



# Annual Report 2011-2012



**CCVO**  
Calgary Chamber of  
Voluntary Organizations







**VISION:**

A vital, dynamic nonprofit and voluntary sector that is recognized and respected as an integral partner in building strong, healthy communities.

**MISSION:**

Promote and strengthen the nonprofit and voluntary sector by developing and sharing resources and knowledge, building connections, leading collaborative work, and giving voice to critical issues affecting the sector.

**ACCOMPLISHING OUR MISSION BY BEING A:**

- ▶ Champion of the sector
- ▶ Clearinghouse of information
- ▶ Capacity builder
- ▶ Connector in and beyond the sector

# Letter from the Board Chair



As the world changes, the nonprofit sector changes; sometimes dramatic change, sometimes subtle change. Often the sector is not part of the decision-making that results in change and therefore, is not prepared for the impact. CCVO has made great strides in having a greater voice for the nonprofit sector in our community and also at government decision-making tables. Our ability to do so has been strengthened by your input on policy, sharing of experiences, and support for a collective voice.

At the CCVO Connections 2012 Conference held in April, we heard many times of the difference that CCVO is making in raising the prominence of the nonprofit sector in our community and with government. We also heard how important it is to tell of the impact we have on the quality of life in our community; both collectively and as individual organizations. This past year, the CCVO board and staff began the work to update our strategic plan. Feedback from the conference, our member survey, and a variety of external stakeholders will help focus our future direction. We continue to provide leadership and voice to the important issues for the nonprofit sector and resources that build strong, adaptive organizations.

Thank you to our members for your ongoing support and engagement, and to our funders for your vision in providing the financial support which allows us to continue our valuable work on behalf of the sector. We look forward to extending and deepening these relationships over the coming year.

A handwritten signature in black ink, appearing to read 'Betty Thompson'. The signature is fluid and cursive, with a large initial 'B'.

Betty Thompson  
*Board Chair*

# Letter from the CEO



Those of us engaged in the nonprofit sector are driven by the desire to improve the world we live in, in small ways and large. For CCVO, that means providing leadership and services that support the amazing work of thousands of charities and nonprofit organizations in Calgary and beyond as they grapple with the challenges of attending to their day-to-day operations while also looking forward and planning for what lies ahead.

CCVO has continued to support organizations with the information, resources, and connections they need now, while also identifying the emerging issues and promising practices that will shape the future.

Much of our work over the past year focused on the policy implications of changes in governments and political leadership and the challenges and opportunities associated with economic growth, more culturally diverse communities, an aging population, and changing workforce expectations.

The feedback we received from our member survey in September strongly reinforced the importance of providing both practical resources and leadership in convening constructive dialogue on important issues. It was the inspiration for CCVO's Connections 2012 Conference which brought together leaders from government, business, and the nonprofit sector in dialogue around the issues that are shaping our future – emerging policy directions, financial sustainability, new models of collaboration, and measuring the impact of our work.

Thanks to our members, funders, partners and sponsors – your support and engagement makes our work possible. Special thanks to our Board of Directors for your leadership and to the other volunteers who contribute their time and talents to support our work. My deepest appreciation to the wonderful staff team who make it all happen and have fun in the process.

A handwritten signature in black ink that reads "Katherine van Kooy". The signature is written in a cursive, flowing style.

Katherine van Kooy  
*President and Chief Executive Officer*



Katherine van Kooy and keynote speaker, Karl Wilding

**THREE SECTORS FOR STRONG COMMUNITY:  
NONPROFIT, BUSINESS, AND GOVERNMENT LEARNING FROM  
ONE ANOTHER AT CONNECTIONS 2012 CONFERENCE**



Betty Thompson opening the Connections 2012 Conference



Conference participants

# Connections 2012 Conference: Three Sectors for Strong Community



The past year marked the beginning of a new and exciting area of work for CCVO with the presentation of our 2012 Connections Conference.

In keeping with our role of helping organizations address critical day to day challenges in our sector, our members expect us to be the leader in convening “fearless discussions” and open constructive dialogues that will contribute to creating an action plan on sustainability for the sector.

On April 25 & 26, 2012, CCVO brought together over 200 leaders from the nonprofit, business and government sectors. They joined together to learn from one another, to make connections, and to dialogue about the significant changes that will impact the nonprofit sector and its ability to meet future community needs.

