



**Calgary Chamber of  
Voluntary Organizations  
Annual Report 2007 – 2008**

Leadership  
Collaboration  
Policy  
Collaboration  
Awareness  
Collaboration  
Research  
Collaboration  
Resources  
Collaboration  
Members



# Acknowledgements

*Our staff and Board members are sincerely grateful to CCVO's donors and funders for their ongoing investment. By supporting our programs, research and core operations, they enable us to strengthen the sector as a whole. Thank you to the following funders:*



**The Muttart Foundation**



*Individuals:*

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Chris Harris

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Alberta Lotteries – Community Initiative Program  
Alberta Employment and Industry



# About CCVO

The Calgary Chamber of Voluntary Organizations (CCVO) is a member-based, federally registered charitable organization, with a mission to strengthen Calgary's voluntary sector and provide leadership on cross-cutting matters affecting the sector as a whole.

CCVO engages members of the sector, works to promote an understanding and awareness of the sector, publishes research, provides leadership on policy development, and shares resources for and about the sector.

Established in 2004, CCVO has a diverse membership ranging from small grassroots nonprofits with no paid staff, to large, well known registered charities. Members work in areas across the community, including housing, social services, health, sports and recreation, arts, and environment.

For more information about the Calgary Chamber of Voluntary Organizations, visit [www.calgarycvo.org](http://www.calgarycvo.org).



Table of Contents	About CCVO . . . . .	1
	Welcome to CCVO . . . . .	4
	Leadership on Cross–Sectoral Policy . . . . .	6
	The HR Issue. . . . .	10
	Promoting Awareness . . . . .	16
	Publishing Research . . . . .	18
	Sharing Resources . . . . .	20
	Engaging Members. . . . .	22
	CCVO Members . . . . .	24
	CCVO Financials . . . . .	34
	CCVO Board of Directors . . . . .	36
	CCVO Committee Volunteers . . . . .	36
	CCVO Other Supporters . . . . .	38
	CCVO Staff . . . . .	38



Welcome to  
CCVO

Collaboration  
Collaboration  
Collaboration



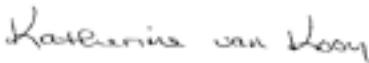
## A MESSAGE FROM THE CEO AND BOARD CHAIR

As we reflect on the evolution of CCVO and the unprecedented achievements of the past year, in preparation for this Annual Report, we are reminded of the powerful and collective vision that has guided our work.

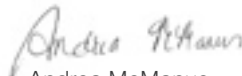
The emergence of CCVO corresponded to a momentum, both in Calgary and all across Canada, to build cohesion in the voluntary sector. After a renewed interest in the voluntary sector fostered by the federal commitment to the Voluntary Sector Initiative (VSI), local leaders recognized that there was an opportunity to build the capacity of individual charities and strengthen the voluntary sector by focusing on the broader policy issues that cut across the sector. The Calgary Chamber of Voluntary Organizations was launched in March 2004, to provide leadership on matters that affect the sector as a whole.

From the time we opened our doors a little more than four years ago, this cross-sectoral lens has focused our work on providing leadership on sectoral policy and issues, by building relationships, collaborations and partnerships, and growing sectoral engagement. We understood to achieve our goals, we needed to build a membership and become an information hub for the sector by undertaking and publishing research, acting as a clearinghouse of information and resources, and building awareness of opportunities and issues, both inside and outside the voluntary sector. This past year, we saw the results of our work come together in new, exciting, and growing ways.

Unprecedented numbers of nonprofits engaged with the Government, often for the first time, to discuss their concerns about the Lobbyist Act. We began leading a workforce strategy which will involve many partners in developing systemic solutions to key HR challenges currently impacting the sector. And our membership and audiences reached new heights and scope, as we continue to champion, engage, publish, promote and share. We invite you to read the story of CCVO in 2007 – 2008.



Katherine van Kooy



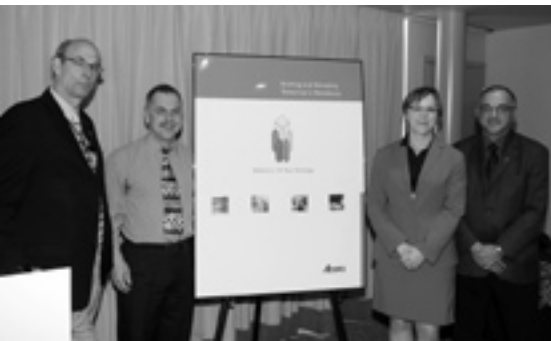
Andrea McManus





# Leadership on Cross-Sectoral Policy

Collaboration  
Collaboration  
Collaboration



CCVO's unique role is to champion cross-sectoral policy issues. The impact of emerging and changing policy, issues and legislation, affects every organization across the voluntary sector at a depth, breadth, and speed that demands our attention. We do work on behalf of the sector, as well as build the capacity of individual organizations to engage effectively in these matters.

## Strengthening the Sector

We do this by:

- Monitoring new developments and keeping the sector informed about emerging trends and opportunities to get engaged;
- Seeking input from our members on the most important issues they face;
- Building relationships and working, with all levels of government and organizations (locally, provincially and nationally), to develop and share a comprehensive perspective on key issues;
- Participating on, and making submissions and presentations to, organizations and all levels of government, regarding key policy issues affecting the nonprofit sector; and,
- Educating nonprofits about how and why to get involved.



“The valuable leadership provided by CCVO during the discussions on the Lobbyist Act, the creation of the Workforce Strategy for the Nonprofit and Voluntary Sector and the development of the Community Spirit Program were very much appreciated.

As well, your on-going contribution as a member of the Collaboration Committee for the Alberta Nonprofit and Voluntary Sector Initiative is valued by our government.”

The Honourable Ed Stelmach  
Premier of Alberta

# Leadership on Cross–Sectoral Policy

Collaboration  
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Collaboration

This has been an unprecedented year for CCVO and the voluntary sector with regard to sectoral engagement in emerging and changing policy. Our investment over the past four years in collaborative strategies is returning in powerful ways. In addition to actively monitoring emerging policy, tracking and responding to government budgets, and collaborating on numerous sectoral committees, at all levels, our work throughout last year has focused on four key initiatives.

