



# **Christian Counselling Ottawa**

---

## **2016 Annual Report**

## Message From The Chair Of The Board Of Directors

Once again in 2016, Christian Counselling Ottawa (CCO) has provided Christian based, professional therapy and counselling support to a wide range of people in Ottawa and surrounding communities. It has been a privilege to serve in this manner and our hope is that through the dedicated work of our therapists and supporting team, people's lives have been blessed.

CCO has an extremely capable and dedicated team of psychotherapists. In addition to their counselling work, each therapist has undertaken the arduous steps to obtain professional registration in the College of Registered Psychotherapists of Ontario. The board recognizes their commitment to their craft and to the work of CCO and applauds them for their efforts over the past year. Their work has been aided by a committed support team whose efforts cannot go unacknowledged. The work of CCO over the past year has been successful in large part due to the faithful and volunteered efforts of our Executive Director. We thank Linda Colwell for her service.

As a charitable organization, CCO has a mission to minister to the mental health needs of all members of its constituent community within the scope of its expertise and without regard to economic means. The organization's ability to do so is directly linked to the generous support of individuals and churches who share the values of CCO. During the past year, this support has allowed us to provide a significant level of professional support to people who would not have otherwise been able to afford these services.

In the following pages, you will see a detailed description and accounting of the activities of the organization. It is my hope the reader will see at least in some measure, that CCO has served well and be challenged by the needs ahead.

In anticipation of the future we reiterate our mission to "serve God through Christian ministry by providing professional therapy and education to assist people in effectively managing life's challenges".

The needs continue to be great. We trust that together we will continue to serve well in 2017.

Sincerely,

Dennis Nazarenko

Volunteer Board Chair – Christian Counselling Ottawa

## BACKGROUND

Christian Counselling Ottawa (CCO) is a ministry that rests on a foundation of core biblical values as understood from a thoughtful evangelical perspective and the social science and professional standards of psychotherapeutic counselling. Founded by Roger and Diane Moyer in 1978, the Agency was incorporated as the Ottawa Christian Counselling Service Association (OCCSA), in May 1979.

Roger and Diane's vision was to build a professional ministry that would stand in the gap between professional psychotherapeutic services offered in a secular context and the ministry needs and limitations of local churches. Over the years, the need for psychotherapeutic counselling services which recognize the uniqueness of the Christian community while serving the needs of the general community has become ever more apparent.

Today, on the eve of its first 40 years of ministry and service, the scope of the ministry far exceeds the original vision. While all of our psychotherapists claim Jesus Christ as personal saviour, we serve clients of all faiths and those who claim no faith at all. Our team of qualified therapists works in a collaborative manner, each bringing his/her own individual professional training and experience to provide a holistic approach to address the needs of individuals, individual family members and families as a whole as they deal with anxiety, depression, trauma (including post traumatic stress disorder (PTSD)), abuse, grief, self-harm, various relationship concerns and other issues.

## MISSION, VALUES, VISION

**Mission:** The Christian Counselling Ottawa Mission is to serve God through Christian ministry and the provision of professional psychotherapy and education services to assist people in effectively managing life's challenges.

**Value Statement:** We the directors, staff, therapists, volunteers and supporting community of CCO value Christian Principles and Lifestyle; Client Confidentiality and Privacy; Professionalism in Service; an Exemplary Work and Counselling Environment; and Stewardship of Resources:

1. **Christian Principles and Life Style:** We value the integration of Christian principles in the counselling context and are committed to living lives that are pleasing to God;
2. **Client Confidentiality and Privacy:** We value client confidentiality and privacy and are committed to the protection of both.
3. **Professionalism in Service:** We value professionalism in training/education, service delivery and the work environment and commit as individuals and a group to ensuring these elements are part of every aspect of our work and ministry;
4. **Exemplary Work and Counselling Environment:** We value a safe, secure, healthy and harassment-free work and counselling environment that is respectful and welcoming for staff, volunteers and clients alike; and

4. **Stewardship of Resources:** We value accountability, transparency, fairness and equity in dealing with people and the financial and other assets with which we are entrusted.

**Vision:** Our vision is to be a trusted partner in 'healing the hearts and homes of those who hurt'.

## 2016 RESULTS

Identifying measures for our spiritual ministry and professional services is not easy. While we believe that some of our interventions have saved both physical and spiritual lives, we cannot point to hard data to support this belief. However, we can attest to the fact that we have seen lives restored, faith renewed and coping skills extended to allow individuals and families to carry on in the face of seemingly overwhelming adversity. Current and former clients report that their sessions with a CCO psychotherapist saved their marriages, their lives or their faith; allowed them to return to productive work lives; and gave them new insights on living life to the fullest.

