 YRS.)**

- Engage Board in recruitment of new high net worth members

**KPIs**

- The MMC has successfully implemented fundraising plan and processes
- Adapt to new innovative funder/donor models
- Major-gift goals are achieved as per annual fundraising plans
- The MMC is fully accountable to funders and donors for disbursement and utilization of funds
- Stewardship plan in place





**LEAD**

- Director of Development
- CEO

**PARTNER(S)**

- The MMC Board

**OBJECTIVE 4.2**

**Build operational reserves.**

**STRATEGY**

- Increase operational reserves to \$600,000 by 2025

**SHORT TERM (1-2 YRS.)**

- Reserve 50% of operating surplus (\$25,000 – \$30,000/year)
- Board to determine what portion of surplus will be used to address the strategies identified in the current plan (e.g. hire Fundraising Director)  
*(Current surplus of \$242,000 by end of 2022 with another projected \$110,000 at the end of 2023)*

**MEDIUM AND LONG TERM (2-3 AND 5 YRS.)**

- Reserve 50% of operating surplus (\$25,000 – \$30,000/year)

**KPIs**

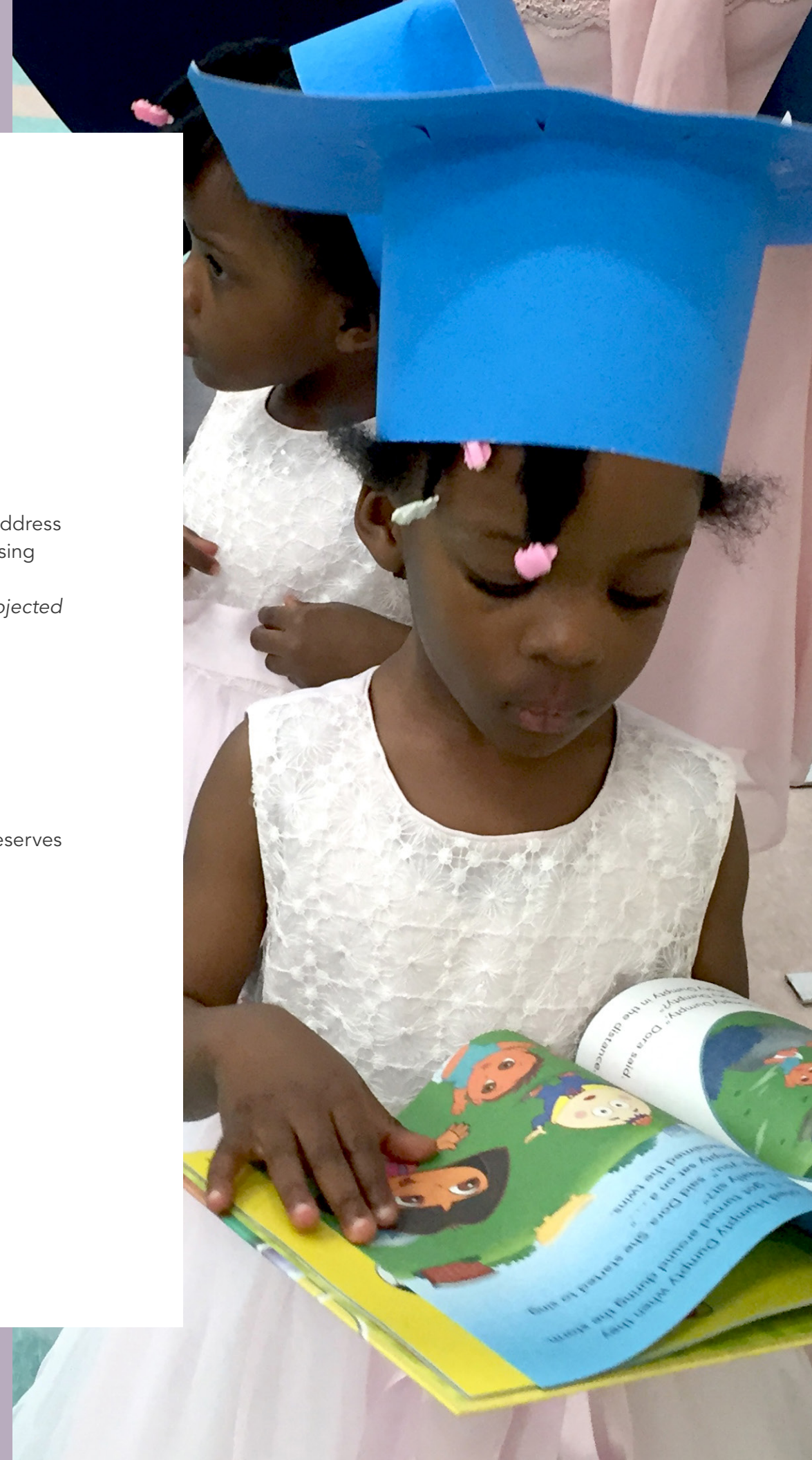
- The MMC maintains at least \$100K – \$600K of operational reserves by 2025

**LEAD**

- CEO and VP of Operations

**PARTNER(S)**

- The MMC Board





**OBJECTIVE 4.3**

**Increase the number of revenue streams.**

**STRATEGY**

- Secure and direct sites to provincial and municipal grants

**SHORT, MEDIUM AND LONG TERM (1-5 YRS.)**

- Work with sites to explore provincial and municipal funding opportunities

**KPIs**

- Revenue secured for expanded programs

**LEAD**

- CEO, Director of Development

**STRATEGIES**

- Re-consider feasibility of social enterprise revenue for next strategic planning cycle through monetization of:
- Professional Development training
- Performance Management (ETO) the MMC-innovated programs (to an international market)

**SHORT TERM (1-2 YRS.)**

- Hire a consultant in developing a social enterprise (i.e., business plan, operational plan, marketing materials, etc.)

**MEDIUM TERM (2-3 YRS.)**

- Explore partnership with Red River College to offer the MMC PD program to other agencies

**LONG TERM (5 YRS.)**

- Operate one social enterprise

**KPIs**

- Review of feasibility and organizational readiness done prior to next strategic planning cycle

**LEAD**

- CEO

**PARTNER(S)**

- External consultant



Objectives, Strategies & Key Performance Indicators

**GOAL 5**

# Organizational Capacity

The MMC builds human resource capacity to grow programs and deliver strategic plan outcomes.

**OBJECTIVE 5.1**

Increase staff to meet program expansion goals.

**STRATEGY**

- Add staff to various departments as resources permit:
  - FTE Director for Centre of Excellence (see Goal 1)
  - FTE Performance Management Coordinator (see Goal 1)
  - FTE Manager of Multicultural Programming (see Goal 2)
  - FTE Manager of Francophone Programming (see Goal 2)
  - FTE Director of Development (see Goal 4)
  - FTE Support for the CEO/Bookkeeping Assistant
  - Academic Research Chair (see Goal 1)
  - 1 Indigenous HIPPY Coordinator
  - ½-1 IHC Director

**SHORT TERM (1-2 YRS.)**

- Secure funds for the Director of Development
- Secure a CEO Support/Bookkeeper position
- Build an HR plan including risk management strategy

**LONG TERM (5 YRS.)**

- Secure 1 FTE CEO Support
- Secure 1 FTE Assistant Bookkeeper

**KPIs**

- Director of Fundraising hired by mid 2022
- Centre of Excellence initiated and funded by 2025
- All required program staff hired by 2024

**LEAD**

- CEO
- VP of Operations

**PARTNER(S)**

- Recruiting firm as required



**STRATEGY**

- Implement a succession plan for CEO and Senior Staff

**SHORT TERM (1-2 YRS.)**

- Develop an emergency succession plan for key positions (including CEO, VP of Operations, Senior Director of Performance Management, and Senior Director of Multicultural Programming) – for ex. job shadowing
- Develop a Succession Plan for CEO (i.e. steps required to replace the CEO – reviewing and refining job description identifying ideal transition process, and determining role of outgoing CEO)
- Formalize training program for new staff
- Secure HR Consultant

**KPIs**

- Long term Succession Plan in place for CEO and Senior Team

**LEAD**

- CEO
- Board Chair

**OBJECTIVE 5.2****Update Board Governance and Board Succession Plan.****STRATEGY**

- Ensure the MMC Board governs according to the good practice and adopted strategic plan

**SHORT TERM (1-2 YRS.)**

- Carry out annual governance training for new and existing Board members
- Carry out biannual Board self-evaluation
- Carry out biannual SWOT exercise
- Governance Committee to determine the appropriateness of creating two Boards (i.e., Fundraising Board and Operational Board)
- Implement a Board development strategy according to needs identified on self-evaluation
- Determine new Board goals and workplan
- Update Board manual with good practices
- Put in place Board Succession Plan
- Secure external consultant to advise on Board structure, activities, etc.

