



Christian Counselling Ottawa

2018 Annual Report

Message From The Chair Of The Board Of Directors

Christian Counselling Ottawa (CCO) is a ministry that seeks to serve God and support people through challenging times with individual, couple, family counselling and mental health education. CCO has a dedicated team that includes nine therapists, two support staff and many volunteers who are committed to helping our clients and community to manage life's challenges.

The board of directors would like to thank all our therapists; your commitment to the clients and to the ministry is exceptional. We would also like to express a special thank you to Linda Colwell for her services as volunteer executive director; we are incredibly grateful for everything you do for CCO.

CCO offers services to people regardless of their financial situation. To that end we are extremely grateful to our partner churches and generous donors who help CCO with this mandate. In 2018 we were able to provide over 3,300 sessions with about one third of these being subsidized to help those who could not otherwise afford the counselling therapy they so badly need.

It is my privilege to serve as chair of the CCO board of directors, and I along with the other directors ask you to join us in prayer for CCO and all that God has in store for 2019.

Rosanne Wall

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.

For just over 40 years the ministry has served Ottawa and the surrounding area. We have a strong team of donors, partner churches and community agencies working with us. Our qualified therapists work 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. Our psychotherapy services include assistance for those suffering anxiety, depression, trauma, including post traumatic stress disorder, (PTSD), abuse, grief, self-harm, various relationship issues and other mental health concerns.

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
5. **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'.

2018 RESULTS

Services

Clients continue to benefit from our services. Many need only a few sessions to regain balance in their lives, while others require more intensive therapy over months and even years. We are grateful that our ministry and services continue to meet the needs of individuals, couples, families, churches and our surrounding communities. Our “How did you find CCO?” question continues to indicate that well over 50% of our new clients were referred to us by friends, family members and former clients.

Total Sessions: From 1 January to 31 December 2018 therapists provided **3,307** client sessions for individuals, couples, families and children. This total is down from last year and seems to be attributable to illnesses among our therapists that prevented their taking on a full case load. At the end of 2018, all therapists were healthy, and the number of sessions/month was again on the rise. Indeed, we are now hiring additional therapists to meet a growing need/demand for services.

Subsidized Sessions: Providing access to services for lower-income clients is an essential part of our ministry. Thanks to our church partners, individual donors and revenue from Board sponsored fund raisers, 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 2018, we provided close to 1,000 subsidized sessions.

Education and Training: Throughout the year, we provided placement spaces for three students, all of whom were enrolled in the St Paul’s University Masters in Counselling and Spirituality program. 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 271 sessions (in addition to the subsidized sessions noted above).

Logistics

Ottawa 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

Our Pembroke Office which was located in the Robbie Dean Family Counselling Centre, 315 Pembroke St E, Pembroke, closed at the end of May 2018. We continue to search for a suitable therapist living in the area who would see clients under the CCO banner.

Technical Services Contractor: Neolore Ltd has provided outstanding service, advice and general support throughout 2018. With their help, we have upgraded our networks, significantly bolstered security around our firewall and implemented phase one of a general upgrade for our owned computers.

Owl Practice: In June 2018, we acquired licences for Owl Practice, a comprehensive web based practice management system. The system features secure client data management, session scheduling, invoicing and invoice payment modules which allow electronic invoices and receipts and the ability to provide email and/or text session reminders for clients.

Therapists can now log in to one system for all activities. This one system login as opposed to the multiple systems previously used improves our ability to protect data. It also has improved therapists' effectiveness – they don't have to login in and out of various support systems, and it has eliminated inaccuracies that arise when data is entered multiple times into multiple systems.

Lease Agreement: We are pleased with our ongoing arrangement with Burnford Realty Ltd to lease offices at 63 Glencoe Street. In August 2018, we renewed our lease for another five years, thus, ensuring stable accommodation until at least 2023.

Advertising: In 2018, we advertised on CHRI and Jewel FM Radio and maintained a presence on a flat screen advertising program situated in a Family Medical Practice waiting room. Our plan for 2019 is to expend flat screen advertising to up to six screens located in medical practice and pharmacy waiting areas throughout the city.

Fees: We have maintained our general fee scale throughout 2018 and with the introduction of some additional support efficiencies, we are confident that the current fees will remain in place throughout 2019.