## **The Alberta Nonprofit/Voluntary Sector Initiative (ANVSI) Continues to Lead**

As the umbrella mechanism to re-examine, clarify and strengthen the relationship between the province and the sector, ANVSI remains on the cutting edge of our policy work. With roots extending back to 2004, ANVSI reached a critical milestone in August 2007 when the *Framework for Collaboration* was signed by Government of Alberta and Voluntary Sector leaders, including CCVO. This landmark moves ANVSI from ideas to action.

Katherine van Kooy, along with other sector and government leaders, is part of a new Collaboration Committee that will implement the *Framework*. Through the Collaboration Committee the government and the sector are working together to develop solutions for cross-cutting, critical sector issues. Working

side-by-side has fostered the development of strong relationships between government and sector leaders, and both have a better understanding of the other's perspectives and limitations on various issues. Concrete results of this ongoing dialogue and collaboration can already be seen in policy development, and in efforts to address human resources and funding challenges.

### **HR Policy: The Alberta Nonprofit Workforce Strategy**

Throughout the past year, CCVO has taken a leadership role in addressing nonprofit workforce issues in Alberta. Our goals are to address both the immediate needs of a large and diverse sector, as well as to develop the long-term solutions that will enable organizations to adapt to the changing workforce realities. This work dovetails with our *Calgary HR Initiative*, which has developed a model for cooperation and partnership, working closely with other organizations on a local basis.

During 2007 – 2008, CCVO worked with the Edmonton Chamber of Voluntary Organizations (ECVO), Alberta Employment and Immigration and other key stakeholders to develop the *Workforce Force Strategy for Alberta's Nonprofit and Voluntary Sector*. The

Workforce Strategy, released in April 2008, provides a framework to further existing initiatives, share ideas and information across the sector and develop systemic, long-term solutions to this major issue.

### **The ANVSI HR Project Team**

The *HR Project Team* was established by the Collaboration Committee of the Alberta Nonprofit Voluntary Sector Initiative, in February 2008, to support the implementation of the provincial *Workforce Strategy for the Voluntary Sector*, by addressing issues and strategies that pertain to, and require action by, provincial government departments.

The focus of the Workforce Strategy, and the *HR Project Team* is on the employed workforce in the voluntary sector. The *HR Project Team* consists of members of the Collaboration Committee and represents the voluntary sector including CCVO, the Government of Alberta, and external stakeholders.

### **Legislative Change: The Lobbyists Act**

This year, CCVO engaged in our most significant policy work to date, when we focused on a proposed provincial *Lobbyist Act* that would have extended to include all nonprofits and charities.

During the summer and fall of 2007, we worked with partners from across the province to share information about the proposed legislation and its implications for the sector and made presentations to the Standing Committee on Government Services to build an awareness of the impact on the sector. As well, we engaged organizations from across the community who shared our concerns about a variety of issues, including the increased administrative burden of reporting and tracking lobbying activities.

As a result, on December 5, 2007, the legislation was passed with an amendment, announced by House Leader Dave Hancock, exempting all charities and nonprofits serving the public good.

CCVO's success on this issue was shared with hundreds of nonprofits and charities who became engaged to communicate their concerns — a remarkable achievement for any sector. An additional legacy of this work is that government, both elected officials and staff, have a new understanding of the role and contribution of the sector. This was reflected in MLA discussions about the proposed Act and conversations CCVO has held with government since the Act was amended.

# Leadership on Cross-Sectoral Policy

Collaboration  
Collaboration  
Collaboration

## **Government Funding: The Community Spirit Program**

Over the past year, the province developed and launched the *Community Spirit Program* that includes the \$20 million Community Spirit *Donation Grant Program* and an *Enhanced Charitable Tax Credit* for donors.

During the development of the program, CCVO shared the perspective of the sector and outlined the type of program design that would best recognize the needs and limitations of community organizations. The *Grant Program* addresses many of these concerns. For example, the program is new funding that does not replace existing grant programs; it provides unrestricted funding organizations can apply to the areas they define as priorities, and the program is designed to maximize benefits to smaller organizations.

## **Opportunities to Engage**

As part of our leadership work on cross-sector issues, CCVO organizes events for the sector.

CCVO hosted sixteen public events for more than 500 participants. The sessions provided

opportunities for participants to learn about, and engage in, sectoral issues and to connect and collaborate with colleagues and experts across the nonprofit, business and government sectors. Highlights included:

## **CCVO's Policy Series**

This popular CCVO series was designed to build the capacity and support the needs of organizations engaged in provincial government relations work. Four new sessions were offered this past year:

- In June 2007, *Lobbying by the Rules for Charities and Nonprofits* featured Sean Moore, former Partner and Public Policy Advisor, with Gowling Lafleur Henderson LLP and guest Christine Silverberg, Associate, Gowling Lafleur Henderson LLP, and provided an overview of the new rules, regulatory and accountability regimes faced by nonprofit organizations and charities involved in dealing with government.
- In October 2007, a second workshop, featuring Sean Moore, *Lobbying by Nonprofits and Charities: Getting It Right, from the Top Down and the Bottom Up*,

offered a special focus tailored to meet the needs of Board members.

- Two half-day interactive sessions in January and February 2008, with well known political analyst Paul McLoughlin and government relations specialist Hal Danchilla, titled *The Provincial Government Inside Out*, Part I: Return Engagement and Part II: Case Studies, provided a timely and lively overview of the new provincial landscape in Alberta politics, and ways for the sector to become involved.

### **A Sector Standards Consultation**

In January 2008, CCVO co-hosted a joint consultation opportunity on *Sector Standards* with Imagine Canada. Over 25 senior nonprofit staff and management were engaged in a lively exploration of this topic.

