

Charitable Registration Number: 14077 6980 RR0001

ANNUAL REPORT 2018

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WHO ARE WE?

MISSION

Breast Cancer Action Ottawa is a local, community-based organization dedicated to enhancing the quality of life for those living with a breast cancer diagnosis through practical help, emotional support and education.

Our vision is to offer as much emotional and physical support for your well-being in a positive, easy and informative way. We understand how difficult it is to receive a diagnosis – you might be thinking, now what? We are here and we are prepared to help! Our vision is to make sure that regardless of your gendre, those of you working through the next steps of your breast cancer diagnosis receive our support and benefit from our programs.

OUR STATEMEMENT OF PRINCIPLES

Mission Fulfillment – By strengthening the organization in order to meet the changing needs and growing expectations of our audience

Effective Stewardship-By maintaining effective governance and management and by generating and managing resources in a wise and responsible manner.

Quality-By achieving excellence in all aspects of the organization and by evaluating the total organization and its outcomes on a regular basis.

Leadership-By adopting and promoting inclusiveness and diversity through services, programs, initiatives, activities and by pro-actively educating the public.

Our Guiding Principles Commitment.

Breast Cancer Action strives to operate in a manner that serves the best interest of the organization, with consideration given to the needs of our members, stakeholders and the community.

- 1. Inclusion. Breast Cancer Action strives to implement broad-based decision-making practices that best reflect the needs and expectations of our members, stakeholders and community.
- 2. Diversity. Breast Cancer Action respects and values differences among our members and stakeholders and believes diverse perspectives can be advantageous.
- 3. Transparency. Breast Cancer Action promotes openness regarding our vision, mission and mandate. Integrity. Breast Cancer Action remains committed to providing our members, stakeholders and the community with information, care and support to the best of our abilities.

4. Effectiveness. As an organization often faced with difficult choices based on limited resources, Breast Cancer Action will strive to achieve maximum results with the resources that are available.

WHAT DO WE DO

Founded in 1992 by three Ottawa women, breast cancer action remains a grassroots organization operating with the belief that collectively, we have the power to make a difference. Breast cancer action, a post diagnosis support and Resource Center is a common gathering place for one can find hope, friendships, support, and understanding amongst sister and brother breast cancer survivors.

HOW WE DO IT

We focus our attention on meeting the immediate needs of those diagnosed with breast cancer living in our community. We recognize that the breast cancer pathway is often overwhelming, and in order to help breast cancer patients navigate the way, we provide information, support, workshopS, peer support and Wellness programs such as our health and fitness program.

For our members, breast cancer action provides our members with a variety of core programs and services designed specifically to meet the diverse and changing needs of those diagnosed with breast cancer. As an organization that thrives through healthy volunteerism, we take pride in ensuring continuity through effective leadership, clear vision and strong direction.

As a post diagnosis support and Resource Center, we are committed to meeting the needs of an audience of people at various stages of a breast cancer diagnosis, treatment, post treatment and recovery.

For our community, breast cancer action continues to work toward increasing our organizational profile within the community we serve. As a registered charitable organization, we are committed to sharing information with our valued supporters, stakeholders, members and donors relevant to the governance, finances and operation of the organization.

Breast cancer action believes in proactive approach to educational outreach efforts, working diligently to reach out to all segments of the population including special needs interest groups, multicultural communities, the corporate sector and the medical community.

MESSAGE FROM THE PRESIDENT-Diane Hayes

Another year of changes! Wendy almost singlehandedly remodeled the office, got rid of a lot of "stuff" to make our organization look more professional. Then, in May, we hired the dynamo that is our Executive Director, Marie Louise Doyle. It did not take long for Marie Louise to figure out the organization and how many changes needed to happen to save the organization.

Plan were made to dismantle the office, sublease the space with the approval of the building management company and liberate us from a huge rent. The board worked to make sure the organization could remain viable and thanks to the members of the board and the reorganization started by Marie Louise, BCA is looking to rebuilding a stronger and better organization in 2019.

We thank all our members for their patience and support throughout 2018 and a major thank you goes out to our third-party events planners and to all who contribute to BCA. We are grateful for all your support.

In 2019, we will survive and rebuild and restructure! Onward and forward!

