



SUMMARY OF RECOMMENDATIONS

Renewal Initiative – September 2012

Recommendations – Financial

There is a financial imperative to increase revenue, reduce costs related to infrastructure, reduce cost of fundraising, eliminate duplication and redundancy and spend in ways that maximize funds entrusted to us by donors for mission-related purposes.

1. Develop a leaner and unified senior management team inclusive of division presidents.
2. Realize cost savings by being leaner across all levels of the organization, including a reduction in the number and size of offices.
3. Continue to realize economies of scale by having Ontario Division, national office, and Toronto Chapter share one premise and move to a smaller, less expensive rental space. Encourage other jurisdictions to seek similar real-estate related cost efficiencies.
4. Implement a budgeting process whereby the national board provides overall budget direction and authority. Give authority to national and division boards to amend the budgets of divisions and chapter budgets respectively.
5. Place full authority in matters relating to compensation and wage adjustments with the national board.
6. Plan and implement a capital fundraising campaign to secure new donors and sustain the commitment of existing corporate and individual donors generated through the unprecedented success of the endMS campaign.
7. Invest in innovative fundraising to drive growth in the areas of “do-it-yourself” fundraising, social media and mobile fundraising.
8. Pursue opportunities to secure national, provincial and local government funding in ways that are sustainable and that support the delivery of our mission.
9. Accelerate the implementation of the MS Society’s donor-centric culture.
10. Increase revenues through partnership events, sponsorship and cause-related partners.
11. Increase the number of premium fundraising “events of distinction.”
12. Invest to strengthen community-based fundraising events (MS Walk, Bike Tour) and continuously engage past and new participants.
13. Develop and implement a strategic plan to grow the unfulfilled potential of major gift revenue.
14. Grow workplace-giving revenues through matching gifts programs (where employers match an employee donation to a charity), United Way and HealthPartners.

Recommendations – Organizational Alignment/Decision Making

There is a pressing need to increase organizational alignment and reduce duplication of activities to enhance cohesiveness and effective decision-making.

15. Fully align and integrate staff in one unified MS Society of Canada.
16. Maintain the existing naming conventions for all levels of the organization: chapter, division and national office.
17. Implement standard memorandums of agreement (MOA) - developed with collaborative input from affected parties - between the different levels of the organization to clarify roles, mandate and authorities of each level.
18. Maintain chapter and division governance boards and focus their work (as articulated through the MOA) on community-facing activities such as fundraising, government relations, volunteer engagement, client services (information and referral support, funding programs, recreational, education and wellness programming), and determining related budgets for these activities subject to meeting overall budget direction established by the national board.
19. Consolidate progress made over the past decade and fully unify management of back-office functions.
20. Appointments to chapter boards will be approved by the appropriate division board. Appointments to division boards will be approved by the national board. The exception is Quebec Division and Quebec chapters that have separate legal status.
21. Chapter boards will be accountable to division boards, division boards will be accountable to the national board and the national board will be accountable to the membership.
22. Separate the roles of national CEO and president, Ontario Division.
23. The MS Society will have one membership policy across the organization and all members will have the opportunity to participate in the annual general meeting.
24. The composition of the national board will reflect the diversity of the MS Society, enhance continuity of board membership and ensure the necessary skills to appropriately lead the affairs of a more aligned organization.
25. Actualize the power of volunteers by creating a taskforce to develop and support execution of a nationwide strategy on volunteer engagement.
26. Develop local volunteer groups that reflect both the needs of various communities and the interests of those who wish to donate their time to the MS Society.
27. Adopt the Imagine Canada Standards program.

Recommendations – Client Services

To better serve people living with MS, there is a compelling need to build on the strength of our client services programs.

28. Realign the geographic coverage of MS Society chapters to enhance coverage and expand delivery of programs and services.
29. Develop a multi-location (3-5 locations) nationwide knowledge network that connects with local resources to provide consistent information and referral services to people affected by MS.
30. Actively seek the voice of people affected by MS using multiple two-way communication channels on an ongoing basis.
31. Create support, recreational, education and healthy living programs that are unique to the needs of people living with MS and have a direct impact on quality of life.
32. The MS Society will continue to support equipment and funding programs that provide the greatest possible benefit to the highest number of people living with MS.
33. Increase investments in advocacy to advance MS issues at all levels of the organization and all levels of government

Recommendations - Research

There is a need to examine research avenues of greatest potential that will advance progress towards treatments to provide greater quality of life today, and ultimately the cause and a cure.

34. Centrally administer research programs that focus on high-quality, MS-specific scientific studies.
35. Develop and implement a focused communications strategy that highlights the importance and impact of research and how these activities enhance quality of life and benefit the overall movement to end MS.
36. Increase promotion and awareness of msresearch.ca, the MS Society's web portal targeted at people living with MS designed to bring awareness of opportunities to participate in research activities.
37. Shift research funding to a state where there is greater balance between researcher-initiated and targeted research.
38. Directly involve people living with MS in the independent review process to recommend research projects for funding by the MS Society of Canada.