



Multi-Employer Benefit Plan Council of Canada Strategic Plan 2017-2021

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THE EXPERT VOICE OF MULTI-EMPLOYER PLAN INTERESTS IN CANADA

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The Multi-Employer Benefit Plan Council of Canada (MEBCO) is a not-for-profit organization created in 1992 to represent the interests of multi-employer plans - at all government levels.

About MEBCO

MEBCO was established in 1992 as a federal no-share corporation, operating on a not-for-profit basis. MEBCO represents the interests of the Canadian multi-employer pension and benefit plan industry before federal and provincial governments as well as government agencies and regulators. MEBCO's members represent both multi-employer pension plans ("MEPPs") and multi-employer health and welfare benefit plans ("MEBPs").

MEBCO is administered by a Board of Directors who serve MEBCO on a volunteer basis, and who are responsible for identifying issues that impact multi-employer plans, developing a strategy to address those issues, and then carrying out this strategy. They are elected representatives from disciplines involved in multi-employer plans, including union and employer trustees, professional third party administrators, non-profit or "in-house" plan administrators, actuaries, benefit consultants, lawyers, and chartered accountants.

Trustees of MEPPs and MEBPs have responsibility for administering plans with accumulative membership of workers and families of over one million people in Canada.

MEBCO is a founding member of the Global Pension Alliance – a significant collaboration of representatives of pension funds around the world.

MEBCO's mandate is to be the expert voice of multi-employer benefit interests in Canada. MEBCO will carry out this mandate by:



- Advocating its positions on behalf of multi-employer plans before administrative tribunals, provincial and federal governments, and their agencies.
- Intervening and participating in proceedings before courts or other judicial bodies.
- Preparing and presenting reports, studies, and submissions on matters of importance to multi-employer plans



BENEFITS



Market Overview

- MEBCO represents the interests of multi-employer plans of which there are approximately 400 in Canada.
- These plans have a membership of over one million workers and family members.
- Annual contributions to these pension and benefit plans exceeds \$2 billion.
- Combined, these multi-employer plans cover well over one million workers and their families, in industries as diverse as construction, retail trade, entertainment, food, transportation, garment manufacturing and textiles.
- Multi-employer plans in Canada are a unique labour and management response for meeting the needs of workers and their dependants. This role should be recognized, preserved and encouraged.
- Multi-employer plans are the predominant form of benefit arrangement in the unionized sector in the above-mentioned industries.
- Multi-employer plans fulfill a vital social objective of providing necessary health and related benefits that are not otherwise available under Canada's public health care system, as well as providing pension benefits.



Strategic Plan Overview

The Multi-Employer Benefit Plan Council of Canada (MEBCO) continues on its ambitious journey to advocate, inform and communicate to legislative and regulatory bodies. To do this effectively, it is MEBCO's intention to take the organization to the next level of growth and performance.

As the expert voice of multi-employer plan interests in Canada, MEBCO's strategic mandate is to help transform and accelerate multi-employer pension and benefit plan effectiveness across Canada.

Accordingly, this document presents MEBCO's Strategic Plan (2017 to 2021), which sets out our direction over the next five years. It focuses on priority system improvements, reforms, and performance.

Vision: To be the leading advocate for Canadian multi-employer pension and benefit plans.

Mission: MEBCO is a national, volunteer-based organization and the recognized, expert voice of Canadian multi-employer plans. MEBCO will be the collaborative leader on emerging industry issues and will effectively serve and champion the interests of its members.

MEBCO's Core Focus:

1. Thought Leaders
2. Policy & Advocacy
3. Awareness and Engagement
4. Member and Stakeholder Value

STRATEGIC GOALS 2017 TO 2021

To accomplish MEBCO's vision and mission, the following strategic goals will be priorities over the next five year strategic planning cycle supporting the framework of the core focus areas listed above:

1. To advocate on behalf of multi-employer plans to government agencies and regulators.
2. To increase visibility, awareness and support of MEBCO.
3. To grow the membership base as the recognized, expert voice of multi-employer plan interests in Canada.
4. To provide for MEBCO's long-term financial stability.
5. To build the operational capacity of MEBCO.
6. To continue to participate actively in strategic global alliances.

MEBCO's Value Proposition:

1. The Threat to Multi-Employer Plans is real. - The legislative framework is constantly changing, and cost-management and cost reduction are at the top of every agenda.
2. Legislative Changes can be Significant. – Recent proposed changes have threatened to offload costs onto plans, restrict plan coverage, and have compromised the viability of some plans.
3. Multi-Employer Plans are Worth Protecting. – These plans play a vital role in providing health services and retirement plans to over one million workers and their families in industries typified by small companies and a mobile work force.
4. Multi-employer Plans Need a United Lobby. – They carry a low profile due to the fact that the coverage is thinly spread over many employer groups and mobile workers. MEBCO identifies and uses its resources to lobby on important issues.
5. MEBCO is committed to Protecting Multi-Employer Plan Interests. – When governments propose change, MEBCO is the single and clear expert voice at the table representing the unique interests of multi-employer plans. MEBCO's objectives are long term in managing change in pension and benefit taxation and legislation.

We are proud of the work we do and look forward to working with our stakeholders to achieve our vision.