A dominant message throughout the conference was the need for the nonprofit sector, collectively and as individual organizations, to do a better job of telling our story about the impact of our work and the value we contribute to our communities and economy.

*Alan Broadbent*, Chair of the Maytree Foundation and Avana Capital Corporation in Toronto, warned against a “culture of complaint” and urged nonprofits to be “solutions oriented” and to get much better at telling the story of their work in terms that are meaningful to current and potential funders, supporters, and the people in the community.

*Jim Dinning*, Chancellor of the University of Calgary and *Karl Wilding*, Head of Research and Policy with the National Council of Voluntary Organizations in the UK, spoke to the importance of helping government leaders understand the value of the sector and our great potential to help government implement its agenda and to influence public policy. Wilding discussed the implications of the UK government's "Big Society" agenda which has resulted in some major policy shifts. "The nonprofit sector cannot fully occupy the vacuum left by diminishing government funding," he said, highlighting the importance of government understanding of the capacity and needs of the sector to play a greater role in community.

Keynote speaker *Jason Saul*, Founder and CEO of Mission Measurement in Chicago, (who, after the conference commented on an amazingly engaged audience!) delivered a riveting message challenging nonprofits to rethink the work we do in terms of its economic as well as social value. He urged organizations to understand their value proposition and look beyond traditional types and sources of funding, and to engage corporations as partners who have resources to invest in solutions that nonprofits can provide.

Measuring the impact of our work can be a powerful asset in telling and selling our stories as demonstrated by examples from the experience of the Calgary Homeless Foundation, Alberta's Safe Communities Initiative, and other organizations.

The conference was both inspiring and a call to action to face the challenges ahead with renewed optimism and passion. The feedback from the attendees was tremendously positive with 93% of respondents telling us they were satisfied or very satisfied with the conference.



“ I really enjoyed the conference, and thought the presentations I heard were interesting and helpful. You certainly put a lot of thought and effort into making an excellent conference. The CCVO is an impressive organization. ”

Alan Broadbent, Chairman (Maytree Foundation)  
Chairman and CEO (Avana Capital Corp)

“ This was a great mix of government, donors, and charities to give balanced perspectives. Keep that balance. Also, speakers were well chosen and this mix needs to be kept. ”

Anonymous

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#### **CONNECTIONS 2012 CONFERENCE**

- ▶ 200 participants
- ▶ Sold out in February
- ▶ The 1<sup>st</sup> day of the conference generated:
  - ▶ 336 tweets
  - ▶ 70,333 followers
  - ▶ 290,289 impressions

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Many of the participants also offered ideas and suggestions for topics and presenters for next year. We will use all these valuable learnings and comments to inform our future work and help shape the next conference agenda.

Join us for the 2013 Connections Conference.

FACTS

# Policy Leadership

From defining the regulatory environment to establishing funding priorities, public policy has a direct impact on the nonprofit sector.

CCVO strives to not only respond appropriately to policy decisions that affect the sector but to anticipate change and work in partnership with government and other stakeholders to shape policy as it evolves. To say that the past year's political context was dynamic would be an understatement. At all three levels of government there have been shifting priorities with implications for the nonprofit sector.

## FEDERAL BUDGET AND CRA REGULATION

CCVO made submissions to the Federal Standing Committee on Finance on the 2012 budget as well as the review of tax incentives for charitable donations. The importance of new incentives benefiting across the breadth of the sector was stressed and CCVO endorsed Imagine Canada's stretch tax proposal. CCVO monitored and communicated changes to CRA regulation as well as Senate and ministerial statements about the role and funding of environmental charities.

## PROVINCIAL POLITICS AND ELECTION

CCVO hosted two events in an effort to help organizations understand and navigate the provincial political waters. In May, political commentator *Paul McLoughlin* and pollster *Janet Brown* explored possible scenarios for the future of provincial politics and consequences for the next provincial election in an event entitled **Wild Ride: Leadership Edition**. In early 2012 political commentator *Mark Lisac* shared his knowledge and perspective in a CCVO event entitled, **Alberta's Changing Political Landscape**.

CCVO created an online election resource web page for nonprofits to utilize for their own election engagement strategies.



Naheed Nenshi, Mayor of Calgary  
Katherine van Kooy, CEO, CCVO

This included a summary of party responses to questions CCVO posed relating directly to Alberta's nonprofit sector. Questions focused on nonprofit workforce issues, policy engagement and the future role of the sector.

