



Charitable Registration Number: 14077 6980 RR0001

# ANNUAL REPORT

## 2020

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.

### 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 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 a 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

This year has been quite the roller coaster. From a year slated to be an about face for BCA, to an economy that is suffering with closures, cancellation of events to dramatic and sudden increases in unemployment and so, so much more. Through it all, has been the most unexpected—a pandemic. Perhaps, the cause of it all.

The virus has brought a lot of disruption and personal pain—and not just to those who've been unlucky enough to catch it. Our newly diagnosed have had extraordinary situations dealing with appointments held over the phone or virtually and cancelled or postponed surgeries.

One thing that the virus has definitely NOT done. It's not changed the desire of your board—all are volunteers, and while serving are struggling with their own businesses and family situations—to make the BCA world a better place. To co-create with others.

In fact, the pandemic has heightened the interest and passion for this board to make sure we are serving the best needs of the newly diagnosed and offer the programs and support they desperately need, this year more than ever.

But you say, I know a LOT of organizations who are seeing real drops in their revenue BECAUSE of the pandemic. Accordingly, so have we, but we are working at adapting and at ensuring we are looking to BCA's future and what 2021 will bring.

THAT is true. And your BCA board members? I could not be prouder of every one of them. So, members, thank you for your confidence; your board will continue to persevere through, yes, even through this pandemic.

## 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. 2020 or year of COVID that certainly brought with it unforeseen, and overwhelming challenges. This was the year, that we were supposed to shine with twelve confirmed third party fund raising events; 3 golf tournaments and one gala ready to go, 2020 was supposed to be the year that we moved into financial stability, after years of struggling through to ensure that we could continue providing our programs. As you know, due to COVID all events and traditional third-party fundraising events were cancelled along with our "More than Just a Fitness" program. With this, we needed to pivot to ensure survival. We did make it through 2020 with thanks to our members making donations and different government funding programs as a response to help charities facing undue financial hardship due to the government's response to flattening the curve on COVID. I want to extend a special thanks to the Board of Directors, who were dealing with their own challenges in 2020, but continued supporting BCA's efforts to push through. We do hope the 2021 will prove to be a better year.

## 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.

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.

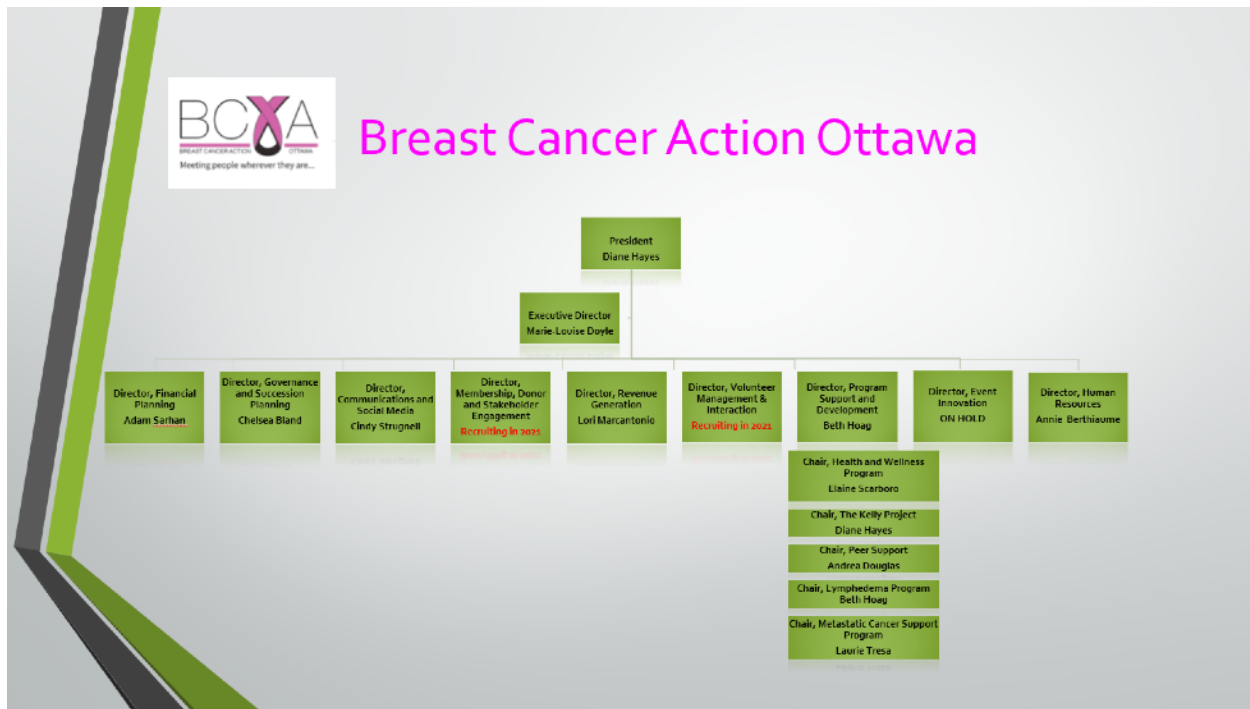
We have successfully continued our work on transitioning our Board infrastructure and overall program goals and objectives for over a little more than 1 year now. We continue to develop

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 12 months have proven to be overwhelmingly 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 work both strategically and operationally. They are busy making plans and putting forward an implementation strategy.



