



CCVO
CALGARY
CHAMBER *of*
VOLUNTARY
ORGANIZATIONS

2004 / 05
ANNUAL REPORT

STRONG VOICE

STRONG CONNECTIONS

POSITIVE CHANGE





Vision

Calgary's voluntary sector working together with business and government to build a strong, vibrant community.

Mission

To strengthen Calgary's voluntary sector and provide leadership on policy matters affecting the sector as a whole.

Through...

Sector Engagement: Provide opportunities for voluntary sector, government and private sector to learn about key issues, network, and share ideas.

Research: Conduct and disseminate research on key issues affecting the sector.

Policy Development: Take a leadership role on emerging policy issues and build sector's capacity to respond to policy issues.

Awareness of the Sector: Champion the role of the sector with government, the private sector and general public.

Community Resources: Be a clearinghouse of information for and about the sector.

MESSAGE FROM THE CHAIR



There is something inherently powerful in a diverse and sometimes fragmented collective of people and organizations converging on a single purpose. It's exciting to see it happening in Calgary as the new Calgary Chamber of Voluntary Organizations becomes firmly established on the landscape of this beautiful metropolitan city.

Since the formal inception of CCVO in 2004, voluntary organizations that add this value to our lives have come together around several core challenges facing the sector. Our purpose is to support the work of the sector by advocating for improved access to funding, insurance and other resources and promoting the importance of voluntary sector contributions to citizens, businesses and elected officials.

The task is tough, the process new and untried. We are very fortunate to have generous and committed funding and our board has steered through the few challenges expected when creating a fully operational and robust organization from a strong collection of ideas and dreams. We share a wealth of experience and ideas and are fortunate to work closely with a staff completely dedicated to the mission of the organization. Together, our goals are increasingly focused outward on the vision of a strong, vibrant and highly capable sector.

The board is pleased to see the continued interest in membership and appreciates the support and faith of all those who support what we do. Yet membership remains the biggest challenge for CCVO. To advocate for change with a strong, diverse and collective voice requires that those we represent can add the weight of their own influence. There are thousands of nonprofit and charitable groups in Calgary and we are determined to engage and include most of them. Think of that roar!

Think of the possibilities: new energy, new relationships, and bigger outcomes. Imagine a community where six or seven thousand people are speaking at once and insisting on change instead of the usual sixty or seventy. Consider the day when we are consulted on policy development or changes that directly affect our ability to care for our community. Picture an organized, effective sector capable of addressing economic, societal and environmental issues with the appropriate tools and achieving results that contribute to the quality of life for all Calgarians.

As we look forward to the coming year, the CCVO board will continue to engage our members, supporters and sector colleagues on issues and solutions. We will undertake several key pieces of research in order to better understand and position the sector in ways that are unique to this community. Increasingly our board will endeavor to build bridges between the voluntary sector and business and government. Our new Government Relations committee will take on a significant role for CCVO in the months ahead as we prepare position statements on key issues that affect the capacity of the sector.

Increasingly in the next few years we must also be able to stand on our own, financially and philosophically. The Muttart Foundation's investment in the start-up of CCVO has been incredible from so many perspectives. We are fortunate to have access to their experience, wisdom and critical feedback. Their financial support has been incomparable and has significantly contributed to our success. However, the next few years will see a transition to new models of funding and partnerships as we move toward financial sustainability.

As we reflect on the powerful and collective vision that guides CCVO and consider the future, we see many paths on the road ahead. The opportunities to collaborate and cultivate new relationships continue to grow. We invite you to roll up your sleeves and work with us to build a better Calgary.

A handwritten signature in cursive script that reads "Pat Letizia".

Pat Letizia, Chair



PRESIDENT'S MESSAGE



Since the official launch of the Calgary Chamber of Voluntary Organizations in March 2004, it has been a whirlwind of activity as we have worked to address the numerous challenges currently faced by the sector. During the past year, I have met with many of our member organizations, and I am grateful for the knowledge and insights you have shared about the challenges and opportunities in the sector. Our work has also been shaped by the feedback we have received from participants at our events during the year.