### **ALBERTA SOCIAL POLICY FRAMEWORK**

In February, CCVO convened a meeting of the Government of Alberta's Social Policy Framework Team and representatives from sixteen Calgary-based nonprofit organizations. The discussion focused on the purpose of the framework, the social and economic issues to include, the respective roles of government, the nonprofit sector, and communities across Alberta.

### **PROVINCIAL BUDGET**

CCVO provided an analysis of the 2012 provincial budget, outlining the implications for the work of nonprofits.

### **LOBBYISTS ACT**

In 2011, the provincial Lobbyists Act was subject to a mandatory review. CCVO made a formal written submission to the Standing Committee on Legislative Offices advocating for the continuation of the exemption for nonprofit organizations working in the public interest. In October, CCVO appeared before the committee along with the Muttart Foundation, the Edmonton Chamber of Voluntary Organizations, and Volunteer Alberta. The exemption was left intact.

### **ALBERTA NONPROFIT / VOLUNTARY SECTOR INITIATIVE (ANVSI)**

CCVO continued its involvement in the Alberta Nonprofit / Voluntary Sector Initiative (ANVSI). After a lengthy developmental period, ANVSI appears to be well aligned with the provincial government's emphasis on cross-departmental and cross-sector collaboration. CCVO looks forward to working with the province and other nonprofit sector representatives on policy issues of common concern.

### **MUNICIPAL BUDGET**

CCVO made a submission and appeared before Council on the municipal budget, highlighting the increased difficulty nonprofits and charities have responding to increased demand with funding levels that are declining in real terms.

# Building Capacity in Nonprofit Organizations

Helping organizations build their capacity to adapt to changing economic circumstances and societal needs is a major focus of CCVO's work.

The following are some of the initiatives in 2011-2012 designed to support change and foster innovation within organizations.

## CELEBRATING INNOVATION

2011 marked the introduction of CCVO's **Calgary Nonprofit Innovation Awards**. A means of fostering a culture of innovation within Calgary's nonprofit sector, the awards celebrate creativity, risk-taking, learning, and successful improvements within the sector. We were overwhelmed by the abundant examples of creativity and exploration within our sector, including new styles of organizational effectiveness, cross-sectoral collaborations and unique program delivery models. The four winning organizations – Homefront, Art a la Carte, Momentum, and the Centre for Affordable Water and Sanitation Technology – are representative of the incredible variety of innovative work being carried out by the nonprofit sector in Calgary. As we move forward in this work, CCVO is pleased to welcome Cenovus as a corporate partner in this project as we continue to encourage discovery and dialogue around innovation.

## DIVERSIFYING OUR WORKFORCE

The sustainability of the nonprofit sector depends on our ability to access the people and skills we need to effectively deliver services and meet the needs of our communities. The shift in demographics, the looming labour shortages, and a stronger provincial economy competition for staff, will once again become a major challenge for nonprofit organizations.



Mike Grogan hosting  
the Innovation Awards

To ensure long-term success, organizations will need to look beyond traditional staffing models and diversify their workforce in order to overcome the looming employee supply challenge.

In the summer of 2011, CCVO published **Beyond the Boomers: A Guidebook for Building an Immigrant Workforce in the Nonprofit Sector**. The goal of this guidebook is to help nonprofit employers develop an inclusion strategy that will enable them to attract, recruit and retain the best qualified candidates. This guidebook is a practical tool that is employer-focused. It acknowledges the unique challenges and strengths of the nonprofit sector and is part of a long-term change initiative which focuses on developing awareness, attitudes, and practices for creating culturally competent, inclusive and respectful nonprofit organizations.

### THINKING LEAN

CCVO's **Creating Value through Lean Thinking Cluster Project** introduced the principles of Lean thinking to a group of nonprofit organizations. This project brought together five nonprofits to work with CCVO staff and MPI Associates to implement Lean principles in a nonprofit context. The project supported the participating organizations in implementing processes and systems designed to increase their productivity and efficiency, and the community of practice model facilitated the shared learning of the group and development of a Lean network.



Calgary Nonprofit Innovation Award Winners share their stories and insights at our awards celebration in August.



Mike Grogan at a community event.