MESSAGE FROM THE EXECUTIVE DIRECTOR -Marie-Louise Doyle

As Executive Director, I want to personally thank our Board of Directors for their creativity, patience and dedication again over the last year. I am so excited to start working with you, our membership, in delivering fantastic programs and providing stellar support to those living with a breast cancer diagnosis.

CHANGING TOMORROW TODAY

We continue to develop programs and responses that support the work we have been doing, that continues to be a clearer framework that is more streamlined with our day to day activities.

The Board held a Retreat in November to create a strategic plan and those resulting action plans. The following table provides a summary of the steps we are taking to ensure BCA's relevance and financial viability.

As you will see we have moved forward in continuing to develop BCA and ensure its future growth by working towards a plan that is specific, measurable, achievable, realistic and timely. We continue to be SMART. The details in the table will ensure that our Executive Director has that support that they need, that Directors are held accountable to their portfolios and resulting deliverables to ensure the continued growth and success of BCA Ottawa. The BCA Board will keep its collective eye on the ball and ensure that we continue to represent its members accordingly.

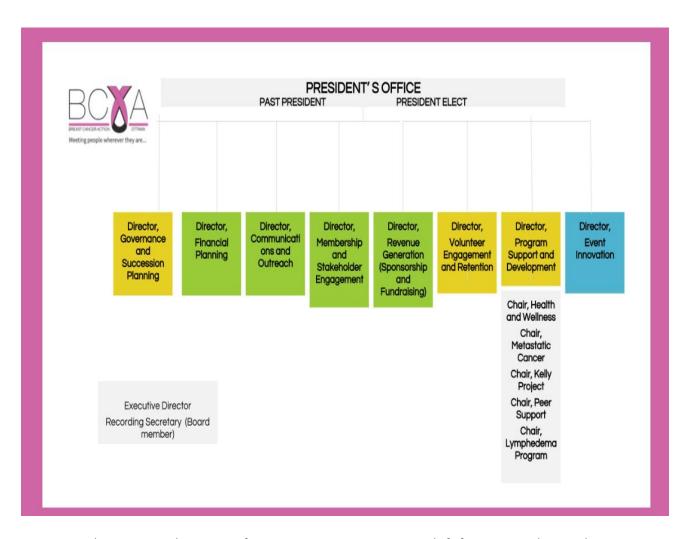
As Executive Director, I want to personally thank our Board of Directors for their creativity, patience and dedication again over the last year. We have completed a lot of work resulting in our meeting goals under the current Board model.

We have successfully worked on transitioning our Board infrastructure and overall program goals and objectives for over a little more than 3 months now. We continue to develop our Action Plan and to answer the questions "Where are we going?" and "How will we get there?" We continue to use the SMART model to ensure our outcomes meet those original objectives. So SMART means: Specific, Measurable, Achievable, Realistic, and Timely = SMART.

The last 18 months have proven to be quite challenging when ensuring our financial viability. To that end, the Board and are working together in shaping the future of BCA Ottawa. Our relationship is encapsulated in one statement:

The Board provides the vision and direction and the Executive Director operationalizes that direction.

The following Board Structure represents those portfolios that are required to run a successful organization. Next year each Director will be asked to give a "State of their Portfolio". However, as this is their first year, they are busy making plans and putting forward an implementation strategy.



To ensure the continued success of BCA Ottawa, it was time to shift from a mostly member at large model to a board structure that ensured that Director would create a strategic plan with its resulting action plans to ensure the Executive Director received clear messages on how to operationalize these plans.

We have successfully worked on transitioning our Board infrastructure and overall program goals and objectives for over a little more than 3 months now. We continue to develop our Action Plan and to answer the questions "Where are we going?" and "How will we get there?" We continue to use the SMART model to ensure our outcomes meet those original objectives. So SMART means: Specific, Measurable, Achievable, Realistic, and Timely = SMART.