To ensure the continued success of BCA Ottawa, we did successfully implement the new board model that has ensured that BCA keeps moving into a successful year with strategic plan and resulting action plans to ensure the Executive Director receives clear messages on how to operationalize these activities. 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	2019 Status
<p><b>Step 1: Gather Information</b></p> <ul style="list-style-type: none"> <li>✓ Common understanding of mission and values</li> <li>✓ Understanding of programs and actions on the ground</li> <li>✓ Review Strategic Plan</li> <li>✓ Ensure stakeholders are represented in the process.</li> <li>✓ Consider impact of competing interests and organizations.</li> <li>✓ Know the current resources (funding, HR, expertise, network of the organization)</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>
<p><b>Step 2: Analyze</b></p> <ul style="list-style-type: none"> <li>✓ Discuss and assess our internal check-in, state of our organization.</li> <li>✓ Make sense of our gathered information.</li> <li>✓ Strengths, weaknesses, opportunities, threats</li> <li>✓ Discuss and assess the external scan, what climate are we living in?</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p>
<p><b>Step 3: Prioritize</b></p> <ul style="list-style-type: none"> <li>✓ Discuss and assess where we need to go next.</li> <li>✓ Where do we put our limited time, energy, and resources?</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>

<p><b>Step 4: Identify Strategies</b></p> <ul style="list-style-type: none"> <li>✓ How do we get there?</li> <li>✓ Develop strategy to address priorities as defined during the wheel exercise.</li> <li>✓ Set SMART goals</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p><b>Step 5: implementation</b></p> <ul style="list-style-type: none"> <li>✓ Review existing Board structure.</li> <li>✓ Review existing staff structure.</li> <li>✓ Confirm vision, mission, values.</li> <li>✓ Create portfolios and their accompanying job descriptions.</li> <li>✓ Slot existing board members into those roles</li> <li>✓ Assess job descriptions for validity and reality check.</li> <li>✓ Create action plan to support program areas</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p>
<p><b>Step 6: Evaluate</b></p> <ul style="list-style-type: none"> <li>✓ Did we meet our goals?</li> </ul>	<p>Start date April 1, 2021</p>

**CORPORATE GIVING: OUR 2020 CIRCLE OF FRIENDS**

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

- Our Donor Members
- Cash for Trash
- The Walter Hendelman Legacy Fund

**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 2019 fiscal year (January 1 to December 31, 2019) 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 onsite 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/>.

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

- ✓ Peer support program
- ✓ Metastatic Breast Cancer Support Group
- ✓ Health and Wellness Program,
- ✓ The Kelly Project
- ✓ The Lymphoedema Project

Busting Out Dragon Boat Program

## **OVERVIEW: WHERE 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 Action's 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 to maintain and increase the corps of volunteers we need, there needs to be a dedicated effort in recruiting, orienting, training, and managing these valuable assets. With the creation of the director, volunteer engagement and retention portfolio a full volunteer program was created in 2019 and will be 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 2020

Financial statement for the year ending December 31st, 2019. 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. The balance sheet as of December 31, 2019 show:

### Breast Cancer Action Ottawa

Balance Sheet  
As of December 31, 2020

	TOTAL
<b>Assets</b>	
Current Assets	
Cash and Cash Equivalent	
Chequing 8810	1,521.31
CUSTOM PRICE PLAN (1672)	41.36
Petty Cash- Dragon Boat	500.00
<b>Total Cash and Cash Equivalent</b>	<b>\$2,062.67</b>
<b>Total Current Assets</b>	<b>\$2,062.67</b>
Non-current Assets	
Property, plant and equipment	
Cost - Dragon Boat Equipment	12,474.00
Accumulated Depreciation - Dragon Boat	-7,334.00
<b>Total Cost - Dragon Boat Equipment</b>	<b>5,140.00</b>
Cost- Computer Equipment	4,325.82
Accumulated Depreciation	-1,416.00
<b>Total Cost- Computer Equipment</b>	<b>2,909.82</b>
<b>Total Property, plant and equipment</b>	<b>\$8,049.82</b>
<b>Total Non Current Assets</b>	<b>\$8,049.82</b>
<b>Total Assets</b>	<b>\$10,112.49</b>
<b>Liabilities and Equity</b>	
Liabilities	
Current Liabilities	
Credit Card	
Scotia Momentum for Business Visa	390.94
<b>Total Credit Card</b>	<b>\$390.94</b>
GST/HST Suspense	-4,434.19
<b>Total Current Liabilities</b>	<b>\$ -4,043.25</b>
Non-current Liabilities	
CEBA Loan	30,000.00
<b>Total Non-current Liabilities</b>	<b>\$30,000.00</b>
<b>Total Liabilities</b>	<b>\$25,956.75</b>
Equity	
Retained Earnings	30,649.25
Profit for the year	-46,493.51
<b>Total Equity</b>	<b>\$ -15,844.26</b>
<b>Total Liabilities and Equity</b>	<b>\$10,112.49</b>



## WHO WE WORK WITH

- ✓ The Canadian Cancer Society
- ✓ The Ottawa Hospital Cancer Center
- ✓ 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 2019

### BCA Board of Directors as at January 1, 2020

- Diane Hayes                      President
- Adam Sarhan                    Director, Financial Planning
- Lori Marcantonio               Director, Revenue Generation
  
- Andrea Douglas                              Director, Membership and Stakeholder Engagement
- Beth Hoag                      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

- ON HOLD                      Director, Event Innovation
- Chelsea Bland                Director, Governance and Success Planning
- Caroline Ethier                Director, Volunteer Engagement and Retention

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

- Louise Haley
- Andrea Douglas