Peter Boland

# Knowledge of the Sector

## ANNUAL ALBERTA NONPROFIT SURVEY

CCVO continues to monitor the health and experience of nonprofit organizations across the province through the annual **Alberta Nonprofit Survey** (previously referred to as the Economic Climate Survey). In addition to revenue, human resource, and service demand trends, this year's survey captured information on social enterprise, organizational capacity building needs, and CEO / Executive Director turnover.

## THE NEED FOR CONSISTENT, RELIABLE, AND LOCALIZED INFORMATION

One of the conclusions in the 2011 CCVO report, **Points of Light: The State of the Alberta Nonprofit Sector**, was that we are simply lacking in consistent and reliable information on Alberta's nonprofit sector. CCVO's various research projects help contribute to our understanding of the sector and CCVO continues to look for ways to leverage existing data sources, such as the Societies Act annual return, and explores other ways to generate and access better information about Alberta's nonprofit sector.

## ALBERTA NONPROFIT WORKFORCE COUNCIL

CCVO continues to address critical sector human resource issues through the leadership provided to the Alberta Nonprofit Workforce Council. The Council's latest initiative, the **100,000 Voices Nonprofit Sector Profile Project**, began with a strategy to understand the experiences and perceptions of sector employees and how their efforts contribute to the quality of life in our communities. The **Loud and Clear** publication is based on a survey of employees from across the province. It provided insights on the challenges and benefits of working in the sector, along with recommendations for attracting and retaining employees.

The second phase of this project will be launched in June and is intended to raise awareness of nonprofit employment opportunities in the broader community.

## COMMUNITY CONSULTATION AND SCENARIO PLANNING

In the process of developing its internal strategic plan, CCVO conducted in-depth interviews with twenty community leaders. These interviews surfaced a variety of driving forces that will impact the sector and inform CCVO's work in the years to come.

# Sector Supports

## CCVO JOB CENTRE

Have you ever searched “nonprofit jobs” on Google? The number one result is the **CCVO Nonprofit Job Centre**. With over 1000 postings this past fiscal year from 270 organizations, the Job Centre continues to be the number one place for nonprofit employers to post in the Calgary area.

## E-BULLETIN

Every two weeks over 3,000 sector stakeholder and supporters receive the **CCVO e-bulletin**. Although the majority of our readers are in Alberta, we have recipients all across Canada, the United States, and the United Kingdom.

## EVENTS AND WORKING GROUPS

CCVO offered a number of workshops and sessions to help organizations in the areas of human resources, policy, and financial management. Events included a CRA session with renowned nonprofit lawyer *Mark Blumberg*, a workshop on compensation data lead by *Peter Boland* and the ongoing Harvard ManageMentor program.

On August 21, 2011, around 80 people gathered at the Kahanoff Conference Centre to participate in CCVO’s first annual **Innovation Awards** presentation ceremony. The event included a panel of speakers representing the winning organizations who shared their stories of innovation as well as a brief speech from His Worship *Naheed Nenshi*, Mayor of Calgary.

In December, CCVO members joined us for an evening of networking at our first annual member wine and cheese event. The event gave members a chance to meet CCVO staff and network with colleagues from other nonprofit organizations.

In early 2012, CCVO participated in the University of Calgary and Mount Royal University career fairs. The purpose of this was to educate students on the nonprofit sector, the career opportunities within it and what kinds of positions are suitable for them based on their education. We spoke with hundreds of students and our interactive booth allowed them to search and view the current postings on the CCVO Job Centre.



**ABOUT OUR JOB CENTRE**

“ The CCVO Job Centre is a key recruitment tool for our organization and the sector as it continues to gain profile as the source for connecting great people to the sector.”

Kellie Anderson, Human Resources,  
Associate Director (Momentum)

**ABOUT OUR E-BULLETIN**

“ CCVO provides an important voice for the not-for-profit sector in terms of well-researched responses to emerging issues and/or legislative initiatives that impact the sector. CCVO helps to keep me informed on these issues so that I can do a better job for my organization.”

2011 CCVO Member Survey Participant

# CCVO Members

CCVO gets its voice and strength through its members – over 400 nonprofit organizations, corporations, small businesses and individuals. Many have been supporters since our first year and some have joined CCVO more recently but all have something in common: a shared interest in a stronger and vibrant nonprofit sector and a healthy and sustainable community.

Throughout the year, CCVO members have had many opportunities to connect with a strong network of charities and nonprofits in our community, to access information, participate in workshops and professional development activities, and stay informed about critical issues in the nonprofit sector.

