MISSION
CCVO promotes and strengthens 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.

VISION
A vital, dynamic nonprofit and voluntary sector that is recognized and respected as an integral partner in building strong, healthy communities.
Each year brings its share of successes and challenges and this past year was no exception. This annual report shares some of our successes and stories about the impact of CCVO’s work from a member perspective.

Behind the scenes of our public-facing work, we were deeply engaged in two major, but very different, activities - the renewal of our strategic plan and an unplanned office move. Board and staff worked closely together throughout the year on the strategic plan, reflecting on the factors influencing the environment we are all operating in and considering how that should shape CCVO’s future direction.

The renewed strategic plan builds on the sound foundation of programs and services developed over the past twelve years, while also defining new priorities related to supporting the capacity of organizations to adapt, renew, and thrive in a dynamic environment. This includes supporting sector leadership and working with partner organizations to align programs and services to better serve the sector.

In retrospect, there were some similarities between renewing the strategic plan and preparing for an office move. Both required us to look forward, anticipate needs in the midst of uncertainty, and go beyond the familiar. The results are a deeper understanding of the factors that will help shape our future and flexible frameworks to serve the sector.

Our deep appreciation to the board and staff for your contributions to our work this year, and thank you to our supporters and members for joining with us to build a stronger sector.

Katherine van Kooyp
President & CEO

Randy Paquette
Board Chair
2015-16 YEAR IN REVIEW

Connections Conference 2016

36 presenters
17 sessions

96% of attendees said the conference was engaging and meaningful for their work.

“This conference was an inspiring opportunity for our sector to break out of the mindsets and assumptions that limit us. Thank you!!”

Membership

85% continuing members
15% first-time and re-engaged members

85% nonprofit organizations
15% business, government, and individuals

Sports and Recreation
Philanthropic Intermediaries and Voluntarism
Social Services
Education and Research
Health

Consultant
Environment and Animal Welfare
Professional Associations
Arts and Culture

Corporate Housing
Law, Advocacy, and Politics
Government
Faith and Religion Development
helped

200,000

job seekers explore opportunities within the sector.

In its first year, emergency preparedness training reached more than 150 people from more than 100 organizations.

EPIC successfully brought together influencers to increase the collaboration between Calgary’s public and nonprofit emergency response systems. Leadership of the critical service provider group was transitioned to the City of Calgary, Calgary Neighbourhoods.

Nonprofit Innovation Awards

The stories of three social innovators were told to an audience of more than 4,000 in homes and organizations across Calgary. #Inspiring #Change

30%

increase in E-bulletin readership and Twitter followers over the past three years

More than

1,500

face-to-face connections made through learning events and communities of practice to talk about policy, human resources, leadership, and more.
A growing number of Calgary nonprofits are developing plans to ensure their organizations can respond to and recover from the next emergency event, whether it be a flood, a fire, a pandemic, or something else. Pamela Scott, Project Specialist with The Elizabeth Fry Society of Calgary, leads business continuity planning for the organization using the tools and resources provided by the Emergency Preparedness Initiative of Calgary (EPIC).

Business continuity planning in a small organization can feel like a lonely and uncertain pursuit, which is why Pamela is eager to talk with others in small organizations who have already worked through or are working through a similar process. “The major benefit of connecting with others is that someone can review what I am doing and provide feedback,” says Pamela. Beyond feedback, Pamela notes that sharing experiences and lessons learned on how to find time for emergency planning, how others have responded to past emergencies, staff communication strategies, and where to go for help provides valuable insight and support to those going through the planning process.

EPIC helps nonprofits respond to future emergency events by providing training events and opportunities for people like Pamela to share their stories. “I think people want to be able to come to the table and talk to someone in an organization similar to theirs to ask, ‘How did you do that?’”
A thriving staff team goes a long way to ensuring nonprofit organizations achieve their missions. But how can nonprofit employers attract and retain top talent in an increasingly competitive job market? For Diana Krecsy, Executive Director of the Calgary Homeless Foundation, the answer starts with reviewing the salary and benefit benchmark data from the annual Boland Survey to make meaningful comparisons to other nonprofits in the region.

“Working in the homeless sector requires people talent across a breadth of disciplines including executive leadership, operations, finance, human resources, program development, case work, administration, information technology, and project management,” explains Diana. After studying the comprehensive information on benefits and compensation trends, role descriptions, and operations benchmarking found in the Boland Survey, Diana confidently engages in strategic planning and decision-making to move her organization forward.