**MEDIUM TERM (2-3 YRS.)**

- Carry out annual governance training for new and existing Board members
- Carry out biannual Board self-evaluation
- Carry out biannual SWOT exercise
- Implement a Board development strategy according to needs identified on self-evaluation

**LONG TERM (5 YRS.)**

- Carry out annual governance training for new and existing Board members
- Carry out biannual Board self-evaluation
- Carry out biannual SWOT exercise

**KPIs**

- Board Directors are visible as needed at the MMC and community events
- Board Directors are engaged, and active
- The MMC Board has representation from a broad range of geographic areas, expertise, and cultures and ethnicities
- The MMC Board remains current with the operation of the organization, is prepared to act on external threats, and strengths and opportunities

**LEAD**

- The MMC Board Chair
- Foundation Board Chair
- VP of Operations
- CEO

**PARTNER(S)**

- Outside consultant as needed

**STRATEGY**

- Implement a Board Succession plan and work with Nomination Committee to

**SHORT TERM (1-2 YRS.)**

- Determine which positions need to be recruited on the Board and its committees and proactively recruit skilled Directors

**KPIs**

- Skilled Board in place as per term limits

**OBJECTIVE 5.3**

**Update technology systems.**

**STRATEGY**

- Review and update technology as resources permit to facilitate program growth

**SHORT, MEDIUM AND LONG TERM (1-5 YRS.)**

- IT consultant completes annual audit of technology, security, and hardware of the MMC
- Maintain annual software and program memberships

**KPIs**

- The MMC technology requirements are identified annually
- Technology requirements are included in funding proposals where possible

**LEAD**

- IT Consultant
- VP of Operations

**PARTNER(S)**

- Technology consultants as required

**OBJECTIVE 5.4**

**Oversee the successful implementation of the MMC Strategic Plan.**

**STRATEGY**

- Socialize the new Strategic Plan with community partners and funders to demonstrate the MMC professionalism, relevance, and impact

**SHORT, MEDIUM AND LONG TERM (1-5 YRS.)**

- Include strategic plan highlights in annual report, on website, and share with funders on request

**KPIs**

- The value of the MMC programs and services is understood by funders and the community
- The MMC has solid reputation in the community and with the Ministry and funders under the leadership of the CEO and Senior Staff

**LEAD**

- CEO/Board of Directors
- Manager of Communications

**PARTNER(S)**

- Funders and Community Partners



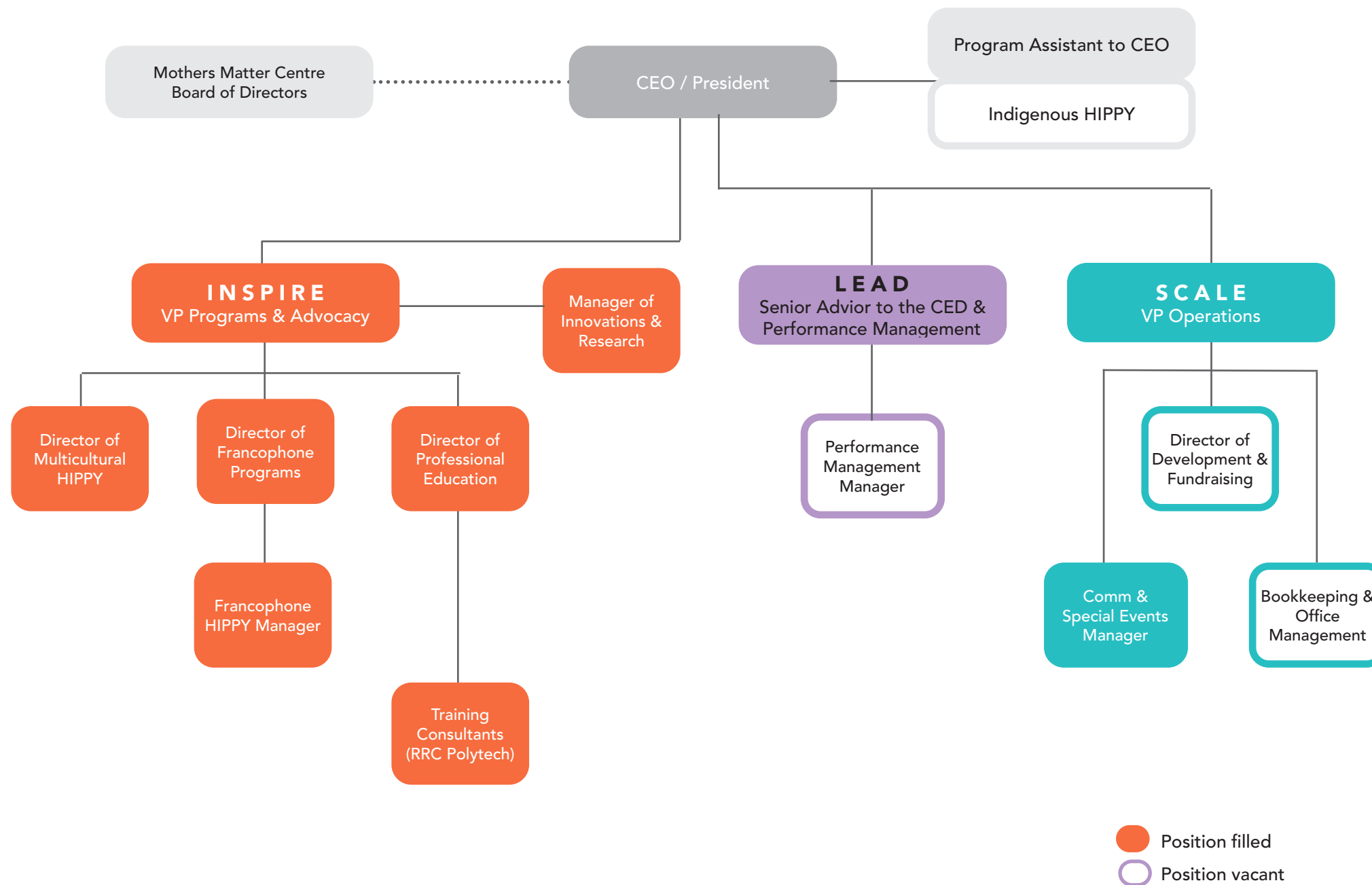
# Appendices

Appendices



APPENDIX A

# Organizational Structure – Proposed



**SUMMARY OF HR**

- Ongoing Full-Time Employees: 10 positions
- Contract/part-time: 0 positions

Position Vacant

APPENDIX B

# Our Programs

## HOME INSTRUCTION FOR PARENTS OF PRESCHOOL YOUNGSTERS (HIPPIY)

The MMC leads the program quality control and performance management of the HIPPIY program, including the training and professional development of Site Coordinators and Home Visitors. The program is evidence-based and is implemented in the home to support economically vulnerable and isolated mothers in their critical role as their child's first and most important teacher. HIPPIY strengthens families and communities by empowering mothers to actively participate in Canadian society and to prepare their children for success in school and life. This program has transformed more than 60,000 lives in Canada.

Developed in Israel some 60 years ago, HIPPIY is offered in ten countries with an additional four countries offering HIPPIY-inspired programs. Through the Mothers Matter Centre, the HIPPIY program operates in Canada under two distinct branches: Indigenous HIPPIY and Multicultural HIPPIY. While the core of the program remains the same, each branch has modified the curriculum and the delivery strategy to address cultural requirements.



Mothers who participated in Multicultural HIPPY significantly increased their confidence to teach their children.



At the end of the program year **90%** of mothers felt confident using the HIPPY materials to teach her child (as compared to 45% at baseline)

### INDIGENOUS HIPPY

Indigenous HIPPY works with Indigenous families and communities to build positive experiences in education and to strengthen their capacity to support learning. The program serves land-based and urban Indigenous families across the country, particularly those impacted by the legacy of residential schools, social isolation, parents' limited education, and poverty. Since 2002, Indigenous HIPPY in Canada has had great success in Indigenous Nations and communities, utilizing a culturally relevant curriculum to maximize the educational and holistic potential of Indigenous children. The Assembly of First Nations (AFN) recognizes Indigenous HIPPY's success in transferring Indigenous knowledge to the next generation and revitalizing the traditional roles of parents and caregivers as their child's first and best teacher. The Indigenous HIPPY program has expanded to four communities in British Columbia.