### **The Charities File: Training and Resources to Complete the T3010A**

Continuing our work with colleagues in the Canadian Federation of Nonprofit and Voluntary Sector Networks on this three-year project funded by the Canada Revenue

Agency, this popular half-day series offered four more sessions over the last year, two in Calgary, one in Lethbridge and one in Medicine Hat. This project will result in numerous resources for charities to support compliance with the Income Tax Act and filing of the T3010A annual return.

### **Senior Finance Officer Working Group**

CCVO convenes this peer group of senior finance officers from a cross-section of organizations. Participants explore topics of interest, such as accounting and auditing standards. This past year, the Senior Finance Officer Working Group also met as a focus group to provide feedback and input to the CRA.

### **The Counterparts Summit**

CCVO helped organize an historic event in February 2008. The Federation of Voluntary Sector Networks and the Alberta Nonprofit Voluntary Sector Initiative, co-hosted *A Gathering of Counterparts*, bringing together more than 80 representatives of provincial and territorial governments and the sector, to share information about the relationships between government and the sector.





# The HR Issue

## Collaboration

## Collaboration

## Collaboration

Strengthening the voluntary sector by providing leadership on opportunities and issues that affect organizations across the sector is central to CCVO's mission.

During our first four years, many matters have risen to the forefront of our cross-sectoral focus and guided our leadership work. This past year, the scope of the human resources crisis in the voluntary sector led our work in this area.

### **The Current Reality**

- The work done by the nonprofit human service sector is directly linked to quality of life in Alberta.
- Recruitment and retention of staff is a critical issue facing the sector.
- The tight labour market, increasing demand for services, insufficient levels of funding and restrictive funding practices are the core pressures creating the staffing issue.
- The economic and demographic forces facing the voluntary sector are expected



to continue and perhaps increase over the foreseeable future.

- The commitment and collaboration of all affected parties – the sector, governments, and funders are vital if these issues are to be successfully addressed.

### **The Calgary HR Initiative**

In 2007 — 2008, CCVO took on a leadership role in addressing nonprofit workforce issues in Calgary and convened the *Calgary Human Resource Initiative*, funded by United Way of Calgary and Area.

This initiative is a collective undertaking of local nonprofit organizations, funders, human services networks, and governments dedicated to developing short and long term solutions to the human resource issues facing Calgary's nonprofit human services organizations.

Our goal is to build a vibrant, sustainable nonprofit sector capable of attracting and retaining a high quality workforce today and in the future.



# The HR Issue

## Collaboration

## Collaboration

## Collaboration

“Thank you so much for putting on an incredible symposium... You absolutely make a difference in this community!”

Gary Jubenville  
Calgary Philharmonic Orchestra

“The services and information CCVO provides are invaluable and appreciated.”

John N. Petruic  
Schizophrenia Society of Alberta  
Calgary Chapter

“Good work. I’m impressed with the initiatives out of the CCVO. The critical thinking done by your staff and organization are always with the big picture in mind.”

Judith Rempel  
Mennonite Historical Society of Alberta

### Three Interrelated Aspects

The *Calgary HR Initiative* is working on three interrelated aspects of the human services crisis: building awareness and educating; addressing funding levels and practices; and, providing human resource and organizational effectiveness resources.

### A Collaborative Approach Defined

We are doing this through developing collaborations, partnerships and initiatives which:

- Educate the sector on the workforce issues and request collaboration in the development of long and short term strategies and action plans.
- Advocate for adequate funding levels to ensure programs are properly resourced to address workforce challenges.
- Develop human resource principals and/or guidelines to meet funder application requirements.
- Explore the intersection of paid and voluntary (unpaid) human resources to address workplace challenges.
- Partner with educational institutes and elicit their support in addressing the challenges in the sector.

Since its launch last summer, the following initiatives have been accomplished:

### **HR Plus Coalition**

The *HR Plus Project* will provide organizational development and human resource consulting services to local charities to ensure that each organization's structure is effectively supporting its ability to achieve its mission and continue to be sustainable in this highly competitive labour market.

This project will be operated as a collaborative initiative between CentrePoint Non-Profit Management, The Calgary Foundation, The City of Calgary FCSS, the United Way of Calgary and Area, and CCVO's *Calgary HR Initiative*. *HR Plus* combines elements of mentoring, consulting, training, and peer networking to promote organizational growth and capacity within the selected charitable organizations.

### **Funder Task Group**

The *Funder Task Group* of the *Calgary HR Initiative* is a forum for funding organizations to explore how they can support the sector in addressing the HR issues. Some of the areas being addressed include:

- The development of funding principles to create a common platform of expectations and standards, between groups of funders and agencies;
- The promotion and provision of funding to develop HR systems; and,
- Seeking opportunities to provide targeted funding increases to mitigate HR difficulties.

### **Haskayne School of Business Partnership**

As a part of the mandate to engage educational institutions, The *Calgary HR Initiative* developed a unique opportunity for sector organizations to participate in an organizational change project through a partnership with the MBA program of the Haskayne School of Business.

This project matched advanced MBA students with organizations to develop solutions to workplace and organizational change issues. The students benefit by gaining substantive knowledge and actual experience in consulting and change management, along with a first hand exposure to the sector.

### **Our People: A Renewable Resource**

In the fall of 2007, CCVO hosted over 80 senior voluntary sector staff to a day-long HR symposium to further understand and address the significant workforce issues facing the sector in Calgary. The intent of the event was to provide a forum for organizations to rethink the way we approach human resources issues and to begin developing long-term solutions. Workforce issues and solutions were detailed through presentations from Alberta Employment and Immigration, the United Way of Calgary and Area, Calgary Economic Development as well as from sector organizations.

### **Lynn Eakin Forum**

This past February, CCVO presented a session featuring Lynn Eakin, a respected researcher and advocate for the voluntary sector. Funders, capacity building organizations, and representatives of human service networks were invited to a presentation and discussion focused on Lynn's recent research on the administrative burden which complex reporting and grant application practices place on nonprofit organizations. This session provided the groundwork for future discussions on changing funding practices with both funders and sector organizations.



