

ANNUAL REPORT

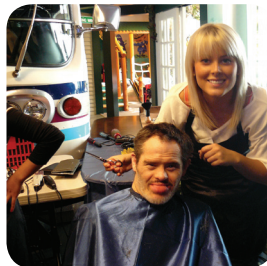
INSIGHT



ACTION



INFLUENCE



RESULTS



CCVO
CALGARY
CHAMBER of
VOLUNTARY
ORGANIZATIONS

**2009
2010**

The six photos on the front cover were submitted by CCVO's member organizations. They depict the depth and breadth of the voluntary sector: education (Education Matters); health (Hospice Calgary); sports and recreation (Calgary Sport Council); arts and culture (Fort Calgary Preservation Society); environment (Centre for Affordable Water and Sanitation Technology); as well as human and social services (Universal Rehabilitation Service Agency).

The photo shown on the adjacent page is the winning entry of CCVO's photo contest in April 2010. Sent in by the Kids Cancer Care Foundation of Alberta, the photo demonstrates the incredible vision and drive of a group of 14-17-year-olds on a glacier hike.

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

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.



CEO MESSAGE

Reflecting on 2009-2010, it was a year of both challenges and promise. Volatile economic changes, from boom to downturn, have had tremendous impact on many organizations. An uncertain funding environment combined with growing needs for services have tested the resilience of the voluntary sector.

CCVO continued its work to understand and document the reality of the sector through its research and economic impact surveys. I am grateful for the support and trust of organizations from across Alberta who shared their experiences and stories with us. CCVO's reports have been widely distributed within the sector, with government and with other stakeholders, providing insight, building awareness and influencing decisions.

While the challenges continue, I also see great cause for optimism. In the six years since CCVO's launch in March 2004, we have seen positive changes in how we work together in the sector. Collaboration, formal and informal, has become routine practice for many organizations. We participate in networks, learn together with colleagues through communities of practice, and join together in action to address shared issues. In doing so, we build relationships and strengthen our collective capacity to serve our communities and leverage our impact.

The issues facing the sector are complex and the solutions are not simple, nor are they the responsibility of a single organization or facet of society. CCVO's leadership on policy, funding and workforce issues is producing results, but we could not do this without the support, input and encouragement of our member organizations, funders and partners in collaboration.

Thanks to our Board of Directors for their leadership, to the many other volunteers who support our work and to an amazing staff team whose commitment to the sector shines through our work.

Katherine van Kooy
President and Chief Executive Officer



BOARD CHAIR MESSAGE

All of us who expend ourselves, daily in the work of strengthening civil society and the nonprofit and voluntary sector have made a vow somewhere deep inside. While an original vision captures us with a fire that continues to burn, like the fire it consumes itself as it gives heat to the alchemy that turns vision to reality. The fire is constantly changing in response to the forces with which it dances. Such is the dynamic character of visions and the work that serves them.

What is constant is the wholeheartedness of the vow we make with ourselves, our colleagues and the unknown horizon that draws us forward through the day-to-day work. This is the constant that keeps us open to new ways of working as long as we remember and keep alive the courageous conversations necessary to engage the changing context in which we serve. I am privileged to work with a Board that has the courage of its vows, a staff team that accomplishes much more than its size would suggest, and I am honoured to work with our CEO, Katherine van Kooy, who has led us to the threshold of greater engagement and pro-activity we know will be required in the year ahead.

If the task seems too much, we have only to return to the fire of the vow we have made, only to appreciate the strength of the community of service around us and only to remember, despite the times, how far we have come.

The Very Rev. Robert T. Pynn
Chair, Board of Directors

THE ROAD

by Robert Pynn

The road across the field
of widening complexity
makes for unsure footing.

Muscles strain for balance
in the service of forward
motion.

As the day lengthens
shadows begin to cloak the
untried path beneath our
feet.