While what we observe and what people say provide important indicators of CCO's success, objective and even subjective measures tend to provide more confidence. Our year in terms of services, logistics, fund raising and staff development follows.

### Services

**Total Sessions:** From 1 January to 31 December 2016 therapists provided **3,710** client sessions for individuals, couples, families and children, down by 124 from last year's **3,834** sessions.

**Subsidized Sessions:** Providing access to services for lower-income clients is an essential part of our ministry. Thanks to our church and individual donors and revenue from Board sponsored fundraisers, we were able to maintain a reasonable Subsidy Fund to support clients who would not otherwise be able to afford the counselling services they need. In 2016, just over 1,000 sessions received some level of subsidization with per session subsidies ranging from \$10-80.00. The Subsidy Fund income was \$23,061 and the total payout was \$22,902.

**Community Seminars:** While we were not able to provide the community seminars at our Main Office as envisioned in our 2016 Business Plan, several therapists provided seminars and information fairs for local church and community groups.

**Education and Training:** Throughout the year, we provided placements for four students, three of whom were enrolled in the St Paul's University Masters in Counselling and Spirituality program and the fourth was a student from Lubbock Christian University, Lubbock, Texas, USA. The Placement Program remains an effective means of providing counselling services to financially stressed clients while providing excellent opportunities for students to gain the supervised experience they need to qualify as professional psychotherapists. This year, our placement students provided a total of 365 sessions, in addition to our subsidised sessions, for clients who would not otherwise have had access to counselling.

## Logistics

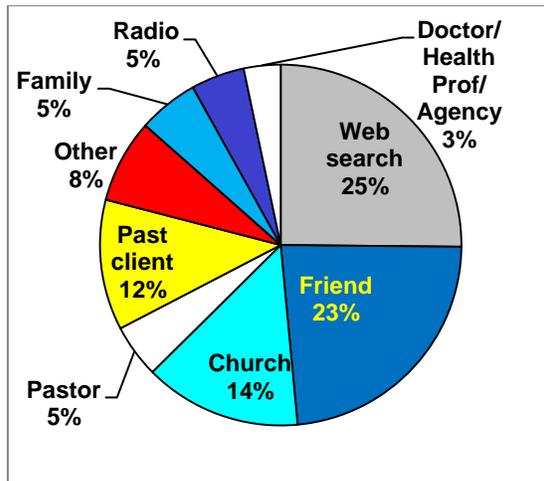
**Ottawa and Area Offices:** In addition to our main office at 63 Glencoe Street, through the generosity of our church partners, we provided services from divisional offices at:

- Gloucester: Greenbelt Baptist Church
- Ottawa South: The Metropolitan Bible Church
- Kanata: Kanata Baptist Church
- Dundas County: Williamsburg Christian Reformed Church

**Pembroke Office:** To service clients in the Pembroke area, we work with the Robbie Dean Family Counselling Centre which is currently located at 315 Pembroke St E, Pembroke.

**Advertising:** In 2016, we launched a newspaper advertising campaign in Pembroke and several radio advertising campaigns which ran in the Ottawa area. In December 2016, we embarked on an OC Transpo interior advertising campaign featuring the message from our previous bus campaign, "Don't Suffer in Silence". The campaign will run from 30 December 2016 to March 2017, and we hope will provide hope and some direction as to where to go for help for our fellow citizens who ride the buses through the dark days of winter.

### How Clients Heard About CCO:



While not scientific as a survey model, we track how clients heard about us by asking the question at intake. Friends and web searches account for nearly half of our first time clients, while pastors and churches are the sources about a fifth of our new clients.

Since radio and print advertising provide the website as the go-to point, we believe these advertising channels may be a significant factor in the numbers who say they found out about CCO through the website

**Fees:** Again in 2016, we were successful in controlling costs to allow us to maintain a minimum charge-out within a sliding fee scale.

**Payments:** The credit/debit payment system at the main office and the online payments for the divisional offices continue to address the preferred payment options for clients.

**Connecting:** The website, Facebook page and on-line intake and appointment booking capability continue to grow and improve. Thanks to our website contractor, James Giroux of Groundworks, we are about to implement some upgrades to the website which are aimed at refreshing the site and improving security for donors and clients who use it to make electronic contributions and payments.

## **Fund Raising**

**Christmas Campaign:** This year's Christmas Campaign was successful in bringing in just over \$14,000 in the November 2016 to 31 December 2016 period. We thank God for the caring and concern of our donors.