The BCA needs to keep its collective eye on the ball: Here is an excerpt from Musa Mayer's book: "Advanced Breast Cancer-A Guide to Living with Metastatic Disease", Chapter 1: Denial, Fear and Popular Perceptions:

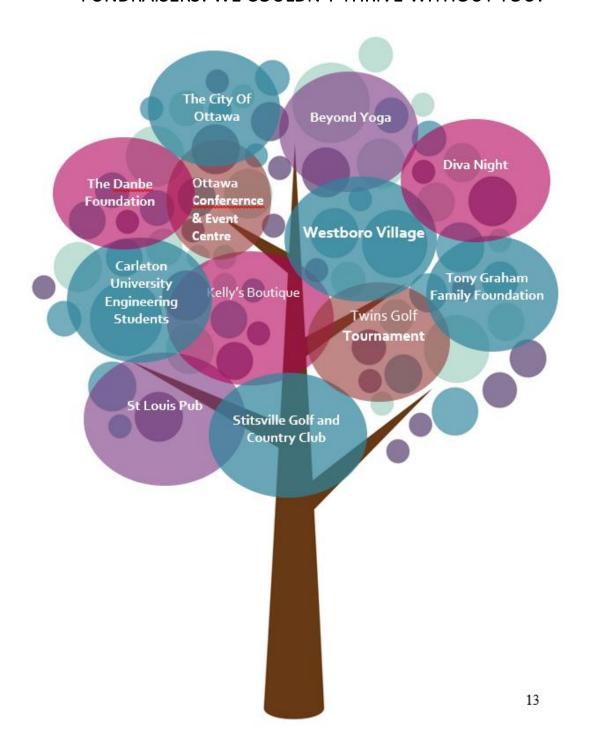
"The universal symbol of breast cancer awareness in recent years has been the pink ribbon, appropriated from the ubiquitous AIDS red ribbon. Breast cancer activists frequently object to this symbol. "This is not a pastel-coloured disease, and little strips of cloth will not end the epidemic," wrote Barbara Brenner, Executive Director of Breast Cancer Action of San Francisco. "Of all the pink ribbon pins made over the last several years, only one manages to convey the dual reality that breast cancer patients really face, and it is that of the Ottawa-based Breast Cancer Action group, that uses an upside-down pink ribbon, in the shape of a teardrop, the pink lined with black."

This table confirms our direction:

This table confirms our direction:								
	Strategy Cycle Phase 2018 Status							
Step 1: Gather Information								
\checkmark	Common understanding of mission and values	Completed						
\checkmark	Understanding of programs and actions on the ground	Completed						
	Review Strategic Plan	Completed						
\checkmark	Ensure stakeholders are represented in the process	Completed						
\checkmark	Consider impact of competing interests and organizations	Ongoing						
✓	Know the current resources (funding, HR, expertise, network							
	of the organization	Ongoing						
Step 2:	Analyze							
✓	Discuss and assess our internal check-in, state of our	Completed						
	organization							
\checkmark	Make sense of our gathered information	Completed						
\checkmark	Strengths, weaknesses, opportunities, threats	Completed						
\checkmark		Ongoing						
	living in?							
Step 3:	Prioritize							
\checkmark	Discuss and assess where we need to go next	Ongoing						
✓	Where do we put our limited time, energy and resources	Ongoing						
Sten 4:	Identify Strategies							
	How do we get there?	Ongoing						
		Ongoing						
	wheel exercise	Jgog						
✓	Set SMART goals	Ongoing						
Step 5: implementation								
	Review existing Board structure	Completed						
✓	Review existing staff structure	Completed						
	Confirm vision, mission, values	Completed						
	Create portfolios and their accompanying job descriptions	Completed						
✓		'						
✓	Assess job descriptions for validity and reality check	Completed						
	Create action plan to support program areas	Completed						
		Started						
Step 6:	Evaluate							

CORPORATE GIVING: OUR 2018 CIRCLE OF FRIENDS

THANK YOU TO OUR PARTNERS, SPONSORS AND THIRD-PARTY FUNDRAISERS! WE COULDN'T THRIVE WITHOUT YOU!



HOW WE RAISE A DOLLAR

As a charitable organization, breast cancer action actively seeks to raise revenue year-round to help offset the costs incurred by our educational outreach efforts, core programs and services as well as the operation of the post diagnosis support and Resource Center. During the 2018 fiscal year (January 1 to December 31 2018) breast cancer action raised funds through a variety of methods.

Corporate sponsorship and program revenue

funds generated in this category consist of designated corporate sponsorship dollars, as well as revenue assigned to specific programs and services, such as the Kelly project and our peer support program.

Third-Party-fund raising activities or events

Funds generated in this category are the result of money raised during special fund-raising events or activities organized by an outside source, such as dinner and dancing with the Divas and the North Gloucester Hockey League.