### MULTICULTURAL HIPPY

Multicultural HIPPY helps isolated, newcomer, and refugee women and their children to achieve their full potential and lead enriched lives. This program addresses many issues that newcomers and refugees confront when they arrive in their new country. These include language and cultural barriers, low levels of literacy, professional accreditation issues, and limited awareness of various democratic processes and societal practices. The Multicultural HIPPY program was developed to support the mother as the first and most important teacher of her child. HIPPY provides newcomers with the tools to prepare pre-school children for school. This program includes information that helps to reduce language and cultural barriers. It informs participants of other services in the community, raises awareness of "how things work" in Canada, and encourages newcomers to actively participate in the community and in the school system.

As a unique program feature, the HIPPY program hires current and past mothers from the program as Home Visitors. They are often from the same community and reach out to the isolated mothers in their own homes. They provide practical information and structured lessons that enable the newcomers to gain confidence in their own ability to help prepare their children for entering school. Many Home Visitors report that this was their first job in Canada. As a result of participating in the program, many HIPPY parents report that they have decided to go to school themselves to achieve literacy or career goals. Since its debut in Canada, the Multicultural HIPPY program has expanded to 27 sites in eight provinces and one territory: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Prince Edward Island, Nova Scotia, Newfoundland and Labrador, and the Northwest Territories.



### FRANCOPHONE HIPPY

Francophone HIPPY serves French speaking newcomer and refugee families using the French language and curriculum in four provinces – Alberta, Saskatchewan, Manitoba and Ottawa (the MMC’s first Francophone site operating since 2008). The program operates in very much the same way as the English HIPPY program to achieve the same results. In the context of a predominantly Anglophone society, offering the HIPPY program in French protects and promotes the French language and culture and supports parent-child bonding. French-speaking immigrant women have the opportunity to grow and integrate into Canadian society through their participation in the HIPPY program. French-language competency gives children a broader cultural outlook, which also leads to an essential qualification for future employment. In addition, the Francophone HIPPY program boasts of two dedicated staff, offers all program and training materials in French, maintains strong relationships and collaborations with Canadian Francophone organizations, and strengthens Indigenous pathways for Francophone HIPPY clients.

### BOND TO LITERACY

Bond to Literacy is a 12-week early literacy program designed for families who are experiencing more acute turmoil in their day-to-day lives. This program was adapted from the HIPPY program for economically vulnerable, disadvantaged families who struggle with issues that may prevent them from making a long-term commitment. The program is designed to demand less of families while still providing tools and support for parent-child engagement, improved literacy, and school readiness. Using HIPPY’s proven model of peer-to-peer program delivery, Community Facilitators are hired from the local community. The Facilitators lead weekly group meetings for parents where the HIPPY curriculum is taught to them through the role-play method of instruction. Parents take these

new skills home and work with their children each day and then to the group the following week to share their successes and challenges and support each other through the process. Parents work daily with their children, reading and carrying out the fun activities provided. They develop a habit of reading, playing, and sitting together with their child, which lays the foundation for a new, lasting pattern of parent-child time.

### SMART (SUPPORTING MOTHERS AND RAISING TODDLERS)

is the MMC’s first program aimed at toddlers. It is licensed by the MMC and available to for all Canadian organizations. It is a play-based learning program for mothers of children aged 18 to 36 months. It focuses on deepening parent-child bonds, fostering healthy early childhood development, increasing connections to community resources, and strengthening social networks. It is a home visitation program that, in the context of the post-pandemic ‘new normal,’ can be delivered virtually. SMART is a 30-week program administered over a year and includes 78 structured, engaging, and easy-to – follow activities. The program’s activities stimulate toddlers’ imaginations, encouraging them to learn and bond with their family. SMART is an adaptation of Opstapje, a play-based learning initiative created in Germany by IMPULS. The MMC has acquired the license for this program and adapted for use in Canada.

### REVIVING HOPE AND HOME (RHH)

is a modified HIPPY program that focuses on helping refugee, refugee claimant, and immigrant mothers settle in Canada. RHH is individualized by an outreach worker who assesses each family’s needs and develops a plan to deliver the right services at the right time. Home Visitors are trained to provide referrals and resources to families. Some of the curriculum is translated to help mothers comprehend the material. Additional curriculum is used based on the individual family’s needs. The focus of the program is for low-income and isolated families to stay connected to essential services while also working with their children on school-readiness. RHH allows families the flexibility to move through the curriculum at their own pace.







# Innovative Programs

The MMC develops and supports a variety of other innovative programs delivered through a network of dedicated partners across Canada:

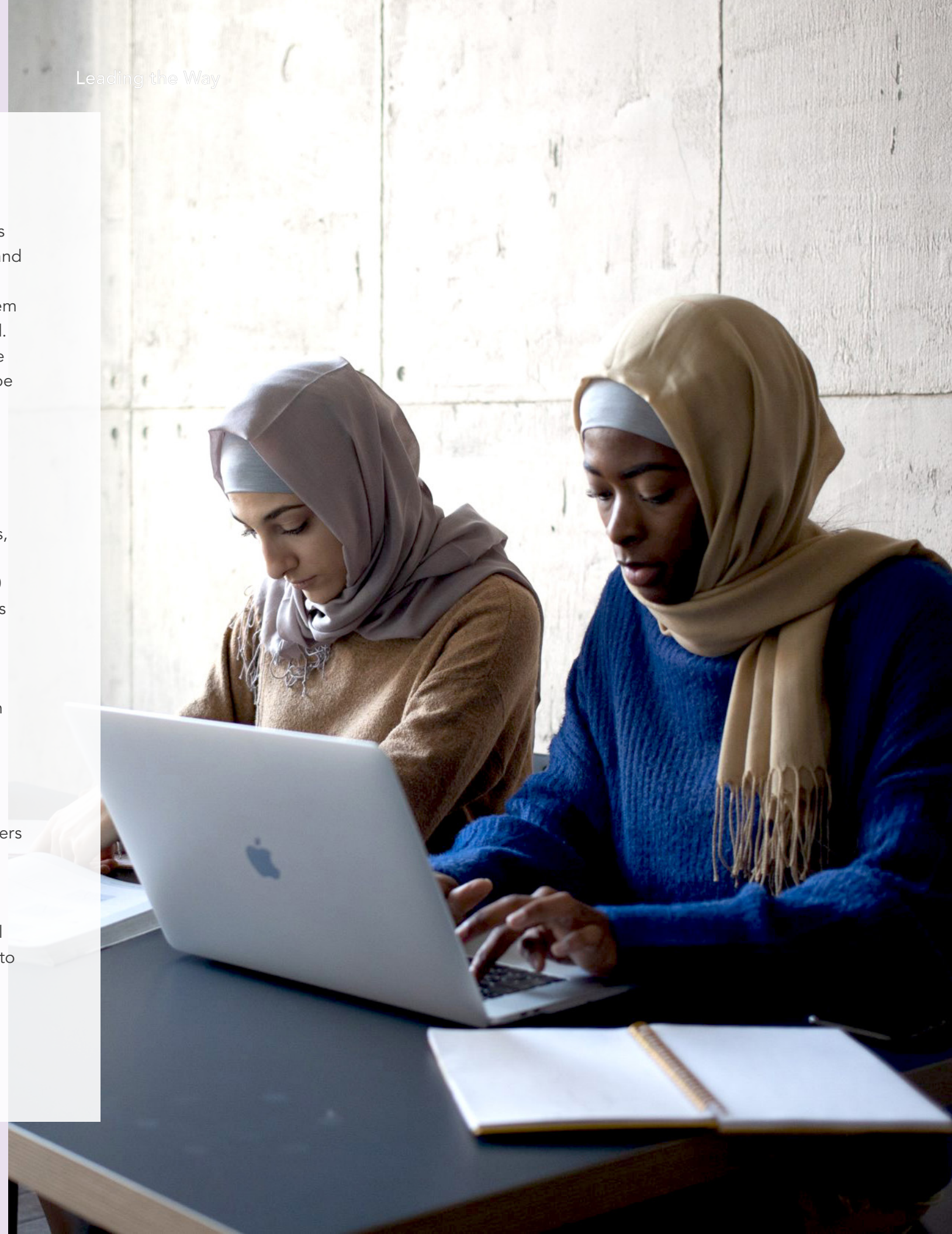
**ADOPT-A-READER** provides an opportunity for HIPPY families to “adopt” other parents in their community for a three-week campaign that focuses on parent-child bonding through reading. The mother-to-mother, community-centred approach allows the campaign to reach even the most isolated families. Each participating HIPPY family and “adopted” non-HIPPY family is generously provided books from First Book Canada. During the campaign, which is held each spring, families are encouraged to spend approximately 10-15 minutes a day reading with their pre-school aged children. The goal of the Adopt-a-Reader Campaign is to encourage at least 1,000 families (500 HIPPY families and 500 non-HIPPY families) to read a total of 150,000 minutes over 15 days.