**Trivia Nite – April Fools' Edition:** The 2016 Trivia Nite held at The Salvation Army Ottawa Citadel on Walkley Road was a great time of brain teasing competition. Thank-you's go out to the Ottawa Citadel Church family which donated the space for the event, Kim Hoy, the MC extraordinaire, and all the participants. The event raised just over \$1,000.

**Triumphant Quartet:** In their second annual Ottawa appearance on 16 September 2016, The Triumphant Quartet provided another wonderful performance and a musical and spoken Christian outreach that continues to reverberate around Ottawa and surrounding areas. Attendance at the concert was up by more than 200 over the 2015 event, and thanks to the efforts of Paul Hill, Dave McKendry (Past Chair of the CCO Board) and their team of workers and donors, the CCO ministry was the recipient of just over \$7,000.

## **Professional Development, Quality Assurance and Case Management**

**College of Registered Psychologists of Ontario (CRPO):** Throughout 2016, our more senior therapists concentrated on collecting the data required to support their applications for registration with CRPO. We are pleased that all of our eligible therapists were successful in qualifying for registration with the College and can now operate as Registered Psychotherapists.

**Other Professional Development:** Therapists pursued various courses and other professional development opportunities in areas of couples and children's counselling, Brain Spotting, Traumatic Incident Reduction and whole body focusing. The latter three areas of study have qualified our therapists to deal with clients suffering the results of trauma including PTSD.

**Supervising Psychologist:** We are grateful to Dr Robert Groves who provides professional practice supervision, professional development and mentoring for our therapists. In addition, he provides advice and consultation on specific clinical issues and advises on therapist performance as part of our quality assurance program.

**Procedures and Policies:** In 2016, we developed a number of policies and procedures focused on ensuring the delivery of quality services. Procedures for client assignments and file management were updated, quality assurance and case management procedures as well as the role of the supervising psychologist were developed or made more explicit and several new policies related to personnel administration, non-counselling fees and the Canada Anti-Spam Legislation were developed and published.

## Our Team

**Therapists:** Our therapists provide individual, couple, family and group counselling according to their areas of expertise. All hold a Master's degree in a counselling related discipline, and each in addition to being a registered or registering psychotherapists, is eligible for membership in one or more of the related professional counselling associations. Throughout 2016, CCO employed 11 part time therapists.

**Elizabeth**, our Clinical Director and Senior Therapist, is registered with the College of Registered Psychotherapists of Ontario (Registration Number 005119). She has an undergraduate degree from Columbia International University, Columbia, South Carolina, and a Master of Arts degree in Individual and Couples Counselling from St. Paul University in Ottawa. She has completed Phase 1 Training in "Brainspotting" and is pursuing advanced training in this well regarded technique for treating psychological trauma. She works with couples and with individual adults from our Main Office at 63 Glencoe Street and our divisional offices in Kanata and Dundas County.

As Clinical Director she supervises the CCO therapists and the Intake process and oversees the work of student placements, as they follow the experiential portion of their training. Elizabeth has been part of the CCO Team for 19 years.

**Joanne** is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario (Registration Number 004483). She holds a B.A. in Psychology and obtained her M.A. in Individual Counselling from St. Paul University. She has continued her studies to include working with couples and recently completed training in EMDR, level 2. She provides individual and couples psychotherapeutic counselling at the Main Office located at 63 Glencoe Street as well as our Gloucester office located within the Greenbelt Baptist Church. Joanne works primarily with adults and youth, offering expertise in a broad range of intervention issues and has a special interest in working with trauma survivors. She has been working at Christian Counselling Ottawa for over 16 years.

**Heather** is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario (Registration Number 004671). She holds a B.A. in Social Development Studies from the University of Waterloo, a B.A. in Religious Education (Major in Youth Counselling) from Briercrest College and Seminary in Caronport, Saskatchewan and an M.A. Honours in Counselling from the Winnipeg Theological Seminary. She has a wide range of expertise, working with adults, adolescents, couples and families at our Main Office on Glencoe Street. She is pursuing studies in work stress reduction and in 2017 will become a Certified Traumatic Incident Reduction (TIR) Facilitator. She is a member of the Professional Association of Canadian Christian Counsellors and has been part of the CCO Team for 10 years.

**Sandra** is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario (Registration Number 003863). She holds a B.A. (Psychology) from Roberts Wesleyan College in New York State and obtained her M. Div. (Counselling – Couple and Family) from Tyndale University College and Seminary. She brings a considerable range of expertise to her work with adult individuals and couples, and she is one of four

of our psychotherapists having recognized qualifications and experience to work with trauma survivors including those suffering from PTSD. She sees clients at our Ottawa South divisional office located within The Metropolitan Bible Church as well as our main office on Glencoe Street. She is a member of the Ontario Association of Consultants, Counsellors, Psychometrists and Psychotherapists and has been part of the CCO Team for nine years.