Donations

Funds generated in this category stem from a direct mail donations, individual donations in memoriam and special event revenue such as revenue garnered from the Embrun fair an tradeshow.

Other revenue

Funds generated in this category are derived from on sign product sales, miscellaneous revenue sources an investment income.

PROGRAMS, SERVICES AND INITIATIVES

To learn more about our programs, services and initiatives please visit our newly rebuilt website by visiting https://bcaott.ca/programs/peer-support-program/.

the following is a list of a few of our program offerings,

- ✓ Peer support program
- ✓ Health and Wellness Program,
- ✓ The Kelly Project
- ✓ Haley Rehab Lymphoedema Project
- ✓ Busting Out Dragonboat

OVERVIEW: WHEN YOUR MONEY GOES

Activities, Programs and Services

Included in this category are the costs associated with the delivery of the dragon boat program, Peer Support, Lymphoedema, and Health and Wellness program, as well as the Kelly project.

Also included in this category are associated educational outreach costs such as those associated with the publication of our quarterly newsletter and various print materials for the pre op and outreach workshops.

Administration

Included in this category are relevant administrative and office management costs.

Core operations

Included in this category are rental fees associated with the operation of the breast cancer actions health and Wellness program as well as the preparation of mandatory government remittances.

Other

Included in this category are miscellaneous costs including banking fees and standard overhead costs such as utilities, telephone, maintenance fees, professional fees, accounting services and internal audit fees, insurance an equipment purchases.

Fundraising and Allocation of Sponsorship Dollars

Included in this category are the costs associated with delivery of special fundraising activities or events, application of designated corporate sponsorship dollars for the health and Wellness program, as well as other fund raising and grants or revenue generating activities.

HOW YOUR MONEY MAKES A DIFFERENCE

With the financial support that you give us each, and every year, we can implement the following activities in support of those living with a breast cancer diagnosis:

- We host preoperative sessions for those about to undergo surgery
- > we offer free workshops to help minimize the risk of developing lymphoedema

- we developed new educational materials to share with our community and our best health partners
- We operate Post Diagnosis Support and Resource Center to ensure information and supporting resources are made available to those who need our assistance.
- > We fund our Peer Support program to help those newly diagnosed deal with the challenges of breast cancer.
- We foster health promotion by offering a wide range of fitness and mental health classes.
- We expand the fitness program to include level one classes to those still in treatment or in recovery.
- We expand the scope of our outreach efforts to welcome new programs, projects and initiatives, and to expand existing programs such as the Kelly program.
- We expand our organizational profile by reaching out to special interest groups within the community through outreach initiatives

...and so much more!

MESSAGE FROM THE VOLUNTEER DESK

Program activity:

Volunteers continue to be the heart of BCA in to maintain and increase the corpse of volunteers we need, there needs to be a dedicated effort to recruiting, orienting, training, and managing these valuable assets. With the creation of the director, volunteer engagement and retention portfolio a full volunteer program will be set to be created in 2019 and implemented in 2020.

Recruitment of new volunteers

our volunteers continued to be a cross section of the population, including high school students, college and University students and graduates, breast cancer action members and their families, retirees, and members of the public at large. Our volunteers provide a wealth of skills, experience, and knowledge that they share with BCA. This can include knowledge of varying linguistic and cultural backgrounds, personal and professional experience, and network engagement.

We recruit our volunteers through various means. First, our own membership is contacted through emails, our website, and our quarterly newsletter. Individuals outside of our membership from Can contact our executive director, reach out via email or via our website. We also offer internships for students seeking their volunteer hours to graduate from high school and also work with students at Algonquin college.

FINANCIAL SUMMARY 2018

Financial statement for the year ending December 31st, 2018. As prepared by EnVolta accounting firm, the following reflects the activities of breast cancer action and is derived from financial statements from the firm.