Client Payments: The credit/debit payment system at the main office, online payments for the divisional offices and newly available e-transfers will support our clients' preferred payment options while at the same time providing the security and transparency required for effective accounting for fees.

Connecting: The website, Facebook page and on-line intake and appointment booking capability continue to grow and improve. More than 20% our new clients report that they found out about our service through a web search.

Fund Raising

Christmas Campaign: This year's Christmas Campaign was successful in bringing in a total of \$11,824.00 in the 1 November to 31 December 2018 period. We thank God for the caring and concern of our donors.

Trivia Nite: The 2018 Trivia Nite held at Arlington Woods Free Methodist Church was a challenge to the collective brains gathered for the fun and friendly competition. The event was a full-meal-deal kicking off with a spaghetti supper and continuing on with snacks and questions. We thank Arlington Woods Free Methodist for providing the space free of charge. Thank you as well to CCO Chair, Rosanne Wall, who arranged the event and co-opted her friends and family as her support team.

Triumphant Quartet: In their fourth annual Ottawa appearance in September 2018, The Triumphant Quartet provided their best yet performance. This year we held a pre-concert reception as a thank you to our many donors and to recognize our 40th Anniversary. The Quartet members graciously joined us for the reception and gave ample opportunity for those in attendance to get to know them and, of course, to get pictures – both selfies and the more professional kind. As in previous years, the musical and spoken Christian outreach touched those present.

We thank Paul Hill, Dave McKendry (Past Chair of the CCO Board) and their team of amazing workers and donors, for the ministry opportunity and, of course, for the over \$11,000 which was added to our Subsidy Fund in 2018. As a result of the four Triumphant Quartet Concerts to date, Paul, Dave, the generous donors who support the concerts and the ticket sales have added in excess of \$34,000 to the Subsidy fund representing close to 700 subsidised sessions for those in need.

Professional Development, Quality Assurance , Policy and Procedures

College of Registered Psychotherapists of Ontario (CRPO): We are pleased that all of our therapists are registered or registered (qualifying).

Professional Development: Therapists pursued various courses and other professional development opportunities in areas of couples' and children's counselling, Brainspotting, Traumatic Incident Reduction and whole body focusing. The latter three areas of study specifically support clients suffering the effects of trauma including PTSD.

Supervising Psychologist: We are grateful to Dr Robert Groves who provides professional practice supervision and professional development and mentoring for our therapists. In addition, he consults on specific clinical issues and advises on our quality assurance program.

Policies and Procedures: In 2018, we conducted a major review of our Policies and Procedures Manual which involved reviewing and updating some 50 general, personnel and operating policies.

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 registered (qualifying) psychotherapist, is eligible for membership in one or more of the related professional counselling associations. Throughout 2018, CCO employed nine 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 Advance Training in "Brainspotting" and will be certified shortly. 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 our intake process and oversees the work of student placements. Elizabeth celebrated her 20th anniversary as part of the CCO Team in September 2018.

Joanne is registered 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 continued her studies to include working with couples and has completed training in EMDR, level 2. She recently completed Phase 2 Training in “Brainspotting”. She provides individual and couples psychotherapeutic counselling at the CCO Main Office and the CCO Gloucester office. Joanne works primarily with adults and youth and has a special interest in working with trauma survivors. She has been working as part of the Christian Counselling Ottawa team since September 2000.

Heather is registered 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 a 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 is working on becoming a Certified Traumatic Incident Reduction (TIR) Facilitator. She is a member of the Professional Association of Canadian Christian Counsellors. She joined the Christian Counselling Ottawa Team in 2007.

Sandra is registered 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 our five psychotherapists having recognized qualifications and experience to work with trauma survivors including those suffering from PTSD. She completed Phase 2 Training in “Brainspotting” and is pursuing advanced training. She sees clients at our Ottawa South divisional office located within The Metropolitan Bible Church and our Main Office on Glencoe Street. She is a member of the Ontario Association of Consultants, Counsellors, Psychometrists and Psychotherapists. In February 2018, she celebrated her 10th Anniversary as part of the CCO Team.