**Carolynne** is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario (Registration Number 004804). She holds a B.A. in Honours Psychology from the University of Waterloo and an M.A. in Individual Counselling from St. Paul University. She works as an individual and family counsellor with children, adolescents and adults at our Glencoe and Kanata offices. She is a Canadian Certified Counsellor (CCC) with the Canadian Counselling and Psychotherapy Association (CCPA) with membership in good standing. She is certified as a Focusing Oriented Therapist (FOT) and as an international trainer. She is a member of the Focusing Institute, the Canadian Association of Child and Play Therapy (CACPT) and Focusing International (FI).

**Callistus** is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario (Registration Number 004845). He holds an M.A. in Counselling and Spirituality from St. Paul University and is currently pursuing doctoral studies. He has a Master's degree in Pastoral Ministry and a wide range of experience in dealing with pastoral issues. He is a couple and individual psychotherapist and as part of his Parish duties works as a hospital chaplain.

**Jim** holds a B.A. in psychology and an M Ed. (thesis on B. F. Skinner) from Bishop's University as well as an M.A. (thesis on forgiveness) from Université de Sherbrooke. He works at our Glencoe office where he provides bilingual services (French and English) with a focus on individual, couples and family counselling.

**Tracy** is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario (Registration Number 004661). She holds a B.A. Highest Honours (Psychology) from Carleton University and an M.A. (Counselling and Spirituality) from St. Paul University. She provides individual counselling to assist adults who are experiencing a range of challenges including relationship issues, conflict, trauma, anxiety and depression. This year she has been pursuing studies in couples counselling at St Paul's. She is a member in good standing with a Canadian Psychotherapy Association.

**Mike** holds a BA in Religion from Summit Pacific College, Abbotsford, BC and a Masters in Human Science and Spirituality from Saint Paul University. Prior to entering St Paul's, he worked as a volunteer with the CCO Intake Team. He served as a counselling intern at Jericho Road Christian Ministries and after completing a psychotherapeutic counselling placement at CCO joined the team as a part-time therapist in May of 2015. In addition to his work at CCO he worked with Veterans' Affairs assisting veterans seeking help with PTSD and other stress injuries in finding the services they needed. He is currently qualifying for registration with the College of Registered Psychotherapists of Ontario.

Daniel holds a B.A. Honours in Psychology and an M.A. in Counselling Psychology from Yorkville University, Fredericton, NB. His undergraduate thesis focused on determinants of the declining state of Aboriginal mental health in Canada, and he has worked with Aboriginal and non-Aboriginal clients since graduating. He has assisted the Robbie Dean Family Counselling Centre's crisis clinic since May 2014. He is a general member of the Ontario Association of Consultants, Counsellors, Psychometrists and Psychotherapists and is qualifying for registration with the College of Registered Psychotherapists of Ontario. Outside of his formal education Daniel holds certification with the RedPath Mobile Addictions Treatment Program. When he's not in the counselling office Daniel can often be found assisting with facilitator training, facilitating Christian youth programs and Diocese Marriage Preparation or fishing.

**Brianna** has a Bachelor of Arts (Honours Psychology) from Tyndale University College and Seminary and a Master of Arts (Counselling, Psychotherapy & Spirituality) from St. Paul University. She has completed specialist studies in Play Therapy, Marriage and Family Counselling and Emotion Focused Therapy for couples (Level 1). She is currently working with individuals, couples and families across a diverse range of issues such as anxiety, depression, trauma and relational conflicts and puts her specialized training in working with children in areas of trauma, self-harm, abuse, grief, loss, ODD, Autism, anxiety, divorce, sexual behaviour problems and attachment disorders to good use at our CCO Main Office on Glencoe Street. She is a Member & Certification Intern with the Canadian Association of Child & Play Therapy (CACPT) and is pursuing registration with the College of Registered Psychotherapists of Ontario.

### **Ministry Support and Organizational Leadership**

Throughout most of 2016, the CCO Ministry Support team consisted of a volunteer Executive Director, Linda Colwell and our Office Manager and Intake Worker, Kyra Christiansen.