Funding, insurance and human resources issues are major concerns throughout the sector. Through workshops, research and dialogue, we have gained greater clarity about the funding challenges from the perspective of our members and others in the voluntary sector, as well as from the various funding organizations. Because this issue is so pervasive, we are working with other organizations, provincially and nationally, to look for solutions.

Insurance issues pose a challenge for many organizations and CCVO is a member of the new Alberta Voluntary Sector Insurance Council. We are also closely monitoring the national work of the Voluntary Sector Forum on insurance and are optimistic that these two initiatives will resolve some of the issues experienced by the sector.

There are many facets to the human resource challenges faced by organizations. Our efforts have focused on supporting organizations by promoting discussion of the issues, sharing information and connecting organizations to resources. This is an issue that will have a profound impact on the capacity of organizations to continue serving their communities in the future. CCVO has supported the establishment of the new national Human Resources Sector Council as a means to focus attention and promote action to address this issue.

CCVO's emergence reflects an exciting trend towards increased collaboration across organizations in the voluntary sector. Local and regional networks like CCVO, the Voluntary Sector Insurance Council in Alberta, and the Human Resources Sector Council are new models of collaboration across the voluntary sector to address some of the major challenges facing organizations today.

What does the next year hold for CCVO? Continued focus on funding, insurance and human resource issues including a major study on the impact of funding practices. More workshops, Lunch'n'Learn sessions, working groups and other opportunities for learning, networking and policy dialogue. And expanded initiatives to create awareness of the contributions of the voluntary sector to the quality of life in our communities and understanding of the challenges that undermine that potential.

We look forward to working closely with our members and others in the voluntary sector, governments and the broader community in the year ahead.

A handwritten signature in cursive script that reads "Katherine van Kooy".

Katherine van Kooy, President & CEO



CCVO AT WORK

BOARD OF DIRECTORS

- Pat Letizia – Chair Executive Director, Alberta Ecotrust Foundation
- Chris Harris – Vice Chair CEO, Calgary Inter-Faith Food Bank
- Sara Jane Gruetzner – Secretary President and CEO, Fort Calgary Preservation Society
- Gael MacLeod – Treasurer Executive Director, Alberta Real Estate Foundation
- Brian Duclos Director, Development, The Calgary Zoological Society
- Penny Hume Executive Director, Child & Youth Friendly Calgary
- Andrea McManus Principal, The Development Group
- Catherine Pearl Management Consultant, Brown and Associates
- Robert Pynn Dean of Calgary, Emeritus, Anglican Diocese of Calgary
- Marnie Schaetti Principal, Raido Consulting
- Mario Siciliano President & CEO, Volunteer Calgary
- Wayne Stewart ☒ Executive Coach

OTHER CCVO VOLUNTEERS

CCVO would like to thank the following volunteers for sharing their time and expertise with our organization. These committees also include representatives from CCVO’s Board of Directors.

Finance Committee

- Ingrid Druml, CMA, Alberta Real Estate Association
- Shannon GQ Rhyorchuk, CA, PriceWaterhouseCoopers LLP
- Kathy Koole, CA

Membership Committee

- Debra Ramage, Executive Director, Bethany Care Foundation
- Karen Walroth, Coordinator, Action Committee Against Violence
- Scott Decksheimer, Principal Consultant, Nine Lions Inc. Development Consulting

Public Policy Research and Education Committee

- Jackie Sieppert, PhD, Acting Dean, Associate Professor, Faculty of Social Work, University of Calgary
- Rob Roach, Director of Research, Canada West Foundation
- Keith Seel, Director, Institute of Nonprofit Studies, Mount Royal College
- Robbie Babbins-Wagner, CEO, Calgary Counselling Centre

CCVO STAFF

- Katherine Van Kooy, President and CEO
- Janet Lavoie, Director, Membership Development
- Kristina Cherneski, Research Analyst
- Rosemarie Fernandes, Membership and Communications Coordinator
- Tina Wickenheiser, Executive Assistant



ABOUT CCVO

The Calgary Chamber of Voluntary Organizations (CCVO) is a member-based organization working to strengthen Calgary's voluntary sector and provide leadership on policy matters affecting the sector as a whole. To meet our mission, CCVO engages members of the sector, works to promote an understanding and awareness of the sector, undertakes research, provides leadership on policy development, and is a clearinghouse of resources for and about the sector.