Mike is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario (Registration Number 006823). He holds a B.A. in Religion from Summit Pacific College, Abbotsford, BC and a M.A. in Counselling and Spirituality from St. Paul University. He completed Phase 2 Training in “Brainspotting”, and works with individuals who suffer from trauma, anxiety, depression and anger or who have questions regarding faith and life. He has served as church youth leader and worked as a house supervisor for men with mental health issues and drug addictions. He has worked as a case manager for Veterans Affairs Canada, which involved assessing, rehabilitation goal setting and referring Veterans to the aid services they need. In the past Mike served as a counselling intern at Saint Paul University’s counselling center and, before becoming part of the CCO Psychotherapist team, did his placement hours at CCO.

Jennifer is registered with the College of Registered Psychotherapists of Ontario (Registration Number 006484). She holds a M.Sc. in Counselling from Lubbock Christian University in Lubbock, Texas. She has received additional training in Cognitive Behaviour Therapy at the Beck Institute. In 2018 she completed Phase 1 Training in “Brainspotting” and is registered for Phase II Training to take place in the Spring of 2019. She is a member of the Professional Association of Christian Counsellors and Psychotherapists and works with adults who struggle with various issues including anxiety, depression, grief, burnout, anger, life transitions, relationships, and spirituality.

Marie-Rose is registered (qualifying) with the College of Registered Psychotherapists of Ontario (Registration # 007269). She is a Canadian Certified Counsellor (CCC) with the Canadian Counselling and Psychotherapy Association (CCPA # 10001892) with membership in good standing. She holds a M.A. in Counselling and Spirituality, a M.A. in Theology and a Ph. D in Theology from Saint Paul University. She works with individuals, couples and families serving clients at our Main Office. She provides services in Arabic, French and English.

Coriander is registered (qualifying) with the College of Registered Psychotherapists of Ontario (Registration # 007660). She has a B.A. in Psychology from Redeemer University and a M.A. in Counselling and Spirituality from St. Paul University. She provides individual, couples and family therapy for those who struggle with issues such as anxiety, depression, relationship issues, grief, spirituality, and identity concerns. In couple and family therapy, she works with clients to process loss, infidelity, parenting, divorce and betrayals, while also helping clients build communication skills. She is passionate about walking alongside people as they learn more about who they are and what they need; how they can be true to themselves; and how they can best be in relationship with others.

Nicole is registered with the College of Registered Psychotherapists of Ontario (Registration number 005057). She holds a Bachelor of Science in Criminal Justice and a Master of Arts in Professional Counselling from Liberty University. In September 2018, she began a year long period leave of absence to better enjoy the experience of motherhood.

Ministry Support and Organizational Leadership

The CCO Ministry support team consists of a volunteer Executive Director and a paid Office Manager.

Linda has served as Volunteer Executive Director since 2012. In addition to her commitment to CCO, she works as a Strategic Planning and Governance Consultant and serves on a number of not-for-profit and charitable boards. She is Chair of the Board of Trustees of Booth University College, Past President of the Board of Directors of The Friends of the Canadian War Museum and the Chair of the Finance Committee of the Commissionaires of Ottawa Board of Directors. She earned her BSc from Mount Allison University and her MBA from the University of Western Ontario. She is a committed Christian and a senior local leader of her church, Ottawa Citadel a Church of The Salvation Army.

Erica joined CCO as the Office Manager in January 2018. She holds a BA with major in theology and a MA from St Paul University. Known for her efficiency and attention to detail, she developed improved office procedures over the year and oversaw the conversion of our various practice support systems into one integrated system supported by the Owl Practice application.

GOVERNANCE AND THE BOARD

In accordance with its Letters Patent and By-laws, the affairs of Christian Counselling Ottawa, the Corporation, are managed by a board 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.

The Board follows 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

This year the Board implemented an annual Board Questionnaire as a means of assessing how well the Board functions and to identify areas where board training would be of most benefit. Other accomplishments this year included reviewing the organization's purpose and activities to confirm that these remain in line with those found in the Letters Patent and our actual practice. As well, over the year the Board developed new By-Laws approving them in October 2018.

The Directors

Rosanne Wall: Board 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."