**EARLY LANGUAGE LEARNING (ELL) FOR NEWCOMERS** is a specially designed curriculum to support newcomers with low levels of English literacy by adding English language learning supports to the core HIPPY model. This program was an innovative project funded by IRCC between 2018-2020 and was piloted and implemented at two sites. It is free to use. ELL developed a curriculum for multiple, language-level students/clients and introduced group-based, English classes. ELL covers 12 key settlement topics such as Knowing Your Community, Settlement and Community Services, Physical and Mental Health, Financial Literacy, and the Norms of Canadian Parenting. Through task-based programming, newcomers build confidence, learn about key resources in the community, and break the cycle of isolation so that they are ready for structured LINC learning when their personal



**THE WOMEN'S INSIGHT PROJECT (WIP)** works with isolated, vulnerable, and economically vulnerable women in Indigenous, newcomer, and racialized communities to empower them to lead changes at the community level by building their capacity and confidence. This project enables women to identify gaps in sustainable development goals (SDG) in their communities through a participatory action approach. It helps them to design and implement community-led solutions to address the problems identified. WIP builds on intensive community involvement and bottom-up approaches to ensure that no one is left behind and that isolated women can overcome their isolation and be transformed into leaders that drive change within their communities.

**VIOLENCE AGAINST WOMEN (VAW)** aims to build staff capacity, ensure connection to services for socially isolated and economically vulnerable women, and raise awareness to prevent, identify, and tackle abuse. This program enables economically vulnerable isolated mothers to stay “on grid” with technological devices, phone calls, and internet connection in a digital, post-COVID world. Funded through Women and Gender Equality Canada (WAGE), the MMC will build the capacity of 120 staff (newcomer, refugee, and Indigenous women) to deliver home visitation programs to 1,200 vulnerable and isolated mothers at almost 30 partner sites across Canada. Vulnerable newcomer and Indigenous mothers will be able to access resources to prevent violence against women within their homes. When cases of violence are identified, women will receive robust referrals. Canadians collectively spend 7.4 billion dollars each year to deal with the aftermath of spousal violence. The MMC hopes its multi-pronged, prevention approach will help reduce violence against women and, in time, the associated costs for taxpayers. In Canada, a woman is killed by her intimate partner every six days, and Indigenous women are killed at six times the rate of non-Indigenous women. More than 6,000 women and children are forced to sleep in shelters on any given night because it is unsafe at home. During COVID-19, Canada witnessed violence against women increase. Women who were already vulnerable and isolated were at more risk than ever of experiencing violence for the first time or suffering from increased violence. This project will work to launch a strategic campaign that will target men through ethnic media and broadcast key messages in multiple languages to destigmatize discussion around violence against women within communities.





**CARE, IDENTITY, AND INCLUSION (CII)** is a set of community-based discussion materials that engage parents from culturally excluded communities in a discussion about the important role they play in developing their children’s sense of cultural identity and how it affects their inclusion in Canadian society. Using participatory facilitation and arts-based approaches, family participants enjoy a reflective opportunity to understand their lived experiences of inclusion and exclusion. This program also helps them to gain an increased understanding of how they can contribute currently to cultural awareness and to the inclusion of their children in a wider community and how they can learn new strategies for improving these aspects of their caregiving in the future.

**PRACTICING CITIZENSHIP** aims to increase newcomer women’s participation in Canadian society through a practical, hands-on program in Canadian history and democracy, including practical community experience, mentoring, and literacy training. Participants make informed decisions about their settlement and improve their understanding of life in Canada. The course objectives include developing the knowledge and skills required within a democratic culture to initiate an appropriate action in response to a community issue. The objectives also include developing an understanding of the history and practice of democracy in Canada and learning how to establish a social support system.

**INCLUSION OF ISOLATED MOTHERS IN CANADA (IIMC)** Community Discussion Series is an initiative that engages community organizations in a workshop series to exchange experiences of inclusion and exclusion in Canada, as they relate to the resettlement process. In recognizing that it is essential that these important conversations are led by women facing these daily challenges, the MMC partners with Social Purpose Organizations to engage refugee and newcomer women in a series of ‘kitchen table’ conversations where typically excluded women participate in candid dialogue about the issues most impacting their day-to-day lives. The series invites participants to collectively identify strategies for improving opportunities for their integration into Canadian society. It can also give decision-makers a unique insight into the lived experience and aspirations of socially and economically isolated women.

### LITERACY PLUS

Literacy Plus is a guide to adding adult literacy activities to family-service programs. It was developed as a proactive approach to embedding literacy instruction in the day-to-day needs of HIPPY families as they interact with one another and with the various services and systems that shape their daily lives. Many HIPPY families (primarily mothers) have low literacy levels that are compounded by their lack of familiarity with the practices and the expectations of public health agencies, childcare centres, schools, and workplaces. Social isolation, in addition to working long hours and/or living in poverty, means that many of these families are unable to attend literacy classes away from their home environments. These families need to learn not only literacy skills but also how these institutions work and what is expected of them to participate in Canadian society. Literacy Plus provides (a) needs-based, at-home, language instruction from trained Home Visitors and (b) group activities that teach new skill sets and encourage the building of social language skills.



## APPENDIX C

STEP  
AnalysisSocial,  
Technological,  
Economic &  
Political Contexts

## Social

## IMMIGRATION

Based on increasing immigration rates, the MMC can anticipate continued demand for services over the next several years. According to Statista, there is a continuing trend of new immigration to Canada. The number of immigrants arriving in Canada in 2020 was 284,387, with female immigrants accounting for 143,341. In addition, Canada welcomed 110,534 new naturalized Canadian citizens in 2020.

The MMC may also find opportunities to respond to the changing immigration landscape in Canada. According to the 2020 Annual Report to Parliament on Immigration (Period ending December 31, 2019), Canada launched a Rural and Northern Immigration Pilot program in 2019 to focus economic immigration in Canada's rural and northern centres. In addition, the Ministry of Immigration, Refugees and Citizenship has been working to increase immigration to Atlantic Canada in order to respond to the labour market needs of that region. This Ministry is also working to make the Atlantic Immigration Pilot program a permanent offering. For specific economic sectors—caregivers and agri-food—the Department also introduced new pathways to permanent residency to test and meet needs in these critical areas.

## SOCIAL SUPPORT TRENDS

According to Bruce MacDonald (CEO, Imagine Canada), the need for social support over the past year has increased across the country because of the impacts of the Covid19 pandemic. More Canadians are accessing or seeking to access services at a greater rate than before, with close to half (46%) of charities reporting a sharp

increase in demand for support. Alongside the rise in demand, the capacity of organizations to deliver services has simultaneously decreased due to fewer staff and financial resources.

In terms of the social inclusion of mothers and their children who are newcomers and refugees, they will face increasing obstacles in places where views are less progressive. Socially, there is a significant shift globally toward political populism, and this trend is having some impact on the values upheld by society. Canada is demonstrating strong leadership in this area, with new importance being placed on the protection of fundamental human rights and of a values-based society. From a community perspective, according to Statista, the number of Canadian adults who think immigration levels are too high has increased over the last two decades, rising from 33% in 2000 to 49% in 2018. (However, it appears to be decreasing since 2019). Over this period the number of Canadians who believe immigration levels are about right shrunk from 48% to 34%.

## CHARITABLE WORK ENVIRONMENT

The pandemic has also had an effect on employees. According to Imagine Canada, 51% of charities report that their ability to maintain an appropriate work/life balance and avoid staff burnout is decreasing. The extra challenges of combining the roles of parent, employee, and now in-home teacher/daycare provider have increased stress for women who comprise 70%-80% of our workforce. It is incumbent upon Boards and senior staff to consider how employees are coping with increased responsibilities, fewer resources, childcare, conditions of working from home, and isolation.