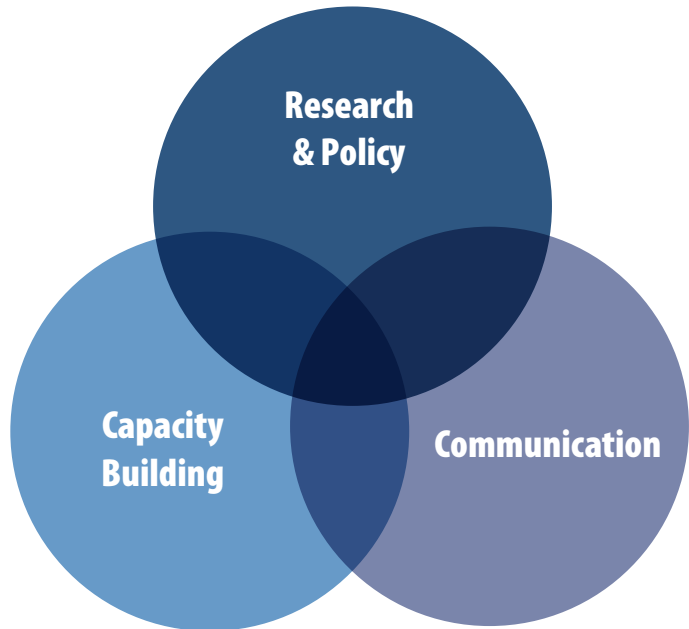
In the twilight cold invades
our skin and sends us inward
to a vow still burning from
the fire of an original vision.

OUR WORK

The Calgary Chamber of Voluntary Organizations (CCVO) is a voice and resource for nonprofit and charitable organizations. Created from the need and desire for a collective body, CCVO's **VISION of a vital, dynamic sector that is recognized and respected as an integral partner in building strong, healthy communities** inspires our work. Our new **MISSION, to 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**, defines the scope of our activities.

“CCVO has offered precious networking and learning opportunities, which have professionalized our organization. Being a nonprofit in Calgary doesn't guarantee entry into the community of voluntary organizations, but being a member of CCVO does!”

Kate Peters, Deputy Director,
Alliance Francaise de Calgary



The different aspects of our work – research and policy, capacity building and communications – are integrated in many ways. We bring **insight** to information. We **influence** and lead **action** on critical issues. We **strengthen** the capacity of individual organizations and **build** the infrastructure that supports the sector. We make it our business to communicate the value of the sector and **share** timely and relevant information. In these and other ways, CCVO has made a significant **impact** over the past six years of operation and have achieved some strong **results**.

Our work is complex and interconnected, collaborative and strategic. Much of our work is very public, involving research, surveys, background and position papers, government submissions, events and seminars, electronic news bulletins, the CCVO website and coverage in the media. However, a great deal of our work occurs behind the scenes – with partners and collaborators, in meetings, on committees and engaging in calls and discussions with key stakeholders in government, business and the voluntary sector. This work is about promoting a fuller understanding of the sector, its issues and trends. The goal is always to achieve results that strengthen the contributions of charities and nonprofits to local, provincial, national and international communities.

RESEARCH AND POLICY

We identify and tackle the critical issues that affect organizations across the nonprofit and voluntary sector. Over the years, our focus has been on issues related to funding, human resources, government policy and regulation. We know these continue to be the most critical concerns for most organizations. They are also issues that are generally too large and complex for individual organizations to influence on their own.

Research builds our understanding of these issues and the factors that impact the effectiveness and sustainability of organizations in community. It brings insight and focus to our policy work, and is the basis for building broader understanding within the sector and with government, business and the public. Our research is made freely and widely available in the spirit of building knowledge and practical resources for and about the sector.

In 2009-2010, CCVO's ground-breaking research monitored the impact of changing economic conditions on Alberta's voluntary sector, explored interest and experience in innovative practices and began to develop a new overview of the voluntary sector in Alberta.