**Linda** has served as our volunteer Executive Director since 2011 following her retirement from the Canadian Armed Forces (CAF). In addition to her work with CCO, she works as a Strategic Planning and Governance Consultant and serves on a number of not-for-profit and charitable boards. She is President of the Board of Directors of The Friends of the Canadian War Museum and a director on the Commissionaires of Ottawa and Booth University College Boards. She earned her BSc from Mount Allison University, Sackville, NB and her MBA from the University of Western Ontario, London, ON. She is a committed Christian, a senior local leader of her church, Ottawa Citadel a Church of The Salvation Army, and continues to apply her leadership and management skills to support her own church and the broader Christian community.

**Kyra** is the Office Manager and Intake Worker. She completed her Bachelor of Arts and Science in Cognitive Science at McGill University, followed by a Graduate Certificate in Autism and Behavioural Science at Algonquin College. Since joining CCO she has completed studies to become a Certified Anger Resolution Therapist. She is a mature Christian who has chosen to apply her considerable general knowledge of and compassion for people to supporting the Agency and its clients and staff.

**Technical Services Contractor:** We are still dealing with the loss of a key member of our CCO Team, Nick D'Angelo owner of ND Consulting. Nick passed away suddenly on 12 December 2016 at the age of 53. For several years, he provided outstanding technical support for our computers and our webmail and intra-internet connections. A contractor with CCO since we were located on Holland Avenue, Nick really became an integral part of the Team as he helped us with our move to 63 Glencoe Street. His contribution to establishing our intranet/internet connections, providing off site back up and setting up our first appointment system has greatly contributed to our effectiveness and efficiency.

### **GOVERNANCE AND THE BOARD**

In accordance with its Letters Patent and the By-laws, the affairs of Christian Counselling Ottawa, the Corporation, are managed by a board consisting of up to seven (7) directors. Each director throughout his/her term of office is a member of the Corporation. Directors are appointed for two-year terms and may serve any number of consecutive terms. The Board Executive includes a Chair, Vice Chair, Secretary and Treasurer.

General Board responsibilities include:

- Establishing and validating the CCO Mission, Values and Vision;
- Developing and/or approving organizational strategy and strategic plans;
- Providing organizational direction and oversight especially in financial matters to ensure accountability and financial sustainability;
- Ensuring the organization has the resources (people, financial and other) it needs to successfully minister to individuals and the greater community; and
- Setting communications strategies to tell the CCO story.

**Governance:** The Board uses the Policy Governance Model as a basis for its governance structure. In early 2014, the directors approved written Board Policies and since that time have undertaken annual reviews of the policy groups which include:

- The Board's Global Governance Commitment
- Board-Management Delegation
- Executive Limitations
- ENDS Policy

**ENDS Policy Statement:** Christian Counselling Ottawa, a growing Christian ministry and professional services Agency, exists to provide professional psychotherapy for individuals, couples, families and groups and to offer related community education programs to help people to deal with life's challenges, at a cost that justifies the results achieved. This statement is further interpreted to mean:

- 1.1 The integration of Christian Ministry and recognized psychotherapeutic practice is a fundamental part of achieving the CCO vision;
- 1.2 CCO works in partnership with churches, the mental health community and the

community at large; and

- 1.3 CCO restricts the services it provides to those for which it has proven/appropriate training, experience and expertise.

## **The Directors**

### **Dennis Nazarenko: Board Chair**

Dennis operates a management consulting business that focuses on the needs of technology customers – both local and international. He holds a B.Sc. from the University of Saskatchewan and a M.Sc. from McGill University – both in Geography. He believes the same skills he uses in business have application in other sectors including his local church and the various not-for-profit organizations with which he has been involved over the years. “The opportunity to serve CCO is quite humbling” says Dennis. “CCO is an organization with an incredibly important role to play in the health of residents of Ottawa and the surrounding area.”

### **Rosanne Wall: Vice Chair**

Rosanne holds a B.Sc and B.A (Psychology). She is a stay-at-home mom who regularly attends Cedarview Alliance Church where she is involved in the Bible quizzing program and women’s ministry. She has worked with young people over the years and has significant experience in raising money for various school and youth programs. Rosanne believes that Jesus is the source of all healing and that He uses ministries like CCO to be His hands as he draws people closer. In describing her feelings about being part of the CCO Board, she says, “It is an honor to serve on the Board as we strive to demonstrate God’s love throughout Ottawa and surrounding areas.”

### **Stuart Morrison: Board Secretary**

Stuart holds a B.Sc. in Electrical Engineering from the University of New Brunswick. His specific experience includes implementing strategic planning and policy governance. He currently holds a position with Hydro Ottawa as Supervisor of Revenue Retention. Past experience includes: President of Network Business Consulting Inc. and over twenty years in the technology industry working at Nortel Networks and other telecommunications companies. He brings his experience from serving on boards of other Ottawa based charitable organizations for the majority of the past twenty years. Says Stuart, “CCO’s vision statement, ‘to be a trusted partner in healing the hearts and homes of those who hurt’, captures the inspiration I feel in serving as a CCO Board member.”