# Promoting Awareness

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Promoting awareness, across and between both the voluntary and government sectors, is fundamental to the success of CCVO's leadership work on cross-cutting matters that affect the sector as a whole. We use awareness opportunities to build, government understanding of the vital role and critical challenges of the sector, and sector understanding of the significance of emerging and changing policy.

We do this by having conversations with, and providing presentations to, staff, officials, committees, groups and organizations, both inside and outside the voluntary sector. As well, we leverage mass media opportunities, and raise visibility through event participation. Some highlights of the past year include:

## Presentations

- In spring 2007, *Addressing the HR Challenges of Voluntary Sector Organizations in a Hot Economy*, and *The Voluntary Sector and Funding Issues* were presented at the Vitalize Conference.
- In fall 2007, *Bill 1, The Lobbyist Act: Implications for the Voluntary Sector* was presented to the Alberta Associations Servicing Children and Families Annual General Meeting.

- *The Need to Maintain Funding for FCSS Services* was presented to the Family and Support Services Department (FCSS), City of Calgary, in March 2008.

### **Articles**

In April of 2008, CCVO submitted an article to the Canadian Journal of Volunteer Resources Management, titled *The Calgary Chamber of Voluntary Organizations: A Model of Collaboration and Partnership*.

### **Media Coverage**

In addition to conversations, correspondence, meetings and invitations to take the media behind the scenes, through the timely use of media releases, CCVO has created exposure over the course of the past year for sectoral awareness, in radio (CBC EyeOpener, 660 News), television (CFCN interviews), newspapers (The Calgary Herald and Calgary Sun) and government, industry and community publications.

### **Event Participation**

- *Vitalize Conference 2007*. In June 2007, CCVO participated as a presenter and exhibitor in the Vitalize Conference: The Provincial Voluntary Sector Conference, in Calgary.



# Publishing Research

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Key to our success, undertaking and publishing research informs our work and the work of both the voluntary and government sectors.

CCVO's new *In Brief* series, launched last year in response to popular demand, provides an at-a-glance close-up of key sectoral issues, policy and information. Over the past year, three new publications expanded our *In Brief* library:

- *The 2007/08 Provincial Budget: The Impact on Alberta's Nonprofit Sector*
- *Lobbying and Government Communications: New Legislation for the Voluntary Sector*
- *A Sector Snapshot: The Voluntary Sector in Calgary*

Adding to the list, two new *In Briefs* are due out shortly. Topics will include a review of voluntary sector workforce issues with respect to wage and salary levels, employee satisfaction and employee retention, and a focus on the impact of the 2008/09 provincial budget.

## Research Underway

Larger research studies underway this past year, include a look into the contributions made, and challenges faced, by Calgary's small organizations who represent the majority of the sector, and a project to explore the viability of shared service models in Calgary.





# Sharing Resources

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CCVO strives to serve as a clearinghouse and provide a centralized source of cross-cutting sectoral information for nonprofit organizations, to inform, engage and empower the voluntary sector:

- Since its launch in September 2005, CCVO's *Online Job Centre* continues to grow. This last year, over 23,000 unique visitors viewed more than 450 different job postings.
- CCVO's bi-weekly *E-Bulletin* now distributes timely news, events, learning opportunities, research and resources sector-wide, to 2,100 recipients and beyond, 26 times a year. This free service is considered particularly valuable and is forwarded to colleagues far beyond our own distribution list.
- An in-depth look into cross-sectoral opportunities, issues, policies, activities and topics of significance to the sector, is shared via the bi-annual *CCVO Newsletter*. This past year, we published in June 2007 and January 2008.
- At the hub of CCVO's resource sharing strategies, our website, at [www.calgarycvo.org](http://www.calgarycvo.org), continues to provide a centralized source for cross-sectoral information. In 2007 — 2008, we welcomed over 24,000 visitors more than 35,000 times, and launched the *Employing New Ideas* section — a central access point for workforce resources.









# Engaging Members

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CCVO's membership reflects the breadth and diversity of the voluntary sector — from small grassroots groups to large charities and umbrella organizations in areas such as social services, arts, environment, and sports, as well as faith-based organizations, ethno-cultural groups, foundations and community associations.

## **A Positive Reflection**

Our membership program provides a positive reflection of how sector organizations are engaging in, supporting and benefiting from our cross-sectoral focus. Member numbers now stand at over 380 and we are pleased by a consistently high renewal rate of 94 per cent, as well as positive feedback from member surveys. Participation in our many convening and event opportunities is high and the member base is expanding beyond Calgary. The knowledge that membership in CCVO supports the cross-cutting work affecting the sector, continues to be seen as a key benefit of membership in CCVO.

## **New Member Breakfasts**

CCVO welcomed and oriented over 50 new members at two new member breakfasts in September 2007 and April 2008.



“The role of the CCVO has allowed its members and the sector to remain focused on their missions and visions. I am most grateful for the efforts and accomplishments that CCVO has made over the past years. It is through the CCVO that smaller organizations, like ours, are heard as a singular and cohesive voice. What a fabulous positive contribution to the sector CCVO is making on our behalf!”

Marty Hornstein  
Executive Director  
Learning Disabilities Association of  
Alberta – Calgary Chapter

## Sustaining Members

*Thank you to the following nonprofits (voting members) for making a substantial commitment to CCVO, beyond standard membership levels.*

Bethany Care Society  
Calgary Exhibition & Stampede  
Developmental Disabilities Resource Centre  
Kahanoff Foundation  
Muttart Foundation  
Operation Eyesight Universal  
United Way of Calgary and Area  
University of Calgary  
Wood's Homes  
YWCA of Calgary

## Sustaining Associates

*Sustaining Associates are businesses, government and individuals who wish to provide additional support to CCVO, beyond standard membership levels. Our thanks to the following organizations:*

Brown and Associates Planning Group  
City of Calgary  
HRJ Consulting Ltd  
Lo Porter Hetu  
Martha Parker  
The Development Group  
TransAlta Corporation



# Full Members

*Nonprofits and charities make up the largest portion of CCVO's membership, and are voting members. Thank you to the following for being part of CCVO:*