Economic Impact Surveys

We have now conducted three provincial surveys since February 2009, to gauge the impact of the changing economy on Alberta's nonprofit organizations. The information and understanding generated through this unique series of surveys provides the most comprehensive and current information about the experience of organizations throughout the province.

Results of the fall survey were released in November 2009 in a report entitled Stretched to the Limit. This report was widely distributed and has been used by funders, governments and individual organizations to understand what is happening in the sector and to inform their decisions.

The success of these surveys owes much to the support and assistance of our colleagues in disseminating the surveys through their organizations and networks, resulting in a strong and diverse sample that reflects the Alberta experience.

Sharing Services, Sharing Space

Charities and nonprofits from across the country are showing a growing interest in establishing or joining networks to share materials, resources, space, and back-office functions to reduce costs and increase impact. To provide insight and develop expertise in collaborative practices, we undertook a project focused on sharing space and services within Calgary's nonprofit sector. The first research of its kind in Canada, the Sharing Services, Sharing Space research report was released in March 2010. Findings were presented at a follow-up workshop and further resources will be developed from the research.

State of the Sector Report

Our latest research project, started in 2010, will develop the first Alberta Nonprofit State of the Sector Report. In partnership with the

"As a funder supporting the Calgary community for over 50 years, The Calgary Foundation (TCF) values the membership benefits of CCVO in providing timely research, professional development, recruiting services, and for facilitating dialogue opportunities across the nonprofit sector as well as with government and the private sector. We're proud of the relationship of trust that TCF and CCVO has established as we work together to strengthen our nonprofit sector and, in the end, our community."

Eva Friesen, President & CEO,
The Calgary Foundation

“CCVO is an excellent resource and advocate for the not-for-profit community in Calgary. Through their extensive networks, leadership and support, CCVO helps organizations in the voluntary sector do what we do best – provide services and supports to Albertans through education, social services, health, recreation, arts and the community.”

Debra Osiowy, Vice President,
Business and Finance,
St. Mary's University College

CanadaWest Foundation and other stakeholders we are undertaking a year-long project which will provide a source of consistent and credible sector information for organizations, funders and policymakers. The report, funded by the Government of Alberta and the Government of Canada through the Labour Market Partnerships program, will be released in March 2011.

Participating in Public Policy

Our leadership on **policy issues** ranges from addressing specific topics, such as legislative, regulatory or policy changes, to engaging in dialogue with governments, funders and others on broad, complex issues with far-reaching implications. Our policy work is informed by input and feedback from our members, insight from our research, and collaboration with other organizations and networks on issues of shared interest.

Our goal is an environment where decisions by all levels of government, funders and other stakeholders are based on understanding the implications of decisions on the valued contributions of charities and nonprofit organizations to healthy, vibrant communities.

Here are some of the specific topics we addressed in 2009-2010:

- We informed organizations of the work of the MLA Committee struck to review **Alberta's Charitable Gaming Model** and provided information about potential implications. We submitted a position paper to the MLA Committee based on input from our members and others. CCVO continues to stay in contact with government officials in anticipation of the results of the review.
- We worked extensively with colleagues throughout the province to prepare an assessment of the **provincial budget** implications for Alberta's charities and nonprofits. We also monitored and reported on the impending affects of program funding cuts to PDD (Persons with Developmental Disabilities) community-based agencies.
- We worked with Service Alberta and the Office of the Privacy Commissioner to **build awareness** of the implications of potential changes to the Protection of Information and Privacy Act (PIPA) for the voluntary sector.
- We also monitored and informed the sector on **other provincial issues** such as the changes to the Community Initiatives Program, Police Information Check procedures and issues arising from the Alberta Lobbyist Act.
- At the **national level**, we leveraged our resources by supporting Imagine Canada's work in advocating for a Stretch Tax Credit and the elimination of the disbursement quota. We informed the sector about the Canada Revenue Agency (CRA) Guidance on Fundraising by Registered Charities and also provided input on proposed standards for financial reporting by nonprofit organizations. As well, we increased awareness of the proposed Bill C-470.
- The demise of the **Canadian Outcomes Research Institute** and resulting loss of the Hull Outcomes Monitoring and Evaluation System and other outcomes evaluation changes within the

voluntary sector were identified by CCVO members as an emerging issue. CCVO developed a comprehensive overview of the issue and challenges and, with input from concerned parties, shared information about potential resources.

