



Charitable Registration Number: 14077 6980 RR0001

ANNUAL REPORT

2018

Breast Cancer Action Ottawa
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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 gender, those of you working through the next steps of your breast cancer diagnosis receive our support and benefit from our programs.

OUR STATEMENT 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.

Title should be Statement; period after audience;

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 where 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 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.

Plans 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.

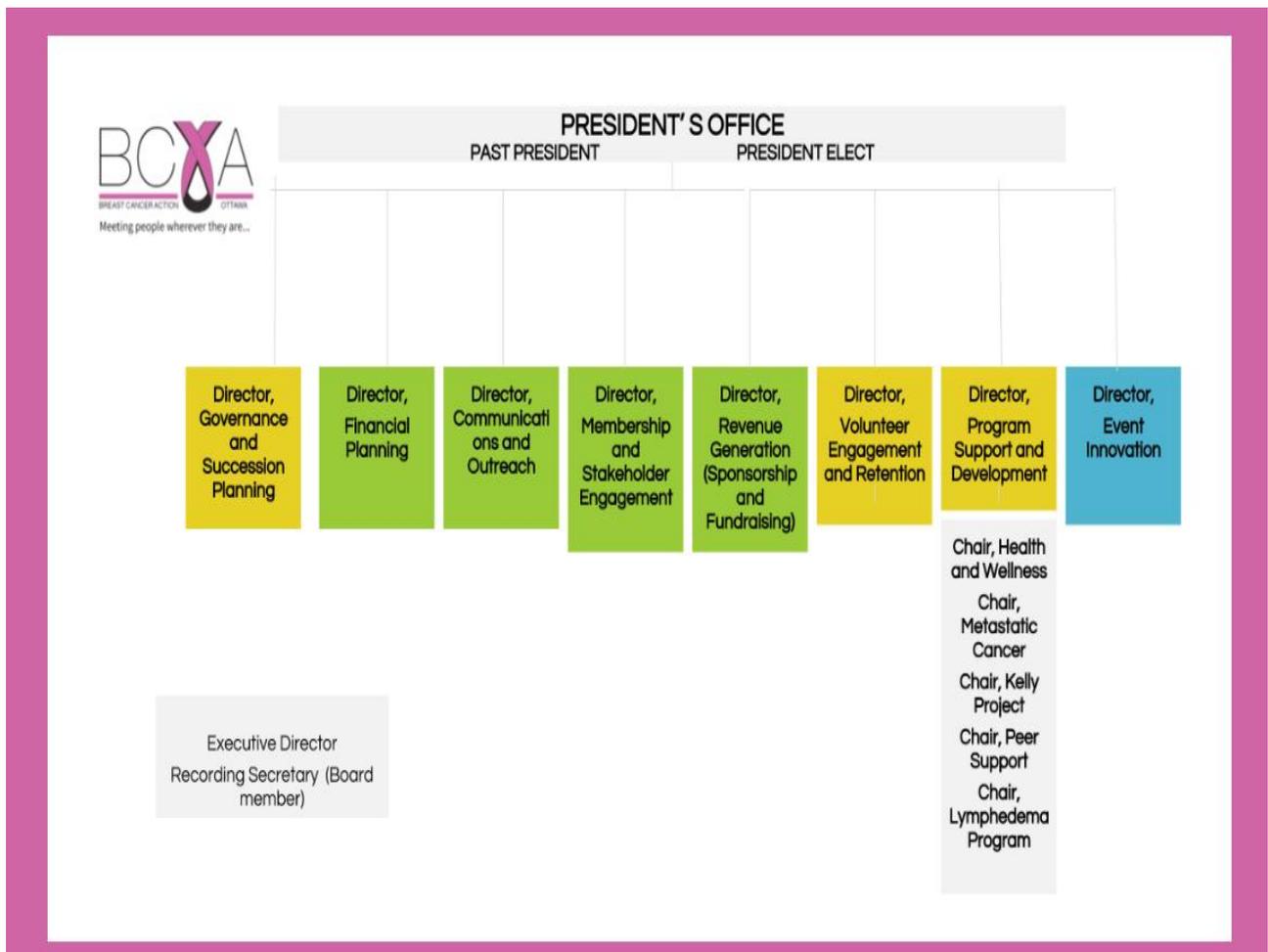
As Executive Director, I want to personally thank our Board of Directors for their creativity, patience, and dedication again over the last year. We have completed a lot of work resulting in our meeting goals under the current Board model.