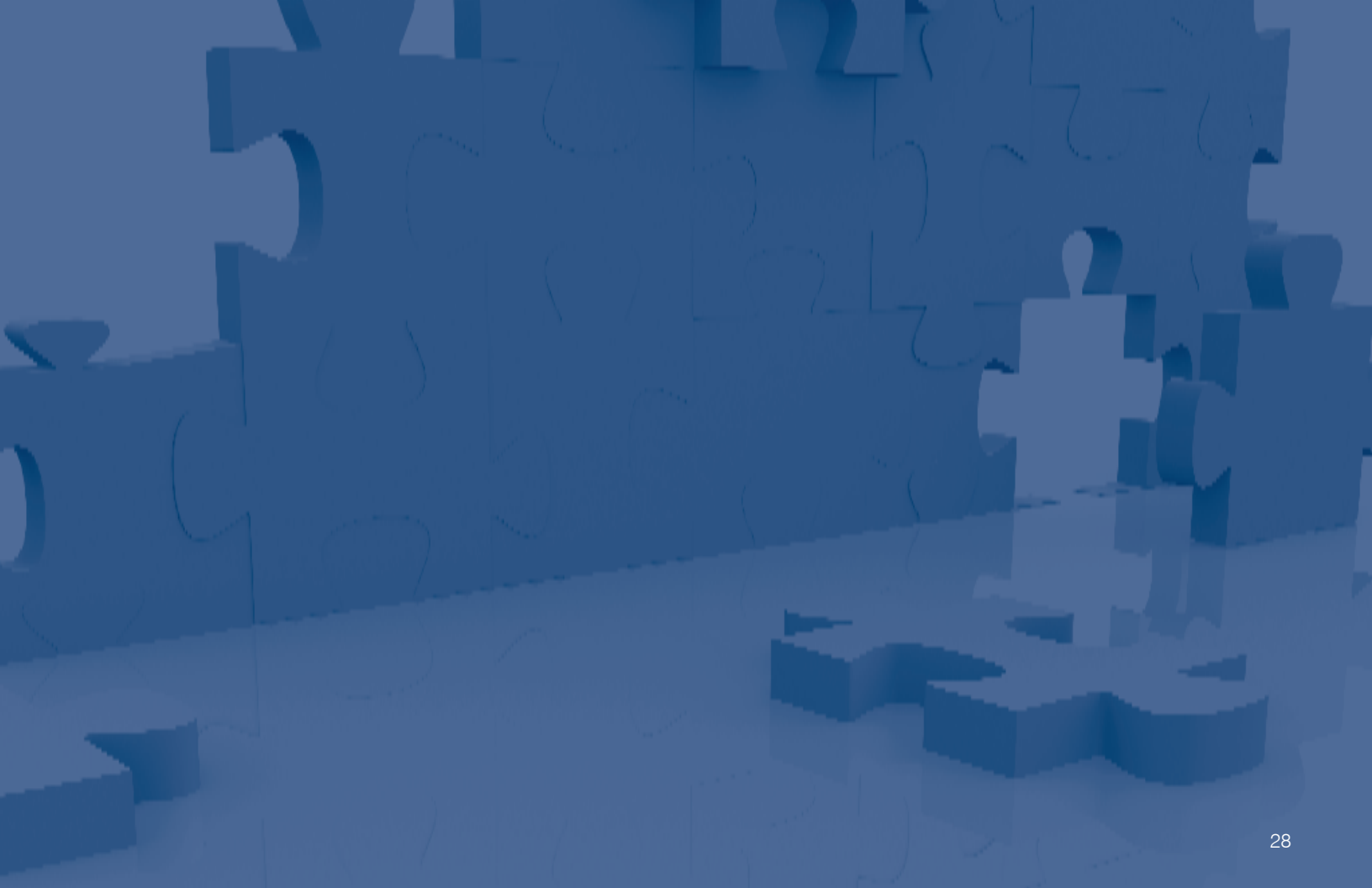
Acadia Community Association  
Accessible Housing Society  
Adult Recreational Choir Society of Alberta  
Aero Space Museum Association of Calgary  
AIDS Calgary Awareness Association  
Alberta Association of Immigrant Serving Agencies  
Alberta Ballet Company  
Alberta Children's Hospital Foundation  
Alberta Civil Liberties Research Centre  
Alberta Dance Theatre for Young People  
Alberta Ecotrust Foundation  
Alberta Magazine Publishers Association  
Alberta Mentor Foundation for Youth  
Alberta Real Estate Foundation  
Alberta Seventh Step Society  
Alberta Youth in Care and Custody Network  
Alberta's Youth VOLUNTEER! Society  
Alexandra Community Health Centre  
All Nations Theatre Society  
Allegiance Elite, A Marching Brass Ensemble  
Alliance to End Violence  
ALS Society of Alberta  
Anglican Diocese of Calgary  
Art a la Carte  
Arthritis Society – Alberta & NWT Division  
Arusha Centre Society

Aspen Family and Community Network Society  
Association for the Alberta Network of Immigrant Women  
Association for the Rehabilitation of the Brain Injured  
Association of Directors of Volunteer Resources  
Association of Fundraising Professionals  
Association of the Inside Out Integrated Theatre Project  
Autism Calgary Association  
Ayudamos Aid to Latin America Foundation  
Big Brothers and Big Sisters of Calgary  
Bow Cliff Seniors  
Bow Valley College  
Bowmont Seniors' Assistance Association  
Boys and Girl Clubs of Calgary  
Bridges of Love Ministry  
Brown Bagging for Calgary Street Kids Society  
Burns Memorial Fund for Children  
Calgary (Alberta) Neuropathy Association  
Calgary Alpha House Society  
Calgary Assoc. for Peer Support Services for Abused Women  
Calgary Association of Self Help  
Calgary Block Parent Association  
Calgary Block Watch Council  
Calgary Bridge Foundation for Youth  
Calgary Catholic Immigration Society  
Calgary Chamber of Commerce