Breast Cancer Action Ottawa

PROFIT AND LOSS

January - December 2018

PROFIT	\$ -502.54	\$ -4,804.63	\$ -7,138.03	\$ -6,765.51	\$ -815.98	\$-3,110.13	\$3,146.05
Total Other Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Interest earned							
OTHER INCOME							
Total Expenses	\$7,120.91	\$9,273.78	\$9,794.84	\$11,627.04	\$12,843.11	\$11,563.45	\$13,158.77
Website							
The Kelly Project Expense		2,590.00					
Telephone & Internet		136.13	136.13	136.13	136.13	136.13	143.94
Subcontractor							
Storage Expense							
Rent or Lease of Buildings	.,	.,	.,	.,	.,	.,	.,
Rent	1.743.89	1,743.89	1.743.89	1.743.89	1,743.89	1,743.89	1,743.89
Payroll Remittance	596.10	673.47	704.00	607.08	910.62	1,264.69	1.830.66
Office/General Administrative Expenses	1,283,66	104.98	1,706,27	1.009.28	109.12		872.01
Total Marketing	59.77	385.62		863.76	7,185.86		1,928.10
Dragon Boat Festival		385.62		863.76	7,185.86		1.928.10
Advertising/Promotional	33.77						
Marketing	59.77						
Legal and professional fees				3,031.30			
Instructor Expense Insurance Expense	1,400.00	1,300.00	1,012.00	3,031.56	430.00	3,024.00	000.00
Instructor Expense	1.408.85	1,368.00	1.812.08	1,609.00	430.00	3.024.00	655.0
Gala Expense Health and Wellnes Program Venue Rental		226.74	222.07	399.08	273.40		265.0
Fundraising - Golf	20.00	37.29	459.91	300.00 922.43	27.83	400.44	540.0
Executive Director Monthly Contract	00.00	07.00		200.00	27.83	400.44	-,
Employee Payroll	1,936.97	2,005.66	3,008.49	1,002.83	2,024.26	2,646.98 2,345.32	1,938.8
Contractor	4 000 07	0.005.00	0.000.40	4 000 00	0.004.00	0.040.00	4 000 0
Bank Fees	71.67	2.00	2.00	2.00	2.00	2.00	2.00
EXPENSES							
GROSS PROFIT	\$6,618.37	\$4,469.15	\$2,656.81	\$4,861.53	\$12,027.13	\$8,453.32	\$16,304.82
Total Income	\$6,618.37	\$4,469.15	\$2,656.81	\$4,861.53	\$12,027.13	\$8,453.32	\$16,304.82
		• • • • • • • • • • • • • • • • • • • •					
Total Services	6,618.37	4,469.15	2,656.81	4,861.53	12,027.13	8,453.32	16,304.82
Services Reimbursements	6,618.37	4,469.15	2,656.81	4,861.53	12,027.13	8,453.32	16,304.82
INCOME	0.040.07	4 400 45	0.050.04	4 004 50	40.007.40	0.450.00	40.004.0
NICOLE							

Breast Cancer Action Ottawa

PROFIT AND LOSS

January - December 2018

PROFIT	\$ -14,872.57	\$8,474.13	\$13,169.88	\$ -16,048.61	\$18,464.32	\$ -10,803.62
Total Other Income	\$0.00	\$0.00	\$0.00	\$190.26	\$20.02	\$210.28
Interest earned				190.26	20.02	\$210.28
OTHER INCOME						
Total Expenses	\$22,837.29	\$6,269.22	\$23,654.18	\$36,020.48	\$7,314.08	\$171,477.15
Website			779.55	2,851.71	863.16	\$4,494.42
The Kelly Project Expense						\$2,590.00
Telephone & Internet	220.72	142.45			107.02	\$1,294.78
Subcontractor		5,209.10	7,324.48	4,230.76	8,586.52	\$25,350.86
Storage Expense			143.44	143.44	143.44	\$430.3
Rent or Lease of Buildings				16,184.46		\$16,184.46
Rent	8,999.65					\$21,206.88
Payroll Remittance	1,830.66		3,714.72			\$12,132.00
Office/General Administrative Expenses	1,377.45		2,872.01	109.12	2,785.25	\$12,229.15
Total Marketing	1,150.00	42.00	4,516.00	884.79	-3,502.67	\$13,513.23
Dragon Boat Festival	1,150.00	42.00	4,516.00		-3,502.67	\$12,568.6
Advertising/Promotional				884.79		\$884.79
Marketing					0.00	\$59.77
Legal and professional fees					1,500.00	\$1,500.00
Insurance Expense	,		,	,	,	\$3,031.5
Instructor Expense	1,015.00	40.00	1,800.41	1,825.00	2,335.00	\$17,322.34
Health and Wellnes Program Venue Rental	93.01	137.22	762.17			\$2,378.69
Gala Expense	5,555.55		1,700.00	0,0000		\$3,082.3
Fundraising - Golf	5.389.05			9.334.80		\$16.049.4
Executive Director Monthly Contract	1.619.65				500.00	\$7,704.2
Employee Payroll	984.90				-6.063.59	\$9,485.37
Contractor	107.20	556.29	41.40	415.00	00.00	\$971.29
Bank Fees	157.20	142.16	41.40	41.40	59.95	\$525.78
EXPENSES	4.,	4 ,	400,000	4.0,	4 _0,	4 100,100
BROSS PROFIT	\$7,964,72	\$14,743,35	\$36,824.06	\$19,781.61	\$25,758.38	\$160,463,2
Total Income	\$7,964.72	\$14,743.35	\$36,824.06	\$19,781.61	\$25,758.38	\$160,463.25
Total Services	7,964.72	14,743.35	36,824.06	19,781.61	25,758.38	\$160,463.2
Reimbursements	-35.00		-125.00		-125.00	\$ -285.00
Services	7,999.72	14,743.35	36,949.06	19,781.61	25,883.38	\$160,748.25