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 I 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.

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:

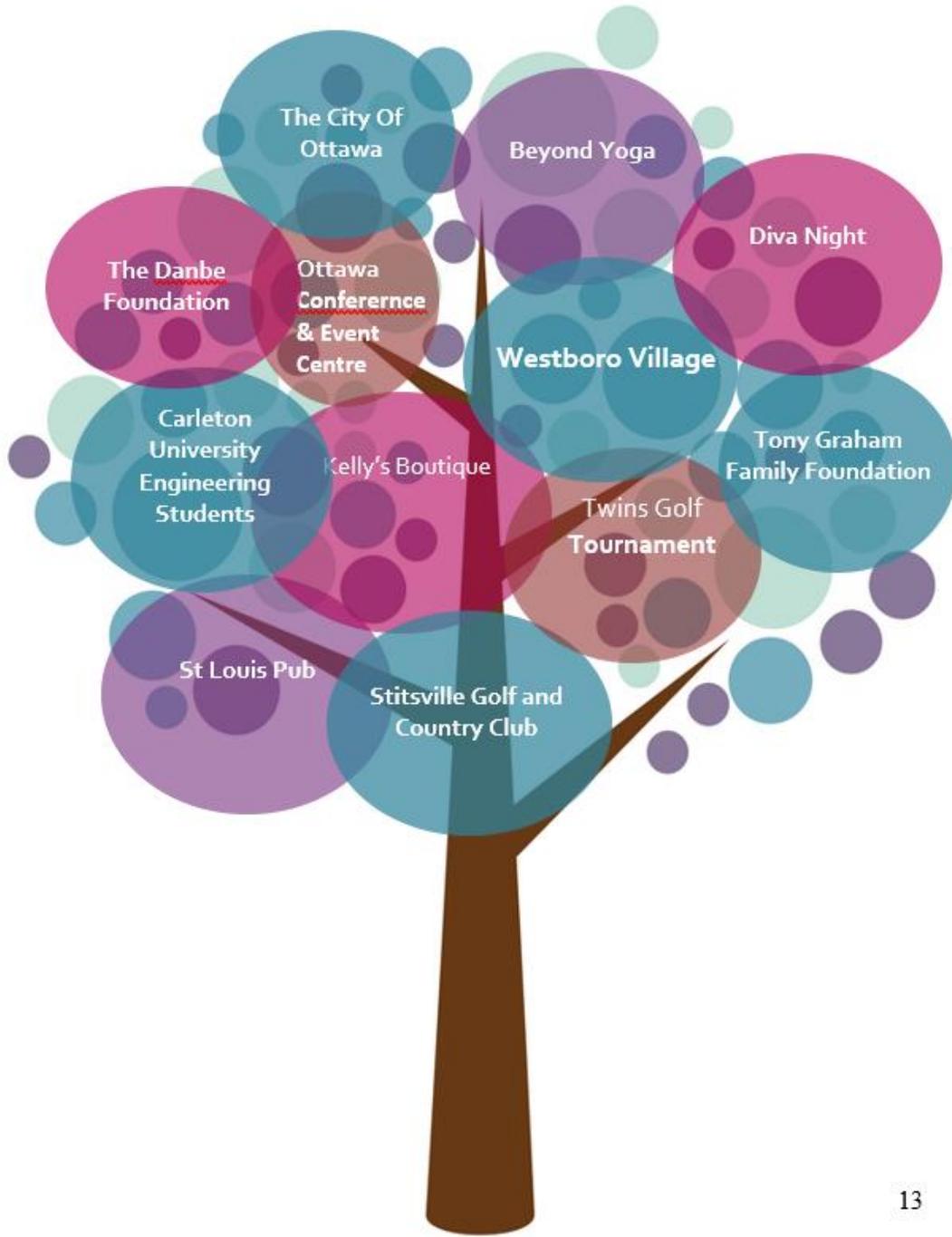
"The universal symbol of breast cancer awareness in recent years has been the pink ribbon, appropriated from the ubiquitous AIDS red ribbon. Breast cancer activists frequently object to this symbol. "This is not a pastel-coloured disease, and little strips of cloth will not end the epidemic," wrote Barbara 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:

Strategy Cycle Phase	2018 Status
<p>Step 1: Gather Information</p> <ul style="list-style-type: none"> ✓ Common understanding of mission and values ✓ Understanding of programs and actions on the ground ✓ Review Strategic Plan ✓ Ensure stakeholders are represented in the process ✓ Consider impact of competing interests and organizations ✓ Know the current resources (funding, HR, expertise, network of the organization) 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Step 2: Analyze</p> <ul style="list-style-type: none"> ✓ Discuss and assess our internal check-in, state of our organization ✓ Make sense of our gathered information ✓ Strengths, weaknesses, opportunities, threats ✓ Discuss and assess the external scan, what climate are we living in? 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p>
<p>Step 3: Prioritize</p> <ul style="list-style-type: none"> ✓ Discuss and assess where we need to go next ✓ Where do we put our limited time, energy and resources? 	<p>Ongoing</p> <p>Ongoing</p>
<p>Step 4: Identify Strategies</p> <ul style="list-style-type: none"> ✓ How do we get there? ✓ Develop strategy to address priorities as defined during the wheel exercise ✓ Set SMART goals 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Step 5: implementation</p> <ul style="list-style-type: none"> ✓ Review existing Board structure ✓ Review existing staff structure ✓ Confirm vision, mission, values ✓ Create portfolios and their accompanying job descriptions ✓ Slot existing board members into those roles ✓ Assess job descriptions for validity and reality check ✓ Create action plan to support program areas 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Started</p>
<p>Step 6: Evaluate</p> <ul style="list-style-type: none"> ✓ Did we meet our goals? 	<p>Start date: November 2019</p>

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 direct mail donations, individual donations in memoriam and special event revenue such as revenue garnered from the Embrun tradeshow.

Other revenue

Funds generated in this category are derived from on sign product sales, miscellaneous revenue sources and 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 and 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 which to maintain and increase the corps 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 continue 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 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 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 audited financial statements from the firm.

Breast Cancer Action Ottawa

PROFIT AND LOSS

January - December 2018

	JAN 2018	FEB 2018	MAR 2018	APR 2018	MAY 2018	JUN 2018	JUL 2018
INCOME							
Services	6,618.37	4,469.15	2,656.81	4,861.53	12,027.13	8,453.32	16,304.82
Reimbursements							
Total Services	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
GROSS PROFIT	\$6,618.37	\$4,469.15	\$2,656.81	\$4,861.53	\$12,027.13	\$8,453.32	\$16,304.82
EXPENSES							
Bank Fees	71.67	2.00	2.00	2.00	2.00	2.00	2.00
Contractor							
Employee Payroll	1,936.97	2,005.66	3,008.49	1,002.83	2,024.26	2,646.98	1,938.87
Executive Director Monthly Contract						2,345.32	3,239.30
Fundraising - Golf	20.00	37.29		300.00	27.83	400.44	540.00
Gala Expense			459.91	922.43			
Health and Wellnes Program Venue Rental		226.74	222.07	399.08	273.40		265.00
Instructor Expense	1,408.85	1,368.00	1,812.08	1,609.00	430.00	3,024.00	655.00
Insurance Expense				3,031.56			
Legal and professional fees							
Marketing	59.77						
Advertising/Promotional							
Dragon Boat Festival		385.62		863.76	7,185.86		1,928.10
Total Marketing	59.77	385.62		863.76	7,185.86		1,928.10
Office/General Administrative Expenses	1,283.66	104.98	1,706.27	1,009.28	109.12		872.01
Payroll Remittance	596.10	673.47	704.00	607.08	910.62	1,264.69	1,830.66
Rent	1,743.89	1,743.89	1,743.89	1,743.89	1,743.89	1,743.89	1,743.89
Rent or Lease of Buildings							
Storage Expense							
Subcontractor							
Telephone & Internet		136.13	136.13	136.13	136.13	136.13	143.94
The Kelly Project Expense		2,590.00					
Website							
Total Expenses	\$7,120.91	\$9,273.78	\$9,794.84	\$11,627.04	\$12,843.11	\$11,563.45	\$13,158.77
OTHER INCOME							
Interest earned							
Total Other Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PROFIT	\$-502.54	\$-4,804.63	\$-7,138.03	\$-6,765.51	\$-815.98	\$-3,110.13	\$3,148.05