Calgary Communities Against Sexual Abuse  
 Calgary Counselling Centre  
 Calgary Dream Centre  
 Calgary Drop-In & Rehab Centre Society  
 Calgary Family Services Society  
 Calgary Homeless Foundation  
 Calgary Horticultural Society  
 Calgary Humane Society for Prevention of  
 Cruelty to Animals  
 Calgary Immigrant Educational Society  
 Calgary Immigrant Women's Association  
 Calgary Inter-Faith Food Bank Society  
 Calgary International Children's Festival  
 Calgary John Howard Society  
 Calgary Kiwanis Music Festival Association  
 Calgary Learning Centre  
 Calgary Learns  
 Calgary Legal Guidance Society  
 Calgary Meals on Wheels  
 Calgary Ostomy Society  
 Calgary Outlink: Centre for Gender and  
 Sexual Diversity  
 Calgary Philharmonic Society  
 Calgary Progressive Lifestyles Foundation  
 Calgary Prostate Cancer Foundation  
 Calgary Reads Society  
 Calgary Real Estate Board Charitable  
 Foundation  
 Calgary Regional Home Visitation Collaborative  
 Calgary Science Network  
 Calgary Seniors' Resource Society

Calgary Sexual Health Centre  
 Calgary Society of Community Opportunities  
 Calgary Society of Independent Filmmakers  
 Calgary SouthWest Communities Resource  
 Centre Society  
 Calgary Sport Council  
 Calgary Stampede Foundation  
 Calgary Women's Emergency Shelter  
 Calgary Youth Justice Society  
 Calgary Zoological Society  
 Canada West Foundation  
 Canadian Cancer Society  
 Canadian Diabetes Association  
 Canadian Down Syndrome Society CDSS  
 Canadian Intensive Care Foundation  
 Canadian Mental Health Association  
 – Calgary Region  
 Canadian National Institute for the Blind  
 Canadian Orienteering Federation  
 Canadian Outcomes Research Institute  
 Canadian Paraplegic Association  
 Canadian Parks & Wilderness Society  
 – Calgary/Banff Chapter  
 Canadian Red Cross Society – Southern AB  
 – Calgary Office  
 Canadian Women for Women in Afghanistan  
 Canadian Worker Co-op Federation  
 Cantos Music Foundation  
 Carthy Foundation  
 Catholic Family Service of Calgary  
 Central Alberta AIDS Network Society







Centre for Affordable Water and Sanitation  
Technology  
Centre for Newcomers  
Centre for Suicide Prevention  
CentrePoint Non-Profit Management  
Cerebral Palsy Association of Alberta  
Child and Youth Friendly Calgary  
Children's Cottage Society  
Children's Legal & Educational Resource  
Centre  
Chrysalis Charitable Foundation  
Clean Calgary Association  
Closer to Home Community Services  
Colin B Glassco Charitable Foundation for  
Children  
Connectons Counselling & Consulting  
Foundation  
Cooperative ESL Ministries Society  
Creating Tomorrow Foundation  
Deaf & Hard of Hearing Services Calgary  
Region Society  
EducationMatters  
Elizabeth Fry Society of Calgary  
Enviros Wilderness School Association  
Epilepsy Association of Calgary  
Ethno-Cultural Council of Calgary  
Famous 5 Foundation  
Federation of Calgary Communities  
Fort Calgary Preservation Society  
Friends of Fish Creek Provincial Park Society  
Further Education Society of Alberta  
Ghost River Rediscovery

Gimbel Eye Foundation  
Girl Guides of Canada – Calgary Area  
Glenbow Museum  
Governors for Children  
Heart and Stroke Foundation of Alberta,  
NWT & Nunavut  
Heartland Agency  
Hera Society  
Hillhurst Sunnyside Community Association  
Historical Society of Alberta  
HomeFront Society for the Prevention of  
Domestic Violence  
Horizon Housing Society  
Hospice Calgary Society  
Hull Child & Family Services  
Immigrant Access Fund Society of Alberta  
Immigrant Services Calgary  
Independent Living Resource Centre of  
Calgary  
Inglewood Silver Threads Association  
Irricana & District Family Lending Centre  
Jewish Family Service Calgary  
Junior Achievement of Southern Alberta  
Junior League of Calgary  
Kahanoff Centre for Charitable Activities  
Katimavik  
Kerby Centre  
Kidney Foundation of Canada  
Kids Cancer Care Foundation of Alberta  
Kids Help Phone (Alberta Region)  
Kids up Front Foundation (Calgary)  
KidSport Society of Calgary

KidZinc School Age Care Society of Alberta  
L.E.A.R.N.  
L'Arche Association of Calgary  
Learning Disabilities Association of AB -  
Calgary Chapter  
LINKages  
Literacy Alberta Society  
Lupus Society of Alberta  
Making Changes Employment Association  
of Alberta  
Max Bell Foundation  
McMan Youth, Family & Community Services  
Assoc.  
Mental Health Commission of Canada  
MEOW Foundation  
MOCA Family Resource Centre  
Momentum  
Mount Royal College – Institute for Nonprofit  
Studies  
Mountain Standard Time Performative Art  
Festival Soc.  
Muslim Families Network Society  
NeighbourLink of Calgary  
Norfolk Housing Association  
North of McKnight Community Resource  
Centre  
Opportunity Works  
Optometry Giving Sight  
Organization for Bipolar Affective Disorders  
Soc.  
Oxford House Foundation of Canada  
PALS Pet Access League Society