New to CCVO this year, the Boland Survey has been providing integral human resource data on salary and compensation practices to nonprofits across Canada for 19 years. Diana considers the Boland Survey to be a valuable source of information in the ever-changing dynamic of human resource practices. “Understanding the internal landscape of sector trends through participation in the Boland Survey...creates further opportunities to learn from others... [and] contributes to building a stronger and more resilient nonprofit community.”
Organizational leaders regularly seek to understand the context and trends that affect their work. As part of that pursuit, Derek Bechtold, Director of Communications and Fund Development with the Association for the Rehabilitation of the Brain Injured (ARBI), relies on CCVO research and resources to help ARBI achieve its mission.

“Membership to CCVO has afforded us the opportunity to have immediate access to the ‘pulse of the sector,’” says Derek. Indeed, ARBI considers CCVO the go-to source for everything from policy issues, to sectoral trends, to practical hands-on tools and resources. Currently, ARBI is tapping into CCVO’s government relations toolkit, as staff look for guidance on how to meet with politicians, harness social media in the political sphere, and decide what tactics to use to create the greatest impact. “This information [is] invaluable in our government relations campaign,” explains Derek.

CCVO shares the latest developments, tools, and thought leadership on issues that affect the nonprofit sector, which helps organizations lead within the social, economic, political, and environmental context of their work. For his part, Derek values how CCVO serves as a unifying voice for the sector. “With access to CCVO’s wealth of information and resources, ARBI is well equipped to navigate these challenging times.”
Sometimes, hearing the stories that others tell of their experiences is what helps an organization excel. For Fiona McColl, Director of Operations with Hospice Calgary Society, CCVO’s HR exchange group and learning events provide the inspiration and tools to help her more effectively manage her team. The group brings together people from organizations of all sizes and structures to discuss topics and issues that group members encounter in their day-to-day work.

“No other community HR development has offered as much value as the HR exchange group and HR related CCVO workshops,” says Fiona. Belonging to the community of practice provides Fiona with opportunities to share information, exchange advice, and strategize. She has also made some good friends in the group who have helped make the network an enjoyable growth experience.

CCVO supports communities of practice in several areas, including human resources, finance, and evaluation. These groups provide a practical and supportive environment for people like Fiona to explore new ways of working in the sector. “The nonprofit focus captures an understanding and subtleties that other more corporate HR consulting firms may not have experience with,” she explains.
LOOKING AHEAD

As we reflect on another successful year, we can’t help but also set our sights on what lies ahead. Our leadership and board are committed to moving forward on several new and expanded initiatives over the next three years. And while what we do may change and evolve in response to sector and societal shifts, our desire to be a trusted voice that supports charities and nonprofits so they can thrive in today’s dynamic and challenging environment guides all that we do.
Strengthen the Sector

CCVO sees collaboration and networks as building blocks of a vibrant sector. As we continue to work with other local, provincial, and federal organizations on issues that are important to the health of the sector, we also want to hear about your needs, challenges, and successes. Such dialogue is important, as it is a conduit to learning from the experiences of others and allows for common ground to form. Together, we can strengthen the sector’s reach and impact.

Develop Executive Leaders

Executive leadership is at a pivotal juncture in the sector. Our research shows over one-quarter of nonprofit organizations have experienced recent turnover at the executive level, while over half report they anticipate a transition to take place in the near future. In taking over the Executive Directions leadership development program, we are helping current and emerging nonprofit leaders to think bigger, act bolder, and accomplish more. Strong leaders help make for a flourishing sector, and will help sustain the sector now and in the future.

Adapt to Change

The sector faces a changing environment, with both societal and structural shifts already being felt. How can we best adapt and respond to the pressing needs? This is why our three-year plan includes leading a process to develop a vision for the longer-term future of the sector; it’s role, future state, and what is needed to get there. We believe the sector has the creativity, passion, and resilience to prosper today and in the future, no matter what the headwinds may bring.

Expand Policy and Research

CCVO will continue to be a voice of the sector on important policy developments, including Alberta’s Climate Leadership Plan. Our policy, research, and advocacy work is expanding in 2016 with additional capacity to further our impact in government relations and research. We look forward to continuing to bring fact-based research and analysis into sector and government conversations; knowledge that leads to greater awareness and understanding of where the sector is today, and that helps inform the next steps.

OUR SUPPORTERS

Our work is made possible through the support of a number of organizations and individuals.