Ron Kaden: Director/Treasurer

Ron is a retired Public Servant and a Human Resources consultant with extensive experience managing employee health and benefits programs and workplace health issues. He has served as a 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.

Linda Colwell: Director/Secretary

See Executive Director

Patricia Tracey: Director

Patricia is Senior Pastor of Pat Tracey International Ministries (PTIM). She has preached internationally, predominantly across the United States and Canada and is a former Assistant Pastor of Église Source Abondante. She started PTIM with its mission to bring people into a closer relationship with Christ, in 2006. She recognizes the value of Christian Counselling Ottawa's ministry and work in "healing hearts and homes" as being strongly congruent with her own PTIM healing and relationship building ministries.

Board Advisors

Alexander (Sandy) Davidson

Sandy has served as a Board Advisor since 2004. As the "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 financial reporting and management required 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. We congratulate Sandy on his recent retirement from his work with the Public Service and give thanks that he has chosen to continue his contribution as a CCO Advisor. 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.

Financial and Business Plan Results

Statement of Financial Position

As At December 2018

ASSETS	<u>2018</u>	<u>2017</u>
CURRENT		
Cash	\$ 69,713	\$ 53,071
Short Term Investments	56,592	56,104
Accounts Receivable	10,890	8,044
Prepaid Expenses	<u>6,442</u>	<u>5,243</u>
	<u>\$143,637</u>	<u>\$122,462</u>
LIABILITIES		
CURRENT		
Accounts Payable and Accrued Liabilities	<u>\$ 7,409</u>	<u>\$ 8,189</u>
NET ASSETS		
Operating Fund	\$ 70,658	\$ 48,349
Subsidy Fund	<u>65,570</u>	<u>65,924</u>
	<u>\$ 136,228</u>	<u>\$ 114,237</u>
Total Assets and Liabilities	<u>\$143,637</u>	<u>\$ 122,462</u>

Christian Counselling Ottawa - Statement of Operations and Net Assets Subsidy Fund for the Year Ended 31 December 2018

	<u>2018</u>	<u>2017</u>
REVENUES		
DONATIONS	\$ 24,908	\$ 36,198
NET ASSETS BEGINNING OF YEAR	65,924	49,978
TRANSFER (TO) FROM OPERATING FUND	<u>(25,262)</u>	<u>(20,253)</u>
NET ASSETS, END OF YEAR	<u>\$ 65,570</u>	<u>\$ 65,924</u>

**Christian Counselling Ottawa Statement of Operations and Net Assets –
Operating Fund for the Year Ended 31 December 2018**

	2018	2017
REVENUES		
Donations	\$12,227	\$ 7,603
Fees	317,260	308,787
Fees – Events	27,932	23,677
Other income	1,953	2,899
	<u>359,372</u>	<u>324,966</u>
Expenses		
Fundraising	15,516	8,753
Insurance	6,551	6,603
Technical Support	14,961	10,371
Advertising	10,878	10,878
Maintenance and Repairs	2,042	1,936
Office Expenses	12,390	9,330
Professional Fees (legal, accounting, mgt)	17,927	17,617
Bad Debt	245	1,375
Rent	35,604	36,747
Salaries and benefits	245,780	252,491
Telephone	6,369	6,642
Travel to Satellites (reimbursement)	1,437	3,822
	<u>362,325</u>	<u>366,565</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(2,953)	(23,599)
Unrealized Gain ST Investment		1,372
NET ASSETS, BEGINNING OF YEAR	48,349	50,324
TRANSFER OF SURPLUS FROM (TO) SUBSIDY FUND	<u>25,262</u>	<u>20,252</u>
TOTAL NET ASSETS AT END OF YEAR	\$ 70,658	\$ 48,349

KEY NON-FINANCIAL RESULTS – HOW WELL DID WE DO?

Working from the Mission, Values and Vision, we create an Annual Business Plan to accomplish priorities identified as Key Results. Our Key Results and accomplishments for 2018 follow:

Key Result Area 1: Governance

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

Goals:

- 1.1. **By reviewing the mission, vision and core values to ensure the organization after being in existence for 40 years remains true to its stated purpose and activities.**

Result: The Board reviewed and validated the Mission, Vision, Values.