## **Membership also provides benefits such as:**

- ▶ Reduced cost for CCVO workshops and events
- ▶ Member rates for the CCVO Nonprofit Job Centre (including one free jobposting per membership year)
- ▶ Opportunities to network through member-only events
- ▶ A chance to actively contribute to CCVO's work towards strengthening the nonprofit sector

## OUR MEMBERS

" I was most impressed with the reports from CCVO. You are undertaking some very vital work for the not-for-profit sector and I applaud CCVO for it... Thank you for what CCVO is doing."

Norman H. Haines

" As IBM's leader in Calgary for our Corporate Community Initiatives I have valued our connection to the CCVO. The CCVO has helped to enable IBM on how we can both connect and focus our Community Grant Initiatives effectively into the Calgary nonprofit sector. Although our relationship is just starting to take shape, I believe that if Calgary's Corporate Sector and the CCVO can learn to leverage the capabilities and strengths we can both bring to the equation, this partnership can be one of the most powerful enablers in our community.

Roy Hebert, Alberta Territory Manager, IBM Canada Ltd.

" ...the work you do and the kinds of support you offer for the nonprofit sector, as well as for those in the for-profit sector who want or have a relationship with those in nonprofit, is valuable and worthwhile."

Anonymous

## HIGHLIGHTS FROM OUR 2011 MEMBER SURVEY

CCVO conducted a Member Survey in September 2011 and the results underscore the need for us to continue to serve our members with information, advocacy, training, and practical services such as the CCVO Nonprofit Job Centre. We are very pleased to hear that our members are seeing CCVO as the organization that brings the sector together, keeps its members connected and “in the know”, and is the place where they can turn for information, leadership, and advocacy.

- ▶ 97% of respondents either agree or strongly agree that membership in CCVO is a good value for their organization
- ▶ 98% of respondents would recommend CCVO membership to others
- ▶ 74% of respondents are sharing our e-bulletin with other individuals and organizations; primarily board members, colleagues, staff, and volunteers
- ▶ Most respondents would like CCVO to provide workshops:
  - ▶ On increasing influence with governments
  - ▶ To increase their knowledge of advocacy and political activity rules
  - ▶ To better understand the political landscape

## THANK YOU TO OUR SUSTAINERS

CCVO's Sustaining Members and Sustaining Associates are organizations, individuals and business who recognize the importance of having an organization that champions the nonprofit sector. Through their extraordinary support and financial commitment, our Sustainers make sure that we can continue to pursue issues that affect charities and nonprofits in a proactive, effective, and flexible manner. They also help us keep our membership rates affordable to all sizes of organizations.

CCVO would like to thank the following Sustaining Members and Associates for enabling us to continue our work to strengthen the nonprofit and voluntary sector, by giving over and above their membership fees.

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### SUSTAINING MEMBERS

Bethany Care Society	Muttart Foundation
Calgary Exhibition & Stampede	Operation Eyesight Universal
Calgary Flames Foundation	Sport Calgary
Canadian Mental Health Association – Calgary Region	United Way of Calgary and Area
Developmental Disabilities Resource Centre	University of Calgary
Kahanoff Foundation	Wood's Homes
Max Bell Foundation	YMCA Calgary
Mount Royal University	YWCA of Calgary

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### SUSTAINING ASSOCIATES

ABCRC (Alberta Beverage Container Recycling Corporation)	Nine Lions Development Consulting
City of Calgary	Penny Hume
HRJ Consulting Ltd.	The Development Group
Jamie Niessen	Thompson Penner & Lo LLP
Janet Brown Consulting	TransAlta Corporation
Martha Parker	



CCVO Board members: David Sprague, Patti Morris and Janet Brown



Betty Thompson and retiring Board Chair, Robert Pynn



Lois Hawkins, Jill Wyatt, Allan Northcott

# CCVO Financial Highlights

## STATEMENT OF FINANCIAL POSITION

As of April 30, 2012

	2012	2011
<b>Assets</b>		
Current		
Cash and cash equivalents	780,826	383,359
Term deposits	0	629,467
Accounts receivable	20,394	17,218
Prepaid expenses and deposits	9,517	8,549
	810,737	1,038,593
Capital Assets	188,106	63,211
	998,843	1,101,804
<b>Liabilities</b>		
Current		
Accounts payable and accrued liabilities	65,303	38,416
Deferred membership revenue	63,435	81,140
Deferred contributions related to capital assets	0	9,790
	128,738	129,346
Deferred program grants	264,144	357,149
Deferred lease inducements	80,884	0
	473,766	486,495
Net Assets		
Unrestricted	0	87,641
Internally restricted	417,855	474,247
Invested in capital assets	107,222	53,421
	525,077	615,309
	998,843	1,101,804

## STATEMENT OF OPERATIONS

For the year ended April 30, 2012

	2012	2011
<b>Revenues</b>		
Grants	798,867	951,048
Donations and sponsorships	116,555	12,113
Membership fees	105,770	99,745
Earned revenue	96,645	49,457
Other revenue	28,489	15,501
Amortizations of deferred contributions related to capital assets	9,790	10,021
Interest	8,683	5,736
	1,164,799	1,143,621
<b>Expenditures</b>		
Salaries and benefits	793,933	659,660
Communication	64,210	35,252
Office	60,473	42,436
Consulting	59,926	115,469
Programs	69,829	28,626
Amortization	52,355	41,932
Rent	49,930	46,403
Other human resource expenditures	42,224	24,673
Meetings and travel	29,021	29,198
Dues, memberships and professional fees	14,991	14,641
Goods and services tax	9,242	5,909
Insurance and bank charges	8,897	7,986
	1,255,031	1,052,185
(Deficiency) excess of revenue over expenses	(90,232)	91,436

\* The full report of audited statements is available at [www.calgarycvo.org](http://www.calgarycvo.org)



Alexis McKenzie, ABCRC



James Temple, PricewaterhouseCoopers  
Canada Foundation



Dani DeBoice,  
First Calgary Financial



Jason Saul, Mission Measurement and  
Megan Marshall, Cenovus Energy Inc.



Dan Thorburn,  
The Calgary Foundation



# Funders, Donors, and Sponsors

Support for our programs, events, research projects, and core operations has helped CCVO build a solid foundation and move forward to new heights in our work to strengthen the nonprofit sector and support strong, healthy communities.

We would like to thank the following funders, donors and sponsors for their trust and support in 2011-2012:

## FUNDERS

AB Culture and Community Services  
AB Human Resources (AEI)  
Anonymous Donor (1)  
Human Resources and Skills Development Canada

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The Calgary Foundation  
The Muttart Foundation  
TransCanada  
United Way of Calgary and Area

## DONORS

### Individuals:

Greer Black  
Judge Ted Carruthers  
Scott Decksheimer  
Katherine van Kooy  
Janet Lavoie  
Patti Morris  
Jamie Niessen  
Randy Paquette  
Arlene Ponting  
David Sprague  
Sue Tomney

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### Organizations:

Alberta Real Estate Foundation  
Bethany Care Society  
Chinook Consulting Services  
Glenbriar Technologies Inc.  
Leverage Unlimited

## SPONSORS

Alberta Beverage Container Recycling Corporation (ABCRC)  
Alberta Real Estate Foundation  
Anonymous Donor (2)  
Burns Memorial Fund for Children  
Cenovus Energy Inc.  
Conoco Phillips Canada  
FCSS, City of Calgary

First Calgary Financial  
Matco Financial Inc.  
Nine Lions Development Consulting  
PwC Canada Foundation  
Suncor Energy Inc.  
Thompson Penner & Lo LLP  
TransCanada  
United Way of Calgary and Area

## BOARD MEMBERS



*[front row L to R] Arlene Ponting, Randy Paquette, Betty Thompson (Chair), David Sprague, Patti Morris  
[back row L to R] Scott Decksheimer, Sue Tomney, Greer Black, Jordan Deering, Judge Ted Carruthers, Sue Mallon*

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## COMMITTEE VOLUNTEERS FOR 2011-2012

Joni Avram	Pam Krause
Derek Bechthold	Janet Lavoie
Michelle Clarke	James McAra
Leslie Evans	Linda Powell
Jeannie Finch	Donna Rapp
Rod Garossino	Joel Thompson
Barb Higgins	Julie Thomson
Penny Hume	Joanne Toller
Pat Keppler	



## STAFF MEMBERS



[L to R] Geoff Braun, Jackie Coe, Mike Grogan, Adriana Simon, Katherine van Kooy, Richelle Wiseman, Sarah Justinen, Marilou Stegmeier, Aditya Banerjee, Missing from photo: Sapphire Lucas



**CCVO**  
Calgary Chamber of  
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