CCVO was developed through a grassroots collaborative process with voluntary sector members to fill a gap in the voluntary sector infrastructure. Since CCVO was launched in March 2004, we have worked with members of the sector to define our program areas and ensure we are addressing the needs of our members and the larger sector.

CCVO MEMBERSHIP

WHO ARE OUR MEMBERS?

Membership in CCVO is open to a wide range of organizations and individuals that share a common commitment to strengthening the voluntary sector in Calgary including charities, nonprofit and community-based organizations, government, businesses and individuals. Our membership has grown steadily and reflects the diversity and breadth of the sector. Members include organizations working in arts and culture, recreation, health, social services, sports, seniors, faith-based, international development, and the environment, among other areas. Our membership also includes foundations, government organizations, businesses and individuals who share a commitment to strengthening the sector. Voting membership is limited to registered charities and nonprofit organizations; individuals and other types of organizations can join as Associates (non-voting).

For a complete list of all CCVO members, please see the inside of the back cover of this report.

BENEFITS OF BEING A MEMBER

Membership in CCVO provides a unique opportunity to contribute your voice and financial support to an organization dedicated to strengthening the voluntary sector. As a member you have access to a number of benefits including:

- Email bulletins and quarterly newsletters with resources and information about issues affecting the sector including legislative changes, policy developments, and sector-related research.
- Member discounts at CCVO events, forums and workshops.
- Member-only events to network with colleagues from across the sector.
- Working groups and issue-based caucuses to learn, discuss, network, debate, and develop position statements in areas of interest.
- Copies of CCVO research and relevant position papers.
- Free posting of employment opportunities on CCVO's website.



SUSTAINING MEMBERS AND ASSOCIATES

Organizations that have demonstrated their support for CCVO by contributing an amount over and above the membership fees (amounts between \$1,000 to \$5,000) are recognized as Sustaining Members (charitable or nonprofit organizations with a voting membership) or Sustaining Associates (all other types of organizations with a non-voting membership). CCVO would like to recognize the following sustaining member and associates:

SUSTAINING MEMBERS

Bethany Care Society
Developmental Disabilities Resource Centre
HRJ Consulting Ltd.
Operation Eyesight Universal
The Kahanoff Foundation
United Way of Calgary and Area
Wood's Homes
YWCA of Calgary
Volunteer Calgary

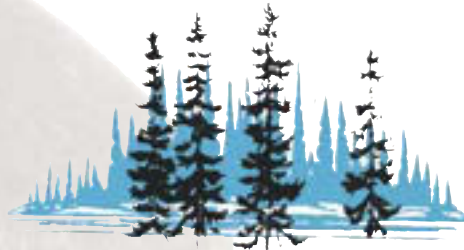
SUSTAINING ASSOCIATES

Brown and Associates Planning Group
City of Calgary
The Development Group
TransAlta

For a complete list of all CCVO members, please see the inside of the back cover of this report.

FUNDERS

The CCVO would like to thank our founding funder the Muttart Foundation.
The Muttart Foundation's funding of CCVO is one of many examples of their commitment to supporting



The Muttart Foundation

innovative models that strengthen the voluntary sector and support vibrant, healthy communities.

CCVO would also like thank the following organizations for their funding of our activities:

- United Way of Calgary and Area
- Voluntary Sector Forum
- Enbridge
- City of Calgary (Family and Community Support Services)



HIGHLIGHTS OF OUR FIRST YEAR

CCVO's first full year of operations was busy and full of exciting milestones as we worked at the local, provincial and national levels to address key issues. Highlights from this year include:

- Growth of CCVO's membership base that represents the broad range of large and small organizations from diverse areas in the sector from the arts to social services and environment.
- Positive feedback from members and the local sector about the value of CCVO's events, materials, and other opportunities we offer to network with colleagues.
- Release of the *Magnets and Glue* position paper and the focused discussions that followed with key stakeholder groups.
- The *Funding Our Future* event with Katherine Scott, Vice President of Research with the Canadian Council on Social Development, and the dialogue that has developed since the event as the sector works towards solutions for funding issues.
- Special members meeting featuring the Honourable Gary Mar, Minister of Community Development, where CCVO had the opportunity to report back to our members on our activities.
- Enthusiastic response and uptake of CCVO's new working groups for senior finance officers and funders.
- Positive feedback about the value of CCVO's resources for the sector including our website, email bulletins, quarterly newsletter, and reports such as *Magnets and Glue: The Voluntary Sector's Role in Building Calgary's Community*.