# Affiliate Members

Parkinson's Society of Southern Alberta  
Pathways Community Services Association  
Pembina Institute  
Prairieaction Foundation  
Prospect Human Services Society  
Prostaid Calgary Society  
Pro Bono Law Alberta  
Pumphouse Theatre Society  
Renfrew Educational Services Society  
River's Edge Camp & Conference Centre  
Rocky View Regional Handibus Society  
Safe Haven Foundation of Canada  
Salvation Army - CCARS  
Sandy Cross Conservation Foundation  
Santa's Secret Service Society of Alberta  
Science Alberta Foundation  
Scouts Canada Chinook Council  
Seeds Foundation  
Servants Anonymous Society  
Sexual Health Access Alberta  
Sheldon Chumir Foundation for Ethics in  
Leadership  
Sierra Club of Canada – Chinook Chapter  
Social Venture Partners Calgary  
Southern & Central Alberta Food Banks  
Federation  
St. Mary's University College  
St. Michael Catholic Community  
STARS (Alberta Shock Trauma Air Rescue  
Service Foundation  
Sunrise Community Link Resource Centre  
Sunrise Native Addictions Services Society

Sustainable Calgary  
The Back Door, A Youth Employment Society  
The Brenda Strafford Centre  
The Calgary Foundation  
The Duke of Edinburgh's Award in Canada  
- Alberta & NWT Division  
The SHARP Foundation  
The Vocational & Rehabilitation Research  
Institute  
United Nations Association in Canada - Calgary  
Branch  
United Way of Central Alberta  
Universal Rehabilitation Service Agency  
(URSA)  
Urban Youth Worx  
Vantage Support Services  
Vertigo Theatre Society  
Vibrant Communities Calgary  
Volunteer Calgary  
Volunteer Lethbridge Association  
Wellspring Calgary  
Women In Need Society  
Women's Centre of Calgary  
Wordfest, Banff-Calgary International Writers  
Festival  
Young Men's Christian Association  
Youth Singers of Calgary  
Youthink Publications Society  
YouthLink Calgary – The Calgary Police  
Interpretive Centre  
Youville Women's Residence Society of Alberta

*Affiliate members are registered charities or incorporated nonprofits with operating budgets under \$100,000 that are part of an umbrella or coordinating organization that is a full CCVO member:*

**Affiliate Link: Ethno-Cultural Council of Calgary**

Action Committee for Black Affairs – Calgary  
African Caribbean United Foundation of Calgary  
African Community Association of Calgary  
African Sudanese Association of Calgary  
Babae – Council of Filipina–Canadian Women  
Calgary Ethiopian Community Association  
Calgary Vietnamese Youth Group  
Chilean Canadian Community Assoc. of Calgary  
Council of Sikh Organizations  
India Canada Association  
National Federation of Pakistani Canadians  
Nepalese Community Society of Calgary  
Salvadorean Association of Calgary  
Somaliland Community of Alberta  
Tibetan Community of Alberta

**Affiliate Link: Federation of Calgary Communities**

Albert Park / Radisson Heights Community Assoc.  
Applewood Park Community Association

Arbor Lake Community Association  
Banff Trail Community Association  
Bankview Community Association  
Bonavista Downs Community Association  
Bridgeland / Riverside Community Association  
Cambrian Heights Community Association  
Chaparral Community Association  
Chinook Park / Kelvin Grove / Eagle Ridge Community Association  
Citadel Community Association  
Cliff Bungalow / Mission Community Association  
Coach Hill / Patterson Heights Community Assoc.  
Coral Springs Community Association  
Crescent Heights Community Association  
Deer Ridge Community Association  
Discovery Ridge Community Association  
Douglasdale Estates Community Association  
Downtown West Community Association  
Eau Claire Community Association  
Elbow Park Residents' Association  
Elboya Heights Community Association  
Erin Woods Community Association  
Erlton Community Association  
Evergreen (Calgary) Community Association  
Forest Lawn Community Association  
Glenbrook Community Association  
Hawkwood Community Association  
Hidden Valley Community Association  
Highland Park Community Association

**CCVO Members...**

- Magnify their influence
- Receive discounts on workshops, events and online job centre postings
- Connect and network with colleagues
- Contribute to, and benefit from, research on the voluntary sector
- Build their capacity to succeed

**For information  
about memberships**

**call (403) 261-6655 or  
visit [www.calgarycvo.org](http://www.calgarycvo.org)**

**New members are joining CCVO  
year-round**



Highwood Community Association  
Houndsfield Heights / Briar Hill Community Assoc.  
Inglewood Community Association  
Kingsland Community Association  
Lakeview Community Association  
Marquis de Lorne Community Association  
Martindale Community Association  
McKenzie Towne Community Association  
Meadowlark Park Community Association  
Millrise Community Association  
Mount Royal Community Association  
North Haven Community Association  
Northern Hills Community Association  
Palliser / Bayview / Pumphill Community Association  
Parkland Community Association  
Penbrooke Meadows Community Association  
Queensland Community Association  
Ramsay Community Association  
Ranchlands Community Association  
Richmond / Knob Hill Community Association  
Rideau / Roxboro Community Association  
Rocky Ridge / Royal Oak Community Association  
Rosedale Community Association  
Rosemont Community Association  
Rosscarrock Community Association  
Rutland Park Community Association  
Saddleridge Community Association

Sandstone / MacEwan Community Association  
Scarboro Community Association  
Shawnee / Evergreen Community Association  
Signal Hill Community Association  
Somerset / Bridlewood Community Association  
South Calgary Community Association  
Southwood Community Association  
Springbank Hill Community Association  
Spruce Cliff Community Association  
St. Andrew's Heights Community Association  
Sunalta Community Association  
Tuscany Community Association  
Tuxedo Park Community Association  
University Heights Community Association  
Valley Ridge Community Association  
West Springs / Cougar Ridge Community Association  
Westgate Community Association  
Whitehorn Community Association  
Wildwood Community Association  
Willowridge Community Association  
Woodcreek Community Association

# Associate Members

*We welcome businesses, government and individuals to become Associate Members. Our thanks to the following:*

## Government

Calgary Region Community Board - PDD  
City of Airdrie  
Cochrane Family & Community Support  
Services

## Business

Chevron Canada Resources  
GBN Canada  
Haines Elliott Inc.  
Lexi Com Ltd.  
Miller Thomson LLP  
Mission Control  
Nicholls Consulting Ltd.  
Nine Lions Development Consulting  
Picton Associates Inc.  
Sue Wood Consulting  
The Strategy Forum Inc.

