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:

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- Meyers Norris Penny

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- Wild Rose Foundation
- United Way
- Anonymous Donor

Max Bell Foundation
Canada Revenue Agency
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.
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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

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

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

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,

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.
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.
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.
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, 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

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
Publishing Research Collaboration

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.
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, 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.
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
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
| Parkinson’s Society of Southern Alberta | Sustainable Calgary |
| Pathways Community Services Association | The Back Door, A Youth Employment Society |
| Pembina Institute | The Brenda Strafford Centre |
| Prairieaction Foundation | The Calgary Foundation |
| Prospect Human Services Society | The Duke of Edinburgh’s Award in Canada |
| Prostaid Calgary Society | - Alberta & NWT Division |
| Pro Bono Law Alberta | The SHARP Foundation |
| Pumphouse Theatre Society | The Vocational & Rehabilitation Research Institute |
| Renfrew Educational Services Society | United Nations Association in Canada - Calgary Branch |
| River’s Edge Camp & Conference Centre | United Way of Central Alberta |
| Rocky View Regional Handibus Society | Universal Rehabilitation Service Agency (URSA) |
| Safe Haven Foundation of Canada | Urban Youth Worx |
| Salvation Army - CCARS | Vantage Support Services |
| Sandy Cross Conservation Foundation | Vertigo Theatre Society |
| Santa’s Secret Service Society of Alberta | Vibrant Communities Calgary |
| Science Alberta Foundation | Volunteer Calgary |
| Scouts Canada Chinook Council | Volunteer Lethbridge Association |
| Seeds Foundation | Wellspring Calgary |
| Servants Anonymous Society | Women In Need Society |
| Sexual Health Access Alberta | Women’s Centre of Calgary |
| Sheldon Chumir Foundation for Ethics in Leadership | Wordfest, Banff-Calgary International Writers Festival |
| Sierra Club of Canada – Chinook Chapter | Young Men’s Christian Association |
| Social Venture Partners Calgary | Youth Singers of Calgary |
| Southern & Central Alberta Food Banks Federation | Youththink Publications Society |
| St. Mary’s University College | YouthLink Calgary – The Calgary Police Interpretive Centre |
| St. Michael Catholic Community | Youville Women’s Residence Society of Alberta |
| STARS (Alberta Shock Trauma Air Rescue Service Foundation | Sunrise Community Link Resource Centre |
| Sunrise Native Addictions Services Society | Sunrise Native Addictions Services Society |
| Sustainable Calgary | The Back Door, A Youth Employment Society |
| The Back Door, A Youth Employment Society | The Brenda Strafford Centre |
| The Brenda Strafford Centre | The Calgary Foundation |
| The Calgary Foundation | The Duke of Edinburgh’s Award in Canada |
| The Duke of Edinburgh’s Award in Canada | - Alberta & NWT Division |
| The SHARP Foundation | The SHARP Foundation |
| The Vocational & Rehabilitation Research Institute | United Nations Association in Canada - Calgary Branch |
| United Nations Association in Canada - Calgary Branch | United Way of Central Alberta |
| United Way of Central Alberta | Universal Rehabilitation Service Agency (URSA) |
| Urban Youth Worx | Vantage Support Services |
| Vantage Support Services | Vertigo Theatre Society |
| Vertigo Theatre Society | Vibrant Communities Calgary |
| Vibrant Communities Calgary | Volunteer Calgary |
| Volunteer Calgary | Volunteer Lethbridge Association |
| Volunteer Lethbridge Association | Wellspring Calgary |
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| Women In Need Society | Women’s Centre of Calgary |
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| Youville Women’s Residence Society of Alberta | Sunrise Community Link Resource Centre |
| Sunrise Community Link Resource Centre | Sunrise Native Addictions Services Society |
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
- Salvadoran 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
- Erton Community Association
- Evergreen (Calgary) Community Association
- Forest Lawn Community Association
- Glenbrook Community Association
- Hawkwood Community Association
- Hidden Valley Community Association
- Highland Park Community Association
- 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

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
- Alida Visbach
**Statement of Financial Position**

As at April 30, 2008

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

**For the year ended April 30, 2008**

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>675,723</td>
<td>494,922</td>
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<tr>
<td>Membership fees</td>
<td>82,545</td>
<td>64,520</td>
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<tr>
<td>Events</td>
<td>15,902</td>
<td>23,807</td>
</tr>
<tr>
<td>Other</td>
<td>31,819</td>
<td>21,099</td>
</tr>
<tr>
<td>Donations and sponsorships</td>
<td>4,073</td>
<td>12,468</td>
</tr>
<tr>
<td>Interest</td>
<td>17,348</td>
<td>12,183</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>827,410</td>
<td>628,999</td>
</tr>
</tbody>
</table>

#### Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortization</td>
<td>18,015</td>
<td>15,214</td>
</tr>
<tr>
<td>Communication</td>
<td>11,455</td>
<td>22,655</td>
</tr>
<tr>
<td>Consulting</td>
<td>46,557</td>
<td>40,273</td>
</tr>
<tr>
<td>Dues, memberships and professional fees</td>
<td>10,705</td>
<td>16,096</td>
</tr>
<tr>
<td>Goods and Services Tax</td>
<td>5,558</td>
<td>5,321</td>
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<tr>
<td>Human resources</td>
<td>487,083</td>
<td>395,354</td>
</tr>
<tr>
<td>Insurance and bank charges</td>
<td>4,999</td>
<td>4,457</td>
</tr>
<tr>
<td>Meetings and travel</td>
<td>15,597</td>
<td>15,888</td>
</tr>
<tr>
<td>Office</td>
<td>27,297</td>
<td>22,167</td>
</tr>
<tr>
<td>Programs</td>
<td>28,118</td>
<td>23,136</td>
</tr>
<tr>
<td>Rental</td>
<td>35,811</td>
<td>22,787</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>691,195</td>
<td>583,348</td>
</tr>
</tbody>
</table>

**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