"This centennial year, we celebrate our past, but we also imagine our future. That future will continue to include individuals and communities working in service to each other. It is the heart of Alberta, and it will continue to be our strength."

Gary Mar, Minister of Community Development at February 2005 CCVO Special Members' Meeting.



WHAT WE DO: CCVO'S PROGRAM AREAS

SECTOR ENGAGEMENT

CCVO offers a variety of opportunities for members to come together on common issues. Strong connections between organizations and individuals in the sector build a strong foundation for future collaboration, and enable the sector to move forward with a shared understanding of the complex challenges and issues.

Sharing Knowledge and Building Capacity

CCVO events are an opportunity for members of the sector to network with colleagues and learn about key issues. During the past year, CCVO hosted six events, and based on the high attendance rates and positive feedback, the topics struck a chord with attendees.

2004/05 Events

2004 Federal Budget Changes the Face of Regulation for Charitable Organizations: Are You Ready for It?
Bob Wyatt, Executive Director, Muttart Foundation.

Funding Our Future. Katherine Scott, Vice President of Research, Canadian Council on Social Development and author of *Funding Matters: The Impact of Canada's New Funding Regime on Nonprofit and Voluntary Organizations.*

Passion and Commitment Under Stress: Human Resource Issues in Canada's Nonprofit Sector. Judith Maxwell, Founding President, Canadian Policy Research Network (CPRN).

In Dialogue with Lynne Toupin, Director of Human Resources in the Voluntary Sector.

Special Members Meeting featuring guest speaker the Honourable Gary Mar, Q.C., Minister Community Development.

Enhancement of Job Satisfaction Through Peer Learning Circles. Keith Seel, Director, Institute of Nonprofit Studies, Mount Royal College.

As part of our objective to offer resources to the sector, presentations from all CCVO events can be downloaded from our website at www.calgarycvo.org. In the coming year, we will continue to offer events that provide valuable information and opportunities to connect with colleagues from across the community.

CCVO has also launched two working groups, one for senior finance officers and another for funders, to provide an opportunity for colleagues to come together around a specific interest area to connect and learn from each other, and share their ideas and knowledge.

"This was a great opportunity to exchange information about agency, funders and corporate needs. Excellent ideas were generated - a valuable forum for discussion!"

Juliana West BA, Elizabeth Fry Society of Calgary. Impact of Funding Practices on Non-Profit Organizations event



WHAT WE DO: CCVO'S PROGRAM AREAS

A Collaborative Model

Collaboration is one of the guiding principles of CCVO and it is reflected in both the work we are doing and how we undertake that work. By engaging in an ongoing dialogue with other local and provincial capacity building organizations, including the Calgary Centre for Nonprofit Management, Volunteer Calgary, and the Edmonton Chamber of Voluntary Organizations, we can quickly identify opportunities for collaboration and avoid duplicating another organization's services or programs. This past year, CCVO helped the Calgary Centre for Non Profit Management disseminate research through our network, and partnered with Volunteer Calgary to identify the issues surrounding police security checks and offer an IMPACS workshop about advocacy rules.

At the national level, CCVO supported the development of www.voluntarygateway.ca, a web-based portal for voluntary and nonprofit organizations to communicate, network and share information with each other. As well, CCVO is a local link for national organizations including Imagine Canada, IMPACS, the Canadian Federation of Voluntary Sector Networks, and the Voluntary Sector Forum.

AWARENESS OF THE SECTOR

The voluntary sector is a critical component of Calgary's community infrastructure that helps ensure the economic and social stability of our community and the wellbeing of all community members. CCVO communicates the valuable role and contributions of the sector to all levels of government, the private sector and general public. CCVO takes a leadership role to ensure the sector's perspective is at the table when issues affecting the sector are discussed.