### **Jon Fish: Director**

Jon graduated with honours from the Algonquin College Accounting program in 2011. While he is currently employed at Woodvale Pentecostal Church, his experience includes over 15 years of retail management and in various accounting positions with local firms. Jon and his family are actively involved in their home church. He knows that life sometimes can be difficult and believes that CCO has an important role to play in the community as a place to bring hope and healing to the hurting.

### **Roger Moyer: Director**

Roger is the co-founder, with his wife Diane, of the CCO ministry. Having served as Executive Director and lead therapist, he went into semi-retirement for several years opting to take full retirement in June 2016. Over the years, Roger provided his expertise in serving adult clients in individual, marital and family situations, Lay Ministry Training and other workshops. He continues to develop resource material for the clinical team and other city ministries. He is a published author and writes “The Founder’s Corner” for the CCO Newsletter. As a Director, he brings his understanding of people, his experience in making a charitable organization work and his significant ministry insight and wisdom to the Board.

### **Ron Kaden: Director**

Ron is a retired public servant and Human Resources consultant with extensive experience managing employee health and benefits programs and workplace health issues. He has served as board member and president of Non-Government Organizations (NGO) volunteer organizations and public sector organizations. He attends Cedarview Alliance Church and serves as a volunteer with Compassion Canada, Christians Against Poverty and Jericho Road Ministries. His life-long goal is to be engaged in issues that affect people in the workplace and programs that support child and youth development.

## **Board Advisors and Recording Secretary**

### **Alexander (Sandy) Davidson**

Sandy has served as a Board Advisor since 2004. As a veteran of the Board, he is able to provide much needed continuity – the ‘how we got here’ view. He has an excellent knowledge of not-for-profit/charitable organizations and the required financial reporting and management of these. He can be counted upon to provide research and analysis required to support the Board’s decision making process. A lawyer by profession, he has a B.A. and LL.B. His home church is Woodvale Pentecostal.

### **Elizabeth Reynolds**

Elizabeth is the CCO staff representative to the Board. Her advice regarding professional requirements, and her provision of an ongoing direct link between the staff and the Board have proven valuable over the past years.

### **Helen Groh**

Helen has served as Recording Secretary, both officially and unofficially, for many years. In addition to her ongoing direct support to the Board, she is a long time CCO donor and volunteer. A retired member of Canada’s Foreign Service, she brings to the organization a good understanding of people and their social and mental needs as well as her unique computer and note taking skills.

## Financial and Business Plan Results

### Christian Counselling Ottawa Statement of Operations and Net Assets – Operating Fund for the Year Ended 31 December 2016

	<b>2016</b>	<b>2015</b>
<b>REVENUES</b>		
Donations	\$ 7,795	\$ 11,088
Fees	293,411	273,871
Fees – Events	18,541	19,123
Other income	4,693	3,477
	<b>324,440</b>	<b>307,559</b>
<b>Expenses</b>		
Fundraising	9,489	11,643
Insurance	6,762	6,718
Technical Support	3,169	4,470
Advertising	8,377	6,004
Maintenance and Repairs	1,932	2,355
Office Expenses	9,473	7,904
Professional Fees (legal, accounting, mgt)	17,987	17,520
Bad Debt	-	458
Rent	36,622	35,290
Salaries and benefits	252,295	240,999
Telephone	6,196	5,909
Travel to Satellites (reimbursement)	<u>2,699</u>	<u>2,957</u>
	<b>354,998</b>	<b>322,835</b>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(30,558)	(34,708)
Unrealized Gain ST Investment	6,659	(1,490)
NET ASSETS, BEGINNING OF YEAR	51,321	46,498
TRANSFER OF SURPLUS FROM (TO) SUBSIDY FUND	<u>22,902</u>	<u>41,021</u>
<b>TOTAL NET ASSETS AT END OF YEAR</b>	<b>\$ 50,324</b>	<b>\$ 51,321</b>