Breast Cancer Action Ottawa

PROFIT AND LOSS

January - December 2018

	AUG 2018	SEP 2018	OCT 2018	NOV 2018	DEC 2018	TOTAL
INCOME						
Services	7,999.72	14,743.35	36,949.06	19,781.61	25,883.38	\$160,748.25
Reimbursements	-35.00		-125.00		-125.00	\$ -285.00
Total Services	7,964.72	14,743.35	36,824.06	19,781.61	25,758.38	\$160,463.25
Total Income	\$7,964.72	\$14,743.35	\$36,824.06	\$19,781.61	\$25,758.38	\$160,463.25
GROSS PROFIT						
EXPENSES						
Bank Fees	157.20	142.16	41.40	41.40	59.95	\$525.78
Contractor		556.29		415.00		\$971.29
Employee Payroll	984.90				-6,063.59	\$9,485.37
Executive Director Monthly Contract	1,619.65				500.00	\$7,704.27
Fundraising - Golf	5,389.05			9,334.80		\$16,049.41
Gala Expense			1,700.00			\$3,082.34
Health and Wellnes Program Venue Rental	93.01	137.22	762.17			\$2,378.69
Instructor Expense	1,015.00	40.00	1,800.41	1,825.00	2,335.00	\$17,322.34
Insurance Expense						\$3,031.56
Legal and professional fees					1,500.00	\$1,500.00
Marketing					0.00	\$59.77
Advertising/Promotional				884.79		\$884.79
Dragon Boat Festival	1,150.00	42.00	4,516.00		-3,502.67	\$12,568.67
Total Marketing	1,150.00	42.00	4,516.00	884.79	-3,502.67	\$13,513.23
Office/General Administrative Expenses	1,377.45		2,872.01	109.12	2,785.25	\$12,229.15
Payroll Remittance	1,830.66		3,714.72			\$12,132.00
Rent	8,999.65					\$21,206.88
Rent or Lease of Buildings				16,184.46		\$16,184.46
Storage Expense			143.44	143.44	143.44	\$430.32
Subcontractor		5,209.10	7,324.48	4,230.76	8,586.52	\$25,350.86
Telephone & Internet	220.72	142.45			107.02	\$1,294.78
The Kelly Project Expense						\$2,590.00
Website			779.55	2,851.71	863.16	\$4,494.42
Total Expenses	\$22,837.29	\$6,269.22	\$23,654.18	\$36,020.48	\$7,314.08	\$171,477.15
OTHER INCOME						
Interest earned				190.26	20.02	\$210.28
Total Other Income	\$0.00	\$0.00	\$0.00	\$190.26	\$20.02	\$210.28
PROFIT	\$ -14,872.57	\$8,474.13	\$13,169.88	\$ -16,048.61	\$18,464.32	\$ -10,803.62

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 Cancer Center
- ✓ The Ottawa Regional Cancer Foundation
- ✓ 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 Director, Financial Planning
- Adam Sarhan Director, Revenue Generation
- Andrea Douglas Director, Membership and Stakeholder Engagement
- Louise Haley Director, Program Support and Development
 1. Chair, Health and Wellness
 2. Chair, Metastatic Cancer Support Program
 3. Chair, Peer Support
 4. Chair, Lymphedema Program
 5. Chair, Dragon Boat Program
 6. Chair, The Kelly Project
- Cindy Strugnell Director, Communications
- Vacant Director, Event Innovation
- Vacant Director, Governance and Success Planning
- Vacant 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 Gick	1 st Vice President
Nicole Hood	Member at Large