## Technological

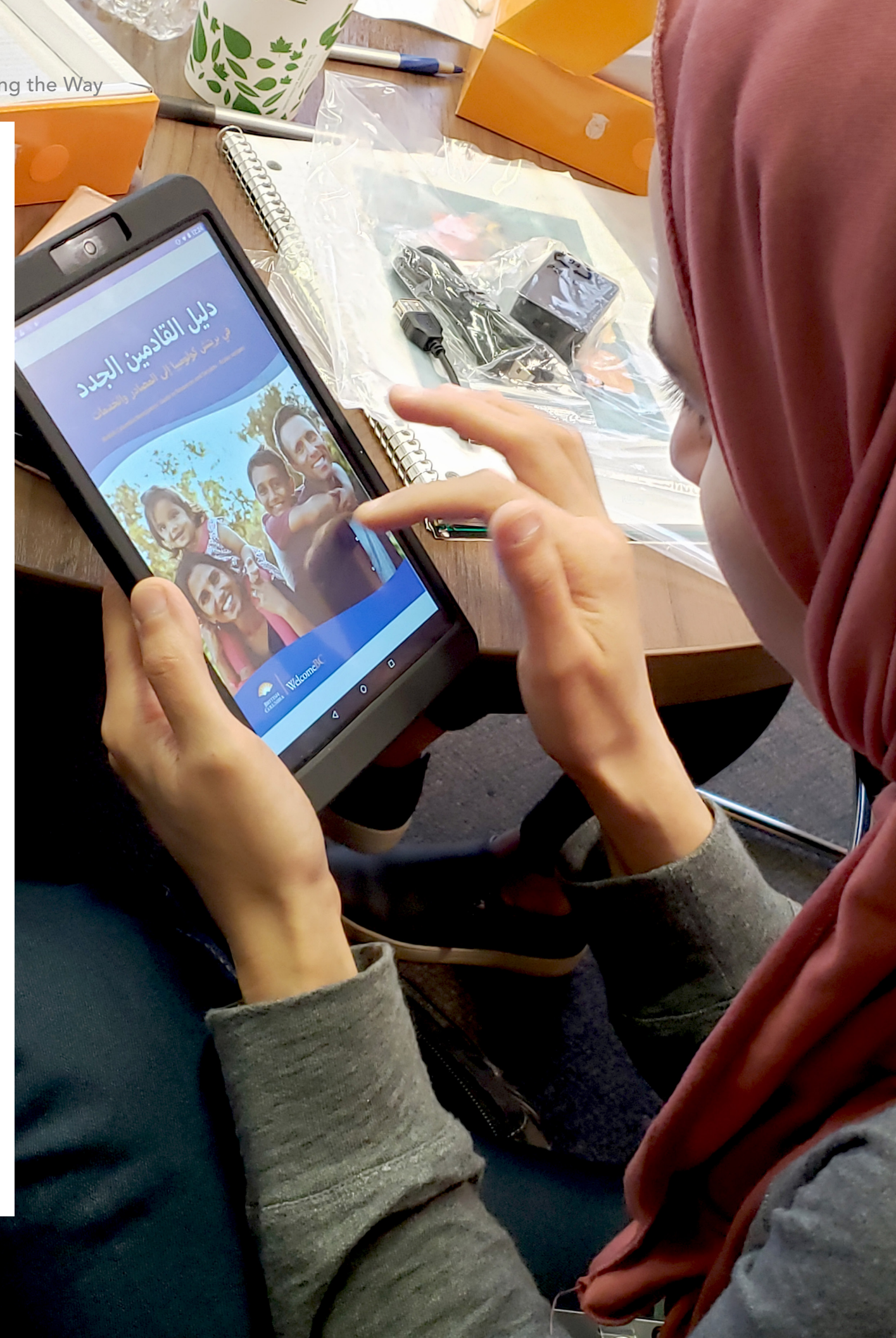
As businesses increasingly utilize artificial intelligence and robotics, many entry level jobs may be displaced. There will be greater challenges for mothers seeking entry level positions to find job placements as these entry level and front-line job opportunities decline.

There are several reports about the importance of non-profit agencies effectively utilizing technology in order to remain relevant with their core customers. Online learning is becoming more prevalent in today's online connected world. The Mothers Matter Centre could benefit from a technology review to ensure maximization of technology to support the learning experience for mothers. The MMC social media efforts could also be increased for brand awareness and for improving outreach into the community.

According to Imagine Canada, the pandemic has caused an increase in "service adaptability" (e.g., the transition to digital service delivery) and program innovation (e.g., creating pet food banks) to meet emerging needs. Although the pandemic has necessitated this quick and agile adaptability and flexibility, many of these innovations will continue post-COVID19 and, in the case of digital expansion, allow for increased support to the most vulnerable and hard-to-reach communities.

## Political

According to Imagine Canada's The Trust Tremor, 57% of people believe that the WE scandal has raised questions about governance, transparency, and management relevant to the whole charity sector. Despite undercurrents of concern, more than six in ten say the scandal has not changed their view of giving to charity. It has become critical that organizations remain mindful of nurturing donor relationships authentically and transparently.





## Economic

### NON-PROFIT TRENDS

According to Imagine Canada, federal emergency subsidies were essential to maintaining the non-profit sector. The prioritization of these subsidies indicates that the government views service organizations as critical to citizens' wellbeing. That said, charities have not been affected equally. Despite these federal supports, many organizations, especially those dependent on earned income, are closing at disproportionate rates (e.g., YMCA—the largest provider of daycare services—permanently closed eight locations). The long-term impact of this should not be underestimated. 75% of charities have reported a decline in at least one type of donation since the onset of the pandemic. In particular, organizations that rely on event – based fundraising have experienced the most pronounced decline.

The pandemic has confirmed what those in the charitable sector have long-since known: most non-profit organizations are exceptionally adaptable, flexible, and innovative. Over the past year, 78% of charities have increased innovation and experimentation. However, a cause for concern is that a reported 67% have prioritized work that addressed immediate challenges over work that builds or maintains their long-term organizational capacity.

An important consideration for the sector will be ensuring that the increase in service demand and the influx of funding dedicated to sustaining programming do not force organizations to prioritize innovation at the cost of core, long-term, organizational health. Core operations are an aspect of the non-profit structure for which funding has traditionally been challenging to secure. Long-term viability is an ongoing issue, with approximately one-third of charities in Canada feeling confident in their ability to sustain operation indefinitely. More foundations (private and public) and corporations are now allowing their donations to support organizational health. This shift in how overall, non-profit sustainability is understood is a significant improvement for a sector that has struggled to secure funding for core operations.

### VARIED GOVERNMENT RESPONSE TO WOMEN'S SECTOR FUNDING

According to the publication *Resetting Normal: Funding a Thriving Women's Sector*, (Co-Authors: The Canadian Women's Foundation, Ontario Nonprofit Network, Canadian Centre for Policy Alternatives, and Kathleen Lahey) most of the \$400M of federal funding that was made available through the Women and Gender Equality fund and the Emergency Community Support Fund, went to shelters and sexual assault centres to deal with the increase in gender-based violence. This money needs to be more evenly distributed among women-serving organizations. Provincial responses have varied significantly, with some provinces increasing funds to the women's sector and others withdrawing funds. This trend is creating an uneven patchwork and continues to make the funding for social services, which is already inadequate, even more precarious and underfunded.

### TRENDS IN OPERATIONAL RESERVES

There is a new best-practice recommendation: non-profits should have six to 12 months in operational reserves to cushion the impact of economic downfalls and unexpected declines in core funding.



## APPENDIX D

# Organizational Analysis

## Strengths, Challenges, Opportunities, & Threats

As part of the MMC 2022-2025 strategic planning process, SuccessMap Inc. conducted a series of 22 confidential interviews with internal and external stakeholders to gather insights. There was positive feedback about the interview process and the benefits of engaging the stakeholder community.

### Organizational Strengths

#### DEDICATED, COMPETENT, AND CARING STAFF

The Mothers Matter Centre staff are competent, caring, and truly committed to serving mothers across Canada. The majority of staff have demonstrated a genuine dedication and interest in improving the quality of life of the individuals they support and in applying themselves fully to this sense of purpose.

#### PROGRAM RELEVANCE AND SUCCESS

The Mothers Matter Centre programs are highly relevant, with the need for services growing constantly across Canada. The MMC now supports hundreds of mothers each year. Analysis of performance measurements indicates that these individuals are thriving in the programs and in the community. Many adults are actively contributing members of society with improved quality of life. The MMC's core HIPPY program is of high value with a stellar reputation and is difficult to replicate. This program will continue to serve as the core program for the MMC.

*“As mothers, we are powerful, and we can work together with resources like HIPPY to improve our children’s developmental process, bringing positive change to the world. It’s up to us.”*

-HIPPY MOM

### PERFORMANCE MEASUREMENT

The Mothers Matter Centre has developed a highly effective and rigorous approach to performance metrics and evaluation for all programming, with talented staff constantly overseeing results. The data gathered and analyzed by the MMC assists the Federal government in measuring the impact of their invested program funding. This leading-edge approach stands out as a strong differentiator for the MMC and could be leveraged to get more funding support from the government and other institutional donors.