Breast Cancer Action Ottawa

BALANCE SHEET

As of December 31, 2018

	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	
Chequing 8810	8,168.61
CUSTOM PRICE PLAN (1672)	3,490.87
TD 1 YEAR CASHABLE GIC (4006)	10,168.49
Total Cash and Cash Equivalent	\$21,827.97
Accounts Receivable (A/R)	
Accounts Receivable (A/R)	7,878.44
Total Accounts Receivable (A/R)	\$7,878.44
Total Current Assets	\$29,706.41
Non-current Assets	
Property, plant and equipment	
Cost - Dragon Boat Equipment	12,474.00
Accumulated Depreciation - Dragon Boat	-7,334.00
Total Cost - Dragon Boat Equipment	5,140.00
Cost- Computer Equipment	2,775.00
Accumulated Depreciation	-1,416.00
Total Cost- Computer Equipment	1,359.00
Total Property, plant and equipment	\$6,499.00
Total Non Current Assets	\$6,499.00
Total Assets	\$36,205.41
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
Accounts Payable (A/P)	1,649.73
Total Accounts Payable (A/P)	\$1,649.73
Total Current Liabilities	\$1,649.73
Non-current Liabilities	
Accrued Liabilities	1,500.00
Total Non-current Liabilities	\$1,500.00
Total Liabilities	\$3,149.73
Equity	
Opening Balance Equity	43,859.30
Profit for the year	-10,803.62
Total Equity	\$33,055.68
Total Liabilities and Equity	\$36,205.41

WHO WE WORK WITH

- ✓ The Canadian Cancer Society
- ✓ The Ottawa hospital regional Cancer Center
- \checkmark The Ottawa public health Department women's breast Health Center
- ✓ Ontario breast screening program
- ✓ Ottawa integrative Cancer Center
- ✓ special interest groups
- ✓ The Wellness community
- ✓ Members of the medical community
- ✓ Members of the corporate sector
- ✓ Members of the retail sector
- ✓ Other charitable organizations
- ✓ Our membership
- ✓ Our community
- ✓ Kelly's boutique

THE FACE OF LEADERSHIP 2018

BCA Board of Directors as at January 1, 2018

•	Diane Hayes		President
•	Richard Bennett Adam Sarhan Andrea Douglas Louise Haley	1.	Director, Financial Planning Director, Revenue Generation Director, Membership and Stakeholder Engagement Director, Program Support and Development Chair, Health and Wellness
		 2. 3. 4. 5. 6. 	Chair, Metastatic Cancer Support Program Chair, Peer Support Chair, Lymphedema Program Chair, Dragon Boat Program Chair, The Kelly Project
•	Cindy Strugnell Vacant Vacant Vacant		Director, Communications Director, Event Innovation Director, Governance and Success Planning Director, Volunteer Engagement and Retention

The Board would like to thank and recognize the hard work of the following retired Board of Directors:

Wendy Loschiuck Treasurer

Susan Glick 1st Vice President Nicole Hood Member at Large