- 1.2. **By revising and approving the By-Laws to ensure effective governance and better support the organization:**

Results: the Board reviewed, updated and approved new By-laws. Substantive changes were made to recognize developments since the Corporate By-Laws were last approved and to position the organization for the eventual coming into effect of new Ontario Not-for-Profit legislation.

- 1.3 **By conducting schedules reviews of Board Policies including the ENDS Statement, Governance Process, Board-Executive Linkage and Executive Limitations:**

Results: Policy reviews were conducted in accordance with the Board's Annual Plan.

- 1.4 **By developing and executing a Board continuity plan, appointing a Treasurer and focusing on recruiting new directors:**

Results: One new director was recruited and a Treasurer was appointed.

- 1.5 **By conducting Board training and developing a Board member orientation package:**

Results: An initial Board orientation package was developed. Board training will begin in January 2019.

Key Result Area 2: Accounting & Management

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

2.1 **By continuing to manage overhead costs through adopting appropriate best practices, better use of technology and, where appropriate, recruiting volunteers.**

Results: From time to time over the year, volunteers assisted the receptionist/ office manager. The adoption of Owl Practice has greatly improved client scheduling, invoicing and fee collections. Work with Neolore to better define needs produced an overall reduction in monthly tech support costs. Direct bank transfer for lease payments starts in January 2019.

2.2 ***By negotiating a new or renewed lease agreement:***

Results: A new five-year lease agreement became effective 1 August 2018.

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

Results: All policies in the Policy Manual were reviewed, updated and re-published in the February –March period.

Key Result Area 3: Partnerships and Donors

Objective: To nurture current church partnerships and donor relationships and develop new church and community partners and donors.

Goals:

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

Results: No new partnerships were established. However, the partnership with Shalem – a counselling and referral agency, was expanded.

3.2 **By conducting visits with current church partners and potential church and community partners. Develop incentives such as free or loss leader seminars, introductory counselling packages or discount arrangements:**

Results: No new church/community organization visits were conducted. Therapists conducted several seminars for local church partners.

3.3 ***By developing and implementing an individual donor care program:***

Results: Some preliminary work to identify categories of individual and organizational donors was done. Donors were invited to a special recognition reception as part of our 40th Anniversary celebrations.

Key Result Area 4: Increase the Number of Clients

Objective: To identify and use effective channels for reaching out to potential donors, clients and community partners.

4.1 By identifying an appropriate advertising campaign to include free and paid advertising and identify new media channels for reaching clients, donors and partners:

Results: Advertising channels were reviewed for effectiveness. Bus advertising showed little to no return so was eliminated. Radio advertising was reduced as it is difficult to identify in-year return on investment. We are now pursuing the potential for advertising with flat screen ad providers in pharmacies and family medical practices.

4.2 By identifying and implementing a plan to better use social media to keep Facebook, the website and other social media current and positioned to maximize hits:

Results: Much work remains to be done.

4.3 By working with Groundworks (website support) to update CCO advertising clip and posting other videos to attract attention:

Results: Nothing to Report

Key Result Area 5: Human Resource Management

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

Goals:

5.1 By maintaining a Continuous Learning Plan for staff and therapists:

Results: Partial reimbursement for the cost of Brainspotting courses for several therapists was provided.

5.2 By reviewing the ED requirements and developing a plan for hiring a paid ED:

Results: Nothing to Report.

Key Result Area 6: Expand Fund Raising and Business Development Opportunities

Objective: To develop and implement new fundraising and business development plans to ensure ongoing viability of the CCO ministry and services.

Goals:

6.1 By identifying, developing and implementing new business opportunities (counselling and education) including establishing new divisional offices if necessary and in accordance with identified needs:

Results: Nothing to report.

6.2 By developing and implementing an ongoing multi-year fund raising plan:

Results: The pattern of holding two annual fundraisers continued, The two successful fundraisers (Trivia and Triumphant Quartet) held in 2018 raised just over \$12,000.

6.3 By expanding the Community Education Plan to include regular seminars, outreach and workshops on wellbeing; living and coping skills; and building resilience:

Results: Nothing to report.

6.4 By developing service proposals outlining specific offerings to expand business and business lines (Schools, VAC, DND, etc)

Results: Nothing to report