### LONG-STANDING REPUTATION AS TRUSTED COMMUNITY LEADER

With a 21-year history, the Mothers Matter Centre continues to have a strong reputation as an established leader across Canada. The MMC organization has earned much respect and is known to be progressive, innovative, and forward-thinking. The MMC has been able to attract notable Board Directors and Patrons and has a strong relationship with funders and donors. Most importantly, the MMC was rated very high on trust by all of those interviewed in the SuccessMap, stakeholder, engagement process.

### GROWING PARTNERSHIPS IN THE COMMUNITY

The Mothers Matter Centre has gained momentum over the last few years and is known to be collaborative with regard to program development, service delivery, and planning. The MMC now has over 30 delivery partnerships across Canada as well as many academic and funding partnerships; it is therefore well positioned for program expansion.

### CAPACITY TO SERVE INDIGENOUS AND FRENCH LANGUAGE COMMUNITIES

The Mothers Matter Centre has significant experience working with First Nations communities, which is a high priority for Canadians due to the recent truth-and-reconciliation agenda. The MMC also has the ability to deliver certain programs in the French language, such as HIPPY, Bond to Literacy, and (in the near future) SMART.

### FUNDRAISING SUCCESS

The Mothers Matter Centre has demonstrated strong success at raising funds to date and has a good reputation with funders. The Board of Directors was quite successful in launching a \$10 million campaign over the last three years. The information and contacts gained from this effort will strongly position the MMC for future major gift fundraising.

## Organizational Challenges

### INCONSISTENT REVENUE STREAM

The Mothers Matter Centre would like to grow in a way that is responsible and realistic. The revenues earned through government programs and other sources are short-term and cyclical, causing constant uncertainty and large administrative efforts. Foundations are also becoming more conservative in how they give. Funding is typically allocated to individual programs rather than to nation-wide initiatives.

### INADEQUATE REVENUES TO EXPAND OPERATIONS

The Mothers Matter Centre has goals to expand programming across Canada. Its ability to do so, however, has been hampered by a lack of funding to support core operations. With core revenues typically being designated for programming, there is little allowance for necessary overhead costs. There is a need to diversify revenue streams and to get a professional fundraising program in place. Accordingly, the Board of Directors strongly supports the hiring of a full time Director of Development.

### HEAVY BUREAUCRATIC ADMINISTRATIVE REQUIREMENTS

The Mothers Matter Centre's reliance on government funding necessitates a high level of proposal writing, administration, and reporting.

### HIPPY INTERNATIONAL HAS CHANGED TERMS FOR THE MMC

As the licensing fees for HIPPY international are increasing and program reporting requirements have also increased, the MMC is facing additional costs and administrative work.



### **HEAD OFFICE LOCATED IN VANCOUVER PRESENTS SOME CHALLENGES FOR NATIONAL FUNDRAISING.**

With many potential funders and service delivery partners located in Ontario and Quebec, it presents some challenges for the MMC with its head office in Vancouver, British Columbia.

### **PROGRAM GROWTH NEEDS TO BE MORE STRATEGIC**

Current funding models support individual programs and thus create a tendency for the MMC to grow programs in an ad hoc way. There is a need to plan programming strategically as it relates to the MMC's mission and to increase program reach across Canada.

### **NEED FOR BROADER COMMUNITY AWARENESS**

The MMC brand recognition is strong for those who know the organization. Greater marketing and branding efforts are required to achieve a broader recognition across Canada, especially with regard to what the MMC organization actually does and its role in research, development, quality control, and successful program implementation.

### **COVID-19 PANDEMIC IMPACTING PROGRAMMING**

The pandemic caused major changes to program conditions, including the ability of mothers to connect with local communities in-person. While iPads were provided to many mothers across Canada, the long-term programming implications are still unclear.

### **TECHNOLOGY CHANGING THE EMPLOYER LANDSCAPE**

The adoption of technology by businesses, including retail and manufacturing, is contributing to the decline in traditional, front-line employment opportunities. As many entry-level jobs are being lost, this trend will have a direct impact on opportunities that would be suitable for the individuals who are supported by the Mothers Matter Centre. This in turn may cause more financial stress for families new to Canada.

### **SUCCESSION PLANNING NEEDS TO BE FORMALIZED**

The SuccessMap interviews made clear the need for a succession plan for senior leaders as part of the MMC Strategic Plan. In accordance with best practice, an emergency succession plan for a CEO and Senior Leadership Team should be put in place as well as a long-term succession plan for the CEO that specifies the notice required for a potential retirement. There needs to be a plan for transferring knowledge to senior staff and for ensuring that relationships with key funders go beyond one individual.

### **BOARD OF DIRECTORS STRUCTURE NEEDS TO BE OPTIMIZED FOR FUNDRAISING**

The Mothers Matter Centre Board of Directors has been well-run, and it has been a strong champion of the MMC. For future good governance, it would be beneficial to review whether the Board should create a Fundraising Committee, a Fundraising Cabinet, a Board of Patrons, or a Foundation. The Board needs to evaluate whether the roles of operational oversight and fundraising should be further separated.

### **BOARD OF DIRECTORS GOVERNANCE NEEDS REFRESHING**

The Board could benefit from updated training in modern governance based on recent best practices. An updated policy manual would be beneficial. There was some feedback that the Executive Committee of the Board is driving certain decision making and causing other Directors to feel less engaged. The Board needs to create meaningful opportunities for Directors to actively participate in terms of "generative" thinking. It will be important for the Board of Directors to determine a structure that is best suited to supporting both the MMC operations and fundraising.

## Organizational Opportunities

### EXPAND REACH OF PROGRAMS

The Mothers Matter Centre's programs, especially its core HIPPY program and other innovative programs, have demonstrated outstanding results. There is a strong need to bring these programs to new communities across the country. There is also a desire from some delivery partners and Board members to determine how to support mothers who are not eligible for program support under the current federal guidelines (e.g., immigration status has expired). It should be noted that the federal government has identified geographic areas where they are starting initiatives to increase immigration, for example in the North and Atlantic regions.

### POSITION THE MMC AS A THOUGHT LEADER

The Mothers Matter Centre is well-positioned to be the foremost thought leader about solving the issues of economically vulnerable and socially isolated mothers who are newcomers, refugees, Indigenous persons, or others. The MMC has an extensive track record of conducting research and measuring results and could become a recognized thought leader advocating for social change through research partnerships with universities and other non-profit, private-research organizations.

### DEVELOP NEW INNOVATIVE PROGRAMS

The Mothers Matter Centre has a strong history of analyzing key data, trends, and emerging insights in order to innovate program content and delivery. There is a high need across Canada to create new, relevant programs based on emerging research related to the needs of economically vulnerable and socially isolated mothers and their children. Programs could include such ideas as three-year, work-learn jobs, new supports for the success of children in school, housing assistance, and healthcare.

### EXPAND RELATIONSHIPS WITH FIRST NATIONS

There are continuing opportunities for the MMC to forge greater relationships with the First Nations communities.

### ENHANCE TECHNOLOGY USED IN PROGRAMS

Based on the lessons learned from the pandemic, there is an opportunity to enhance learning using technology and to ensure that mothers grow in their capabilities. The pandemic program that distributed iPads to mothers was extremely well received. It may be possible to go beyond current programming for participants to introduce more computer skills, technology, and other creative programming.

### UNRESTRICTED FUNDING

According to Bruce McDonald, CEO of Imagine Canada, more foundations (private and public) and corporations are permitting their donations to support organizational health. This shift in how overall non-profit sustainability is understood is a significant improvement for the sector, which previously struggled to secure funding for core operations.

## Organizational Threats

### FINANCIAL SUSTAINABILITY

There have been limited and inadequate revenues to meet all the operational needs of the MMC organization. A new approach to revenue generation is required to build sustainability and to support on-going investment in programs and future growth. Operational and capital reserves need to be built up based on non-profit best practices. There are continuing government funding constraints, and the MMC has a high dependency on the federal government to support all costs.

### NEED TO PROACTIVELY MITIGATE THREATS TO INTERNATIONAL HIPPY PROGRAM LICENSE

The Mothers Matter Centre has built its success around the internationally recognized HIPPY program. Although there is no immediate threat, if this license was ever terminated by HIPPY International, the MMC would need to have an alternative, evidence-based program ready to implement.