**Statement of Financial Position**

**As At December 2016**

<b>ASSETS</b>	<u>2016</u>	<u>2015</u>
CURRENT		
Cash	\$ 48,869	53,278
Short Term Investments	47,812	39,538
Accounts Receivable	5,966	4,987
Prepaid Expenses	<u>6,646</u>	<u>3,855</u>
	\$109,293	\$ 101,658
<b>LIABILITIES</b>		
CURRENT		
Accounts Payable and Accrued Liabilities	<u>\$ 8,991</u>	<u>\$ 7,599</u>
<b>NET ASSETS</b>		
Operating Fund	\$ 50,324	\$ 51,321
Subsidy Fund	<u>49,978</u>	<u>42,738</u>
	<u>\$ 100,302</u>	<u>\$ 94,059</u>
Total Assets and Liabilities	<u>\$109,293</u>	<u>\$ 101,658</u>

**Christian Counselling Ottawa - Statement of Operations and Net Assets  
Subsidy Fund for the Year Ended 31 December 2016**

	<u>2016</u>	<u>2015</u>
<b>REVENUES</b>		
DONATIONS	\$ 30,142	\$ 38,787
NET ASSETS BEGINNING OF YEAR	42,738	44,972
TRANSFER (TO) FROM OPERATING FUND	<u>(22,902)</u>	<u>(41,021)</u>
<b>NET ASSETS, END OF YEAR</b>	<b><u>\$ 49,978</u></b>	<b><u>\$ 42,738</u></b>

## Business Plan 2016 Results

### Key Result Areas and Overall Objectives

Key Result Areas are those priorities where Christian Counselling Ottawa must be successful in order to be true to its Mission, Vision and Values. The following are the 2016 Key Result Areas. These Key result Areas are not in any order of priority.

#### **Key Result Area 1: Governance**

Objective: To review and continuously improve the governance framework and processes to support the organization and its staff, clients, donors and partners.

##### **Goals:**

- 1.1. *By reviewing the CCO Purpose (s) and activities and revising the by-laws to better support the organization and position it for compliance with the new Ontario not-for-profit legislation when it comes into effect:*

Accountability: The Board

Performance Indicator: New/Revised Purpose, Activities and By-laws developed and approved.

**Results:** a first draft of new bylaws was completed and will be ready to be reviewed by the Board in early 2017

- 1.2. *By reviewing the Letters Patent and Supplementary Letters Patent to determine the most effective way of cancelling or changing the Supplementary Letters Patent, if required:*

Accountability: The Board

Performance Indicator: Decision and action on cancelling the Supplementary Letters Patent.

**Results:** This goal is on hold until the coming into effect of the new Ontario Not-for-Profit Legislation.

- 1.3 *By conducting Board Policy scheduled reviews of the ENDS Statement, Governance Process, Board-Executive Linkage; and Executive Limitations:*

Accountability: Board/ED

Performance Indicator: Reviews conducted in accordance with Board Annual Plan

**Results:** The appropriate reviews were undertaken as per the Board calendar.

- 1.4 *By developing and executing a plan for recruiting new Board members:*

Accountability: Board

Performance Indicator: Minimum of two new directors appointed in 2016 with a continuity plan for 2017 and beyond.

**Results:** Two new board members have been appointed. Action to provide continuity for the Board as a whole and for the Treasurer and Chair positions is being taken.

- 1.5 *By publishing a client rights document to provide a baseline for client service measurement and to manage client expectations and concerns related to counselling and other services provided.*

Accountability: ED/CD

Performance Indicator: Publish a simple client rights document to reflect values, ethics of CCO and provide clients a baseline for service expectations.

**Results:** Document is written and ready to be published.

## **Key Result area 2: Communication and Partnerships**

Objective: To develop and implement the 2016 advertising plan, develop a 2017 plan and pursue the development of a communication plan.

### **Goals:**

- 1.1. *By identifying an appropriate advertising campaign to include free and paid advertising and identification of the best media channels for reaching clients, donors and partners:*

Accountability: Board/ED

Performance Indicator: 2016 messaging and channels identified and in-year and next year advertising plan in place.

**Results:** Three successful public service radio campaigns were undertaken in 2016. A new bus ad commenced in late December and will continue to end March.

- 2.2 *By identifying and solidifying CCO Partner relations (churches, organizations, donors, schools, other) and better identifying their needs:*

Accountability: Board

Performance Indicator: New partnerships established, church and community partners engaged, new programs identified and at least one visit/month conducted.

**Results:** Partnerships have been strengthened. While the development of new partnerships requires work, one of the newly appointed directors has experience in and connections for undertaking this campaign.

- 2.3 *By developing and implementing a Community Education Plan to include seminars, outreach and workshops on well being; living and coping skills such as anger management; and dealing with common stressors such as bullying and strained relationships:*

Accountability: ED

Performance Indicator: Regular program (monthly/bi-monthly) in place, therapists and clients engaged, regular contact with community partners to define needs.