In September 2004, CCVO released its first position paper, *Magnets and Glue: The Voluntary Sector's Role in Building Calgary's Community*, which addresses the connections between social and economic development, and the value of partnerships between public, private and voluntary sectors to maintain a high quality of life and sustained economic competitiveness. This position paper is used as a springboard for discussions with all sectors of the community at the local, provincial and national level.

Through newsletters, email bulletins, and our website, CCVO disseminates timely and relevant information about activities, research and issues facing the sector. Through the strategic use of media articles and opinion editorials, CCVO also reaches out to the larger Calgary community.

"The opportunity afforded to me by CCVO to meet locally with my peers to discuss best practices, regulatory issues, and the impact of change in the sector has been valuable. The diversity of the charitable businesses, and thus the experiences of each member at the table, enhances the value of the discussion."

***Craig March, The Calgary Foundation.
Senior Finance Officer
working group.***

"I am very interested in keeping this dialogue going. I see the importance of giving permission to fundees to critique our process."

***Jeannie Finch, Calgary Community
Adult Learning Association. Impact
of Funding Practices on Non-Profit
Organizations event***

"Building vibrant, dynamic and healthy communities goes beyond bricks, mortar and roads. A vibrant community is created by the interest, concerns and action of our voluntary sector."

***Katherine van Kooy, Calgary
Herald, September 27, 2004***



WHAT WE DO: CCVO'S PROGRAM AREAS

Engaging Local Government

Over the past year, many of CCVO's activities focused on communicating three key sector-wide issues: the valuable contribution of charities and nonprofits to the quality of community life, the impact of funding issues on the health and sustainability of the sector, and insurance issues. CCVO has brought these and other key issues to the forefront in a number of meetings with municipal, provincial and federal government representatives. During the 2004 municipal budget planning process, CCVO presented to the Calgary City Council and applauded the Council's continued funding of Family and Community Support Services (FCSS) above the required level. The presentation also reinforced how Calgary's large and diverse voluntary sector is a critical part of the social infrastructure in our city.

"All Calgarians understand the importance of physical infrastructure; at CCVO we want the City to also remember the social infrastructure. It is the social infrastructure that helps Calgary continue to attract new investment and contributes to our high quality of life."

Katherine van Kooy, budget presentation to Calgary City Council, February 2005.

Partnering Province-Wide

CCVO collaborates with provincial partners to develop broad solutions and strengthen the sector. A number of organizations, including CCVO, are working together on a *Framework for Action*, aimed at clarifying the relationship between the provincial government and the voluntary sector, much like the national Accord Between the Government of Canada and the Voluntary Sector. In addition, as a member of the Alberta Voluntary Sector Insurance Council, CCVO communicates how insurance issues are affecting the sector and works towards finding solutions together with representatives from the insurance industry, voluntary sector, and provincial government.

Collaboration at the National Level

Many of the issues in the local sector are also reflected in larger national trends and CCVO collaborates with a number of national organizations, including Imagine Canada and the Canadian Federation of Voluntary Sector Network to address these issues. Through the Federation, CCVO works with thirteen counterparts from across Canada to build the capacity of each local network, share resources, engage in research and address emerging issues. As a member of the Federation, CCVO met with Social Development Canada and the Public Health Agency of Canada to discuss the implementation of the Accord between the Government of Canada and Voluntary Sector, and its related Codes of Good Practice on Funding and Policy Dialogue. This past year, CCVO also presented to the Prime Minister's Advisory Committee on Cities and Communities and underlined the role and contribution of the sector to the health and vitality of communities.



WHAT WE DO: CCVO'S PROGRAM AREAS

The Voluntary Sector Forum (VSF) is a national organization furthering the work of the Voluntary Sector Initiative, including promoting the Accord and Codes of Good Practice on Funding and Policy Dialogue. One of the key challenges facing organizations in the sector is the how current funding practices affect their sustainability. CCVO is working with VSF to develop a regional Finance Action Group in Alberta to move funding issues from the national to provincial level to develop regional solutions for positive change.