A key aspect of CCVO's policy agenda involves building relationships with governments and other key stakeholders that enable us to work together to address issues that affect the voluntary sector.

CCVO was a founding member of the **Alberta Nonprofit Voluntary Sector Initiative (ANVSI)**, the first initiative of its kind to bring together representatives of the voluntary sector and provincial government to "work collaboratively toward solutions for commonly shared, critical" nonprofit and voluntary sector issues. ANVSI provides a forum for building understanding between the sector and government. A long-term initiative, it is at the leading edge of collaborative engagement with government.

CCVO's President & CEO, Katherine van Kooy, has been an active member of this initiative from the start, and has been able to share the results of CCVO's economic impact surveys with senior government staff through this mechanism.

CCVO's Policy Series workshops **build policy capacity** in other organizations. The focus in 2009-2010 was on relationships with the provincial government. We presented two sessions with government relations specialist, Paul McLoughlin; one of which was presented in partnership with Calgary Arts Development Association and Calgary Professional Arts Alliance to address the specific needs of arts organizations.

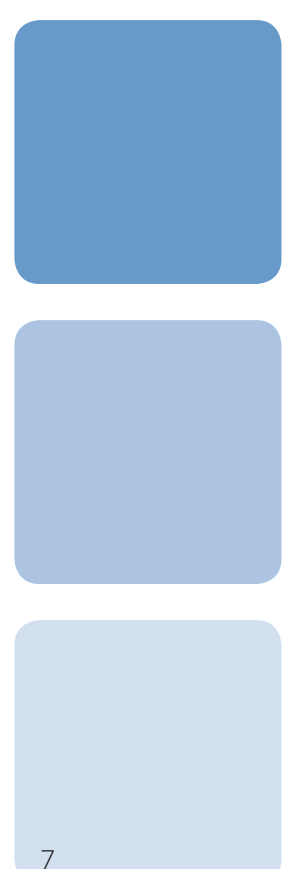
Exploring Policy and Practice Boundaries

Part of CCVO's mandate is to stimulate thinking and debate about the broad context in which charities and nonprofits operate. Last year we hosted a number of provocative events in this series:

- In October 2009, Professor Myles McGregor Lowndes from the Queensland University of Technology shared his experience with developing a common chart of accounts for nonprofit organizations as well as insights into other aspects of the regulatory environment in Australia.
- The "Great CRA Debate" luncheon in April 2010, brought the issue of the federal regulatory framework to a CCVO audience. Compelling arguments for and against the need for Canada to establish a federal charities council, such as the Charity Commission in the UK, were presented by experts Adam Aptowitz, Principal at Drache Aptowitz Professional Corporation, and Bob Wyatt, Executive Director of The Muttart Foundation.
- As part of our commitment to seek out and present the most timely, accurate and relevant data and research, CCVO worked again with Derek Cook, Social Planner for The City of Calgary, who presented the five-year Social and Economic Outlook report for Calgary and area.

"CCVO's work in research, awareness building and advocacy for the sector complements Volunteer Calgary's work in strengthening and supporting the effective engagement of volunteers. Working together, we fill important components of a support continuum designed to keep the nonprofit sector healthy and functioning well for the benefit of the community."

Laurel Benson, *President & CEO,*
Volunteer Calgary



“The Calgary Chamber of Voluntary Organizations offers some great research and resources for nonprofits. The Harvard ManageMentor program, for instance, is a comprehensive, dynamic and cost-effective training tool that will have a great return on investment