## APPENDIX E

# Collaborative Environment

There are many organizations across Canada that collaborate with the MMC. This list represents some of the organizations that the MMC already collaborates with. There may be opportunities to expand collaboration with these organizations:

## Project Partners

- First Book Canada
- Frontier College
- Canadian Mental Health
- ABC Literacy Life
- YWCA
- Nisa Homes
- London Cross Cultural Learner Centre
- Westman Immigrant Services
- Archway Community Services
- Al Mustafa Trust Foundation

## Program Delivery Partners Across Canada

- 27 Multicultural HIPPY program partners
- 4 Indigenous HIPPY program partners
- 3 Bond to Literacy program partners
- 6 SMART program partners

## Academic Partners

- Simon Fraser University
- Thompson River University
- University of Guelph
- York University
- University of Toronto
- University of Victoria

## Funding Partners

- Immigration, Refugee and Citizenship Canada (IRCC)
- Women and Gender Equality Canada (WAGE)
- Employment and Social Development Canada (ESDC)
- North Family Foundation
- Vancity Community Foundation
- West Vancouver Foundation
- Vancouver Foundation
- KPMG



## APPENDIX F

# Competitive Environment

There are several organizations offering programs across Canada that could be considered competitive to the MMC:

**STRONG START**

Strong Start® Charitable Organization is a registered Canadian charity that helps children learn to read. The programs involve working with children directly in addition to providing resources for families to support the development of strong literacy skills. They work through partnerships with schools, community centres, educators, and volunteers to create lifelong readers. The focus is helping young children reach their potential and strengthening communities.

**HEAD START**

The Head Start program aims to strengthen and prepare Aboriginal children ages 3 – 5 with the necessary school-readiness skills and cultural foundation to enter mainstream schools on an equal basis with all other children in a positive, fun, stimulating, and respectful learning environment. The program philosophy is “Learning Through Play”. Head Start equips children aged 3-5 with the cultural knowledge and emergent literacy skills needed to excel in school and life and helps them enter mainstream schools on an equal basis with all other children. The program takes place with the support, guidance, and active participation of parents and Elders.





### PARENTS AS TEACHERS

Parents as Teachers builds strong communities, thriving families, and children who are healthy, safe, and ready to learn by matching parents and caregivers with trained professionals who make regular personal home visits during a child's earliest years in life, from prenatal through kindergarten. It is an international program and is currently being delivered in these countries: Canada, Germany, Switzerland, and the United Kingdom. Parents as Teachers' international programs build on the model's firm foundation and also reflect their country's specific needs.

### BUILDING BLOCKS

The Building Blocks Program is an early intervention, home-visiting program for first-time parents with children up to five years of age. This weekly visiting program is designed to support, maintain, and enhance individual and family functioning by improving birth outcomes and parenting skills. The program aims to enhance child development and provide families with access to early intervention services. Building Blocks providers are comprised of Family Support Home Visitors, Public Health Nurses and Social Work Consultants. They share information about community resources, childcare, parenting, and health and social issues.

### MOTHER GOOSE

In the Parent-Child Mother Goose Program, parents and young children between the ages of 0 and 4 come together to enjoy songs, rhymes, and stories. Each group of parents and children meets with two teachers once a week throughout the year. Families experience the spark of delight and magic that comes from enjoying a favourite rhyme or song. They learn and retain a repertoire of rhymes, songs and stories and enjoy strengthened bonding. These skills, pleasures, and insights are taken home and shared with older children, grandparents, and other parents. The whole family benefits!

### NOBODY IS PERFECT

NOBODY'S PERFECT is a facilitated, community-based parenting program for parents of children from birth to age five. The program is designed to meet the needs of parents who are economically vulnerable, young, single, and isolated (socially or geographically). Within a group setting, parents participate in facilitated sessions that promote positive parenting, increase parents' understanding of children's health, safety, and behaviour, improve parents' self-esteem and coping skills, increase self-help and mutual support, bring them in contact with community services and resources, and help prevent family violence. NOBODY'S PERFECT is owned by the Public Health Agency of Canada and delivered across Canada through provincial and territorial organizations.

### FAMILIES CANADA (FRP CANADA)

Families Canada is the national association of Family Support Centres. With a network of 500+ member agencies and thousands of frontline family service workers across Canada, they provide leadership and support in the campaign for Canada's children. Their vision is a Canada committed to building strong families, and they have a 40-year track record of helping families face tough challenges. Families Canada supports organizations to promote the rights and interests of children and their families through a broad range of programs.

### PALS (PARENTS AS LITERACY SUPPORTERS)

PALS (Parents as Literacy Supporters) provides parents and caregivers with strategies to support their preschool (age 3 & 4) children's learning. The sessions focus on play-based learning and include time for parents and caregivers to work with a facilitator as well as time for adults and children to learn, play and have fun together. PALS is a culturally responsive program and welcomes families to partner with teachers and early childhood educators in a supportive school setting.

# Competitor Analysis Summary

	HIPPY	SMART	Strong Start	Head Start	Parents as Teachers	Building Blocks	Mother Goose	Families Canada (FRP Canada)	Nobody's Perfect	PALS (Parents as Literacy Supporters)
<b>FUNDER</b>	IRCC (Federal)		Provincial	PH&C/ Health Canada (Federal Gov't)		B.C. Government	Provincial & Federal Government	Provincial & Federal Government	PH&C	IRCC
<b>AGE</b>										
0-36 months		↓		↓	↓	↓	↓	↓		
3-5 years			↓	↓		↓		↓		
<b>CURRICULUM</b>										
Early Childhood Literacy	↓	↓	↓	↓	↓					
Structured Curriculum	↓	↓								
Holistic Curriculum				↓	↓	↓				
<b>ROLE OF MOTHER</b>										
Parenting Skills									↓	
Mother Teaches Child	↓	↓		↓	↓	↓				
Professional Teaches Child			↓	↓	↓		↓	↓		
<b>WHERE IS IT DELIVERED?</b>										
Connecting to Resources	↓	↓						↓		
Centre-Based Activities			↓	↓		↓		↓		
Home-Visiting Model	↓	↓			↓	↓				