RESEARCH

Communities across Canada and the world are dealing with many of the same issues as our local sector, and CCVO continually scans the national and international landscape for new information and research that we can share with our members and others. CCVO disseminates relevant information through email bulletins, quarterly newsletters, our website, and various events. With access to these resources, local organizations can build on the best practices and knowledge from other communities.

Filling in the Knowledge Gaps

CCVO is also conducting locally based research and studies to help provide a clearer picture of the specific challenges and opportunities in Calgary's voluntary sector. This work is aimed at filling the gap in knowledge at the local level. For example, Imagine Canada's 2004 report, *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations* (NSNVO), provides valuable information about the voluntary sector at the national and provincial level, but it is not broken down to the local level. To address this gap, CCVO has undertaken a qualitative study of the local voluntary sector, using the NSNVO's *Capacity to Serve Report* as a model. The results of this qualitative study will be released in the summer of 2005.

In the coming year, CCVO will also undertake a local study based on Lynn Eakin's *Community Capacity Draining: The Impact of Current Funding Practices on Non-Profit Community Organizations*. When completed, this will be the first replication of Eakin's groundbreaking Toronto-based study and will provide a better understanding of the agency-level impacts of current funding practices specifically related to the funding of overhead. The results will be used as a tool to engage voluntary sector organizations and funders in a constructive dialogue about how the sector can remain vibrant and sustainable far into the future.

"Community capacity has been drained away from local communities through funding practices that do not address the realities facing community organizations or recognize their dual role as service provider and community capacity builder. The community organizations are too valuable to let slip away. Moving forward with funding reform must be a priority."

Lynn Eakin, Community Capacity Draining: The Impact of Current Funding Practices on Non-Profit Community Organizations.



MOVING FORWARD

In the coming year, CCVO will build on the success of our first year and move ahead on policy development work and research about the local sector.

CCVO will focus on building our membership base and developing opportunities for organizations to engage in CCVO's work. We will also reach out to smaller grassroots organizations that may have a limited capacity to participate.

Our members and others responded enthusiastically to the various events we held over the year and we will continue to host events on key issues, develop new working groups and caucuses on specific interest areas, and develop resources and tools that are valued by our members.

CCVO will continue to address key issues related to financing the sector, human resources and insurance. CCVO's replication of Eakin's *The Impact of Current Funding Practices on Non-Profit Community Organizations* study will provide much needed data on how funding practices affect Calgary organizations.

Connections at all levels are essential and CCVO will continue to collaborate with other organizations in the local sector, as well as across the province and nation. At the local level, CCVO will participate on the ImagineCALGARY roundtable that is working to create a long term vision for a sustainable Calgary.

By building stronger relationships at all levels, we can collectively respond to issues and work together to contribute to a stronger voluntary sector infrastructure locally, provincially and nationally.



The 'livability' of Calgary is dependent on having both 'magnets,' the forces that attract new people and companies to our community, and the 'glue,' the social cohesion and infrastructure that allows for the well being of all members of our community."

Magnets and Glue: The Voluntary Sector's Role in Building Calgary's Community.



FINANCIAL HIGHLIGHTS

STATEMENT OF FINANCIAL POSITION

as at April 30, 2005

Assets

Current

Cash	106,771
Grant receivable	100,000
Goods and Services Tax receivable	3,253
Prepaid expenses and deposits	8,165

218,189

Furniture and equipment

29,961

248,150

Liabilities

Current

Accounts payable and accruals	6,365
Deferred membership revenue	8,625

14,990

Deferred program grants	85,250
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100,240

Net assets

Invested in furniture and equipment	29,961
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Unrestricted net assets	117,949
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147,910

248,150

STATEMENT OF OPERATIONS

for the year ended April 30, 2005

Revenues

Grant	329,000
Membership fees	45,600
Other	16,613
Research	4,546

395,759

Expenditures

Amortization	6,380
Communication	11,880
Dues, memberships and professional fees	12,766
Goods and Services Tax	3,938
Human resources	262,299
Insurance and bank charges	2,421
Meetings and travel	16,432
Office	14,711
Programs	24,348
Rental	22,121
Volunteer Calgary service fee	3,000

380,296

Excess of revenues over expenditures	15,463
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Calgary Chamber of Voluntary Organizations Member List

As of April 30, 2005

Membership in CCVO is open to charities, nonprofit and community-based organizations, government, businesses and individuals. For more details on how to become a member or to obtain a membership application, visit www.calgarycvo.org or call 261-6655.