**Results:** There is little progress to report. Some presentations are available and we are considering presenting these live and on line. We are searching for a new part-time therapist who in addition to providing psychotherapy, would lead the community outreach initiative.

### **Key Result Area 3: Accounting & Management**

Objective: To provide transparent, understandable financial accounting, management services and reporting to ensure accountability for financial resources and effective/efficient decision support.

- 3.1 *By continuing to manage overhead costs through improved practices, better use of technology and use of volunteers.*

Accountability: ED

Performance Indicator: Identification of potential cost and labour savings and volunteer recruiting and training.

**Results:** The paid support staff work has been consolidated from 1.4 to 1 FTE. More volunteers are required.

- 3.2 *By reviewing costs, establishing effective and flexible fees and fee scales and undertaking negotiations with new churches, EAPs and insurance companies:*

Accountability: ED/Board

Performance Indicator: Revised fee scale and transparent policies in place. New EAPs, church and business partners identified. Potential for contracts for provision of services to the Department of National Defence, Veterans' Affairs Canada, the Royal Ottawa Hospital, Robbie Dean Centre, etc. explored.

**Results:** We are working on a new partnership with the Robbie Dean Centre, a Service proposal was forwarded to the Redeemer High School, and now that our eligible therapists are registered, four of whom are specifically qualified to deal with deep trauma including PTSD, a prospectus will be forwarded to Veterans' Affairs Canada as soon as possible in 2017.

- 3.3 *By reviewing current policies and continuing to develop the CCO Policy and Procedure Manual:*

Accountability: ED

Performance Indicator: Current policies reviewed. Required new policies written.

**Results:** New policies on Quality Assurance and Case Management were written

and approved. A revised Policy statement on provision of service has been drafted with input from senior therapists and directors.

### **Key Result Area 4: Human Resource Management**

Objective: To provide people policies and leadership to sustain and engage CCO personnel (staff/ therapists/volunteers).

#### **Goals:**

- 4.1 *By implementing a Continuous Learning Plan in keeping with the requirements of the College of Registered Psychotherapists of Ontario:*

Accountability: ED/CD

Performance Indicator: Guidelines for managing the professional development needs of support staff and therapists, individual learning plans in place and budget to support needs allocated.

**Results:** Each therapist provided an outline of proposed 2016 professional development. Several requests for funding assistance were approved. These included assistance for three therapists who pursued courses and seminars/ workshops in dealing with trauma and a course for our Intake Worker leading to her certification as an Anger Resolution Therapist.

### **Key Result Area 5: Funding**

Objective: To develop and implement a funding and fundraising plan to ensure ongoing viability of the CCO ministry and services.

#### **Goals:**

- 5.1 *By identifying, developing and implementing new business opportunities in counselling and education, including establishing new divisional offices in accordance with identified needs:*

Accountability: ED

Performance Indicator: Opportunities including cost benefit analysis identified for the Board and implemented where possible and reasonable to do so.

**Results:** A plan for limited workshops and group sessions was developed but not implemented. We have a new understanding with the Robbie Dean Centre and are looking to expand services in Pembroke.

- 5.2 *By developing and implementing a strategic marketing plan and fundraising schedule:*

Accountability: Board

Performance Indicator: Comprehensive marketing plan and schedule for fund

raising events in place. Money raised at reasonable and acceptable (within the current legislative/regulatory framework) cost.

**Result:** While no specific marketing plan has been developed, we are working on raising visibility and presence through fundraising events and advertising.

## **Key Result Area 6: Knowledge Management**

Objective: To integrate all elements of client files, donor information and technology management into a single CCO Knowledge Management function and process.

### **Goals:**

6.1 *By identifying a system for reviewing and archiving paper records including client files and financial records to prevent catastrophic loss of documents and records and ensure compliance with all record maintenance requirements:*

Accountability: ED

Performance Indicator: Requirements, potential solutions and costs identified, regular file purges and destruction of files in accordance with accepted practice.

**Results:** regular file purging in accordance with published standards takes place.

6.2 *By reviewing and updating orientation packages for new employees, managing content and providing access to the CCO shared drive, while ensuring client and personnel file confidentiality and maintaining version control of policy and administrative documents:*

Accountability: ED

Performance Indicator: Orientation packages in place, accessible and updated as required. Old documents removed from drives and archived as required, security and confidentiality of client, donor and personnel files maintained.

**Results:** Orientation packages are prepared, the CD and Office Manager provide orientation on clinical practice and office systems. Policy version controls are in place and electronic and hard files are purged in accordance with best practice.