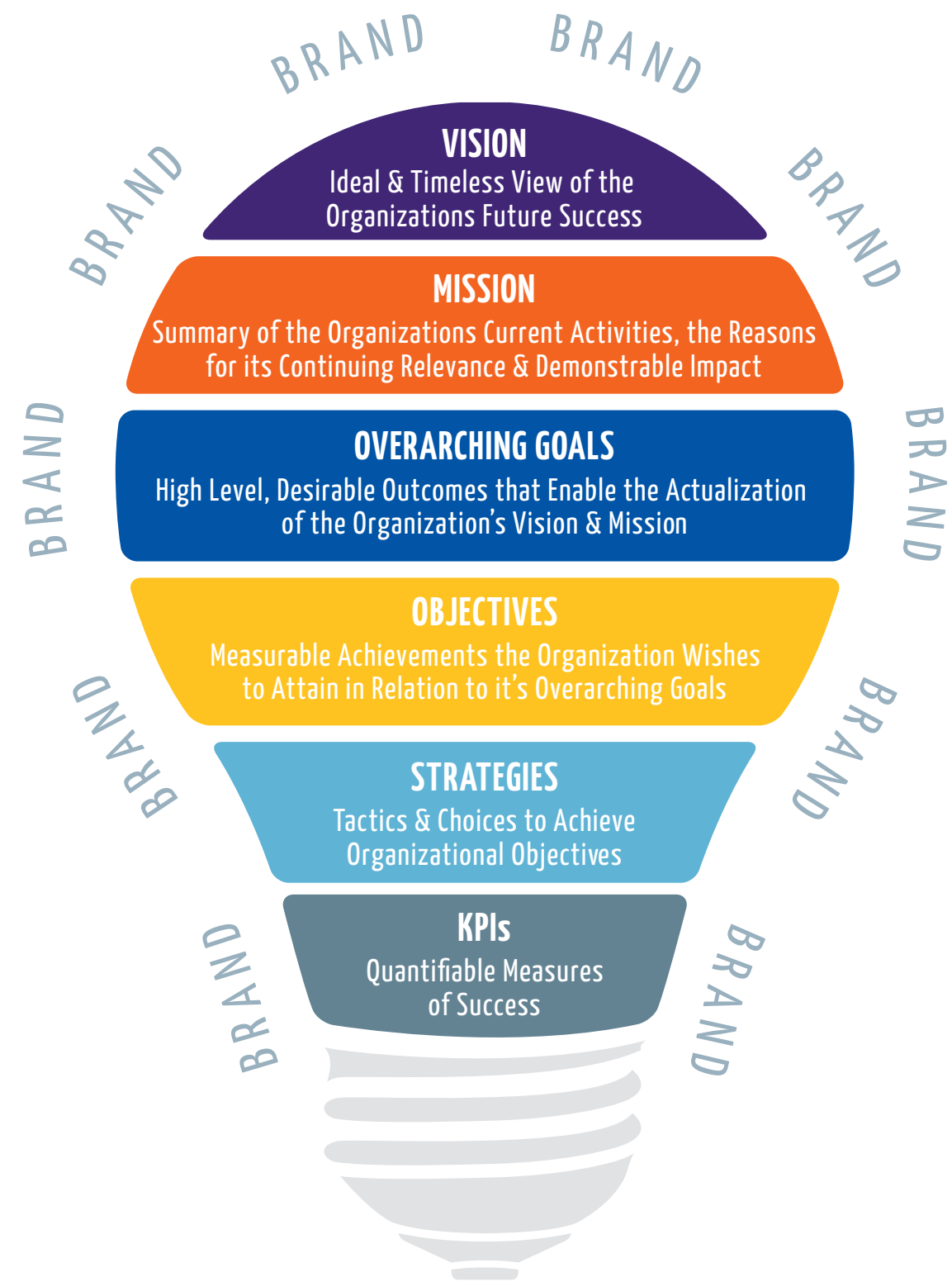


### Competitor Analysis Summary (cont'd)

	HIPPY	SMART	Strong Start	Head Start	Parents as Teachers	Building Blocks	Mother Goose	Families Canada (FRP Canada)	Nobody's Perfect	PALS (Parents as Literacy Supporters)
<b>HOW IS IT DELIVERED?</b>										
Group		↙	↙	↙			↙	↙	↙	↙
Individual	↙	↙			↙	↙				
Monthly					↙					
Weekly	↙	↙		↙		↙				
Drop-In			↙	↙			↙	↙		
Short Term			↙				↙			
Long Term Over Multiple Years	↙	↙		↙	↙	↙		↙		
<b>WHO DELIVERS?</b>										
Parenting Skills	↙	↙				↙				
Mother Teaches Child				↙	↙		↙	↙	↙	
<b>OUTCOMES</b>										
Child Prepared for School	↙	↙	↙	↙	↙	↙		↙		
Employment Training Provided	↙	↙								
Parent-Child Bonding	↙	↙	↙	↙	↙	↙	↙		↙	
Breaking Isolation	↙	↙		↙	↙	↙				
Mother Increases Skills	↙	↙	↙	↙	↙	↙			↙	
Mother Engaged Civically	↙	↙		↙	↙	↙				

APPENDIX G

# Key Terms Used in this SuccessMap™ Strategic Plan



APPENDIX H

# The SuccessMap™ Sustainability House™

Sustainable companies, including not-for-profits, consistently implement a series of strategies that enable long-term success. They build a strong organizational foundation, much like foundations of physical structures.

When examining the foundation of sustainable organizations, they will consistently demonstrate targeted strategy, financial strength, effective leadership, talented management, and highly dedicated and qualified employees. These foundational assets enable the emergence of at least four pillars critical for the organization’s structural integrity:

- They offer services or products that remain relevant and important to their core customers
- They manage to generate positive and consistent impact on the lives of their customers or constituents
- They deploy innovation that leads to company differentiation within a competitive marketplace
- They drive brand building and awareness by remaining relevant, generating impact and innovating to ensure differentiation.

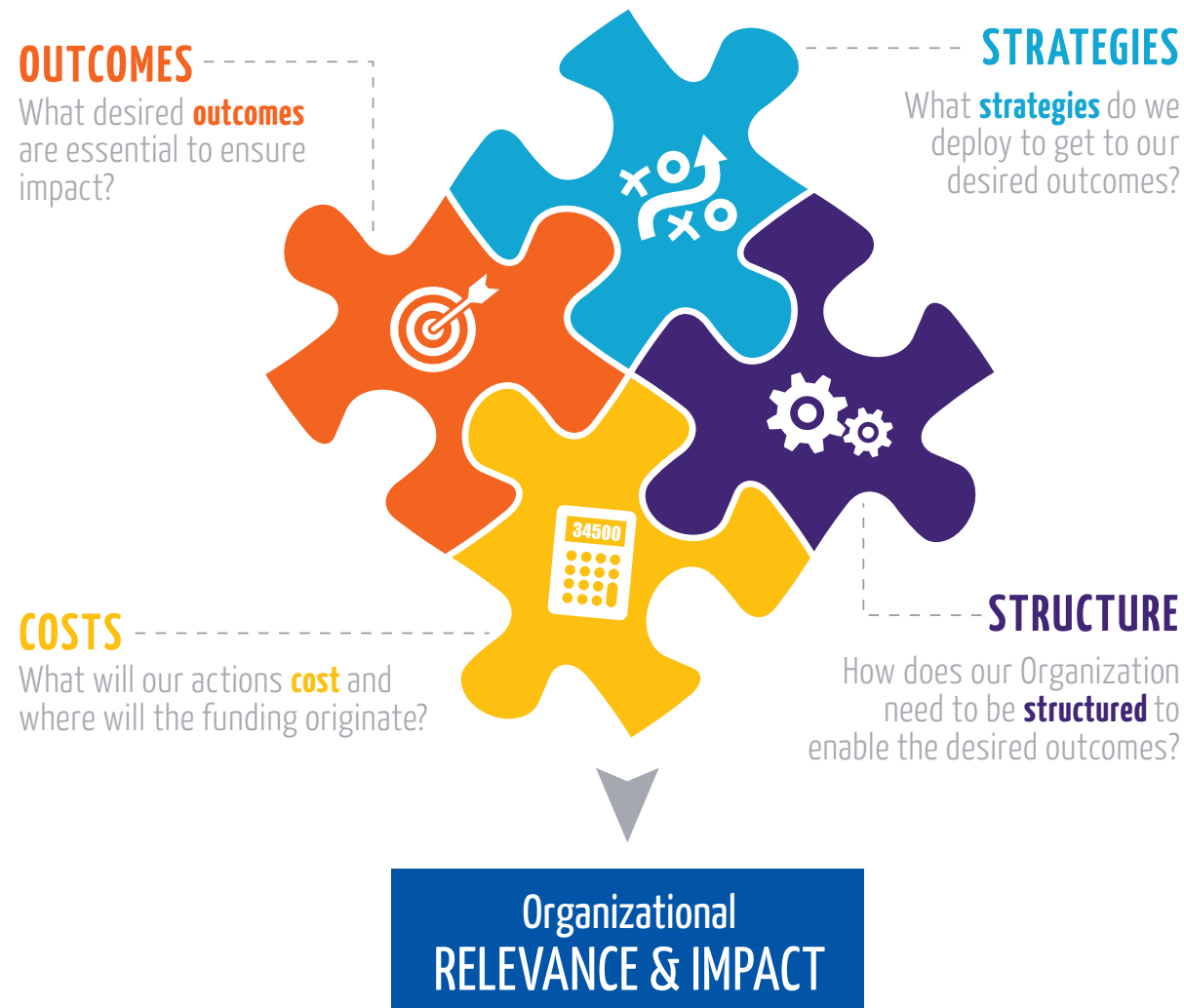
The SuccessMap™ Sustainability House™ was utilized in the Mothers Matter Centre strategic planning process in order to generate an organizational roadmap that leads to continued success and long-term sustainability.





APPENDIX I

# SuccessMap™ Relevance & Impact Planning Process



The continued relevance of an organization’s mission—and the demonstrable impact it has on the people it serves—is fundamental to the continued success of any governmental agency or non-profit organization.

Successful and sustainable organizations not only stay true to their vision and mission—they also demonstrate positive and measurable impact. By generating real value, these organizations generate strong brand awareness and brand equity, which then invite revenues sufficient to drive core programming.

The SuccessMap™ Relevance and Impact Planning Process™ is utilized to address four simple but critical strategic planning questions. All organizations can utilize this planning model to determine their most desirable, achievable and highest priority goals. First, organizations must identify desired outcomes. Secondly, they must agree on specific strategies that generate the roadmap to continued success. Thirdly, they must review the financial requirements and revenue channels needed for the full implementation of core strategies. Finally, they must settle on a human capital plan that clearly identifies the talent required in order to operationalize the organization and ensure the actualization of its desired outcomes. As illustrated in the SuccessMap™ Relevance and Impact Puzzle™, all four puzzle pieces must fit together and be self-supporting in order for an organization to remain relevant and demonstrate impact in an increasingly competitive world.

## APPENDIX J

# MMC Goals for Research and Thought Leadership

- Build on Theory of Change—update thinking from the 1960s
- Research into other subsets of vulnerable, isolated women in Canada (apart from refugee, newcomer, and Indigenous women)
- Longitudinal studies on prior HIPPIY participants
- Investigation of vulnerable women’s experiences:
  - Isolation
  - Exclusion
  - Poverty
  - Gender bias
- Post-pandemic recovery for families
- Expansion of parental research
- Research on civic participation of economically vulnerable and excluded women in their communities and children’s schools
- Development of child sociology of relationships
- Partner with universities that have specialists in areas of child research





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