Sustaining Members

Bethany Care Society
Developmental Disabilities Resource Centre
HRJ Consulting Ltd.
Operation Eyesight Universal
The Kahanoff Foundation
United Way of Calgary and Area
Wood's Homes
YWCA of Calgary
Volunteer Calgary

Sustaining Associates

Brown and Associates Planning Group
City of Calgary
The Development Group
TransAlta

Members

Action Committee Against Violence
Alberta Ecotrust Foundation
Alberta Mentor Foundation for Youth
Alberta Real Estate Foundation
Alexandra Community Health Centre
Alzheimer Society of Alberta & NWT
Anglican Diocese of Calgary
Arusha Centre Society
Aspen Family and Community Network Society
Association of Fundraising Professionals
Association for the Alberta Network of Immigrant Women
Big Brothers and Big Sisters of Calgary
Bow Valley College
Boys and Girl Clubs of Calgary
Calgary Association for Peer Support Services for Abused Women
Calgary Bridge Foundation for Youths
Calgary Centre for Non-Profit Management
Calgary Community Adult Learning Association
Calgary Counselling Centre
Calgary Drop-In Centre Society
Calgary Family Services
Calgary Homeless Foundation
Calgary Immigrant Aid Society
Calgary Interfaith Food Bank
Calgary John Howard Society
Calgary Meals on Wheels
Calgary Peer Support Society

Calgary Reads Society
Calgary Region Arts Foundation
Calgary Seniors' Resource Society
Calgary Sport Council
Calgary Winterfestival Foundation
Calgary Zoological Society
Canada West Foundation
Canadian Parks & Wilderness Society
– Calgary - Calgary/Banff Chapter
Canadian Mental Health Association
– Calgary Region
Canadian Outcomes Research Institute
Catholic Family Service of Calgary
Cerebral Palsy Association of Alberta
Child and Youth Friendly Calgary
Children's Cottage Society
Chrysalis
Chrysalis Charitable Foundation
Community Kitchen Program of Calgary Society
Creating Tomorrow Foundation
Distress Centre/Drug Centre (Calgary)
EducationMatters
Elizabeth Fry Society of Calgary
Enviros Wilderness School Association
Epcor Centre for the Performing Arts
Ethno-Cultural Council of Calgary
Famous 5 Foundation
Federation of Calgary Communities
Fort Calgary Preservation Society
Further Education Society of Alberta
Glenbow Museum
Governors' Council
Hospice Calgary Society
Hull Child & Family Services
Jewish Family Service Calgary
Junior Achievement of Southern Alberta
Junior League of Calgary
Kerby Assembly
Learning Disabilities Association of Alberta - Calgary Chapter
Literacy Alberta Society
Making Changes Employment Association
Max Bell Foundation
MCC Employment Development
McMan Youth, Family & Community Services
Ogden House Senior Citizens' Club

Opportunity Works Calgary Incorporated
Planned Parenthood Alberta
Rainbow Society of Alberta
Safe Haven Foundation of Canada
SAIT
Seeds Foundation
Sheldon Chumir Foundation for Ethics in Leadership
Social Venture Partners Calgary
STARS (Alberta Shock Trauma Air Rescue Service Foundation)
Sunrise Community Link Resource Centre
Trinity Place Foundation of Alberta
Women In Need Society
Women's Centre of Calgary
Youth With a Mission Society
Youthink Publications Society

Government Associates

Cochrane Family & Community Support Services
The City of Airdrie

Business Associates

Association Xpertise Inc.
Capacity Consulting Inc.
Chevron Canada Resources
Cornerstone Strategies
Decision Futures Inc. O/A GBN Canada
Haines Elliott Inc.
Lexi Com Ltd.
Nicholls Consulting Ltd.
Nine Lions Development Consulting

Individual Associates

Deborah Bartlett
Norma Farquharson
Martha Parker
Marnie Schaetti
Keith Seel
Rick Smith
Wayne Stewart
Ken Wolstenholme



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Calgary Chamber of Voluntary Organizations

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