Alberta Real Estate Foundation
Anonymous
Areni Kelleppan
Art a la Carte
ATB Financial
Burns Memorial Fund for Children
Calvista LLP
Canadian Red Cross
Carthys Foundation
Cenovus Energy Inc.
City of Calgary
ConocoPhillips Canada
FCSS Calgary
JS Daw & Associates
Judge Ted Carruthers
KPMG LLP
Prospect Human Services Society
PwC
RBC Royal Bank
Repsol Oil & Gas Canada Inc.
Suncor Energy Inc.
TD Canada Trust
Vicki Reid
Vida Events
ViTrēo Group
Sustaining Members

AFP Calgary & Area Chapter
Anonymous Supporter
Aspen Family & Community Network Society
Bethany Care Society
Bow Valley College
Calvista LLP
Carya

Cenovus Energy Inc.
City of Calgary
Developmental Disabilities Resource Centre
HRJ Consulting Ltd.
Janet Brown Consulting
Katherine van Kooy (Individual Sustainer)

Martha Parker (Individual Sustainer)
Max Bell Foundation
Mount Royal University
The Muttart Foundation
Prospect Human Services Society
Sport Calgary

United Way of Calgary and Area
University of Calgary
ViTrēo Group
Wood’s Homes
YMCA Calgary
YWCA of Calgary
OUR PEOPLE

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CEO, Carya (formerly Calgary Family Services)

Janet Brown | Secretary
Public Opinion Research Consultant

Bonnie Semeschuk
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Accountant, Calgary Gymnastics Centre

Patti Morris | Past Chair
Executive Director, Wellspring Calgary

Karen Ball
Consultant

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Judge, Provincial Court of Alberta, Family Court (Retired)

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Partner, KPMG Enterprise

Scott Decksheimer
Partner, ViTréo Group

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Anne-Marie Pham
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Vicki Reid
Director of Community Affairs, Cenovus Energy

Areni Kelleppan
Executive Director, Green Calgary

Patty Kilgallon
CEO, Children’s Cottage Society

CCVO Staff

Katherine van Kooy
President and CEO

Mike Grogan
Vice President, Programs and Operations

Geoff Braun
Director, Policy and Research

Tracey Braun
Program Manager

Melody Brooks
Communications Coordinator

Anna Burrowes
Policy Analyst

Jackie Coe
Program Coordinator

Julia Lotholz
Office Manager

Trevor Prosse
Information Systems Specialist

Pamela Rempel
Administrative Assistant

Matt Sawatsky
Emergency Preparedness Specialist

Shelley Spackman
Resource Development and Conference Manager
## Statement of Operations and Change In Net Assets For the Year Ended April 30, 2016

<table>
<thead>
<tr>
<th>Revenue</th>
<th>April 30, 2016</th>
<th>April 30, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>971,588</td>
<td>912,749</td>
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<tr>
<td>Earned Revenue</td>
<td>201,876</td>
<td>166,985</td>
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<tr>
<td>Membership Fees</td>
<td>109,491</td>
<td>108,822</td>
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<tr>
<td>Donations and Sponsorships</td>
<td>69,542</td>
<td>156,671</td>
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<tr>
<td>Other</td>
<td>39,081</td>
<td>41,109</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>1,391,578</strong></td>
<td><strong>1,386,336</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>April 30, 2016</th>
<th>April 30, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>921,372</td>
<td>882,349</td>
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<tr>
<td>Programs, Projects, and Events</td>
<td>148,891</td>
<td>155,675</td>
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<tr>
<td>Office and Administration</td>
<td>132,821</td>
<td>133,593</td>
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<tr>
<td>Consulting</td>
<td>99,193</td>
<td>72,224</td>
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<tr>
<td>Amortization</td>
<td>37,260</td>
<td>38,997</td>
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<tr>
<td>Meetings and Travel</td>
<td>26,309</td>
<td>26,160</td>
</tr>
<tr>
<td>Professional Development</td>
<td>20,662</td>
<td>20,752</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>1,386,508</strong></td>
<td><strong>1,329,750</strong></td>
</tr>
</tbody>
</table>

Other Items (Losses) | (1,896) | (357) |

**Excess of Revenue Over Expenses** 3,174 56,229

Net Assets - beginning of year 571,983 515,754

Net Assets - end of year 575,157 571,983

Visit calgarycvo.org to read the audited financial statements in detail.