## Individual

Anita Angelini  
Sam Aylesworth  
Deborah Bartlett  
Robyn Crawford  
Bruce Davies  
Norma Farquharson  
Sara Jane Gruetzner  
Chris Harris  
Sybille Hossli  
Ian Kershaw  
Corey Olynik  
Robert Pynn  
Mary Rozsa de Coquet  
Marnie Schaetti  
Wayne Stewart  
Aida Visbach

# CCVO Financials

## Statement of Financial Position

As at April 30, 2008

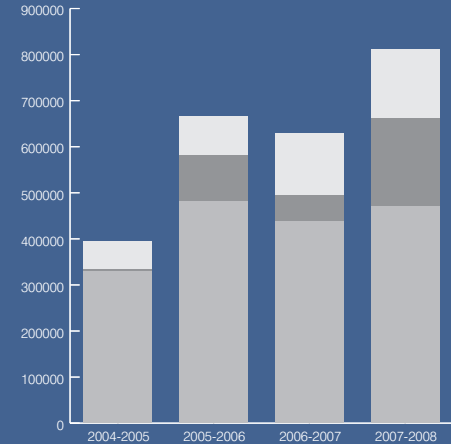
	2008	2007
<b>Assets</b>		
Current		
Cash	114,206	61,597
Term deposits	497,209	425,420
Accounts receivable	18,599	550
Goods and Services Tax receivable	5,564	4,953
Prepaid expenses and deposits	7,209	4,667
	<b>642,787</b>	497,187
Furniture and equipment	37,343	30,568
	<b>680,130</b>	527,755
<b>Liabilities</b>		
Current		
Accounts payable and accruals	30,470	27,482
Deferred membership revenue	37,450	23,800
	<b>67,920</b>	51,282
Deferred program grants	113,755	114,233
	<b>181,675</b>	165,515
Net Assets		
Unrestricted	86,351	48,861
Internally restricted	382,811	282,811
Invested in furniture and equipment	29,293	30,568
	<b>498,455</b>	362,240
	<b>680,130</b>	527,755

## Statement of Operations

For the year ended April 30, 2008

	2008	2007
<b>Revenues</b>		
Grants	<b>675,723</b>	494,922
Membership fees	<b>82,545</b>	64,520
Events	<b>15,902</b>	23,807
Other	<b>31,819</b>	21,099
Donations and sponsorships	<b>4,073</b>	12,468
Interest	<b>17,348</b>	12,183
	<b>827,410</b>	628,999
<b>Expenditures</b>		
Amortization	<b>18,015</b>	15,214
Communication	<b>11,455</b>	22,655
Consulting	<b>46,557</b>	40,273
Dues, memberships and professional fees	<b>10,705</b>	16,096
Goods and Services Tax	<b>5,558</b>	5,321
Human resources	<b>487,083</b>	395,354
Insurance and bank charges	<b>4,999</b>	4,457
Meetings and travel	<b>15,597</b>	15,888
Office	<b>27,297</b>	22,167
Programs	<b>28,118</b>	23,136
Rental	<b>35,811</b>	22,787
	<b>691,195</b>	583,348
	<b>136,215</b>	45,651

## Revenue Sources



- Earned revenue (includes Membership, Event and Job Centre Revenue and Other Revenue)
- Research and Program Grants
- Capacity Grants





## Board of Directors

ANDREA MCMANUS, (Board Chair), President, The Development Group  
SAM AYLESWORTH, community member  
ANITA ANGELINI, Instructor, Nonprofit Studies, Mount Royal College  
GREER BLACK, President and CEO, Bethany Care Society  
BRIAN DUCLOS, Senior Manager, Government Relations, Calgary Zoological Society  
CHRIS HARRIS, Retired CEO, Calgary Inter-faith Food Bank  
PENNY HUME, Executive Director, Child & Youth Friendly Calgary  
CATHERINE PEARL, Management Consultant, Brown and Associates  
ROBERT PYNN, Dean of Calgary, Emeritus, Anglican Diocese of Calgary  
BETTY THOMPSON, Partner, Lo Porter Hetu  
THERESA WOO-PAW, Chair, Ethno-Cultural Council of Calgary

## Committee Volunteers

DEREK BECHTHOLD, Director of Advancement & Alumni Relations, ACAD  
AMANDA BOSMA, Philanthropic Advisor, The Family Office  
HEATHER HARTMANN, Communications Coordinator, Canadian Hereford Association  
PAM HOLLINGER, Communications Coordinator, Macleod Dixon LLP  
SUE MALLON, Chief Executive Officer, Calgary Family Services  
JAMES MCARA, CEO, Calgary Inter-Faith Food Bank Society  
LINDA POWELL, Director, Governance and External Affairs, STARS  
SHANNON RYHORCHUK, Partner, PricewaterhouseCoopers LLP  
LINDAE STOKES, Consultant, Fresh By Design  
CATHERINE YATES, Consultant, Yates Communications



## Other Supporters

*Thanks to the following people who volunteered to participate in or present at CCVO education sessions:*

SEAN MOORE, former Partner and Public Policy Advisor, Gowling Lafleur Henderson LLP.

CHRISTINE SILVERBERG, Associate, Gowling Lafleur Henderson LLP.

PETER BRODER, former Senior Policy Officer Policy, Planning and Legislation Division Charities Directorate

NEIL COCHRANE, former Acting Director Policy, Planning and Legislation Division Charities Directorate

Special thanks to our good neighbours, the CANADA WEST FOUNDATION and the SHELDON CHUMIR FOUNDATION FOR ETHICS IN LEADERSHIP, for their ongoing support.

## CCVO Staff

KATHERINE VAN KOOY, President and CEO  
JANET LAVOIE, Director, Membership Development

GLENDA BLISSETT, Communications Advisor

MIKE GROGAN, Project Manager, CHRI

KIM MUSTARD, Policy Analyst

MARILOU STEGMEIER, Administrative Coordinator

JOANNA FARLEY, Programs Assistant

TINA WICKENHEISER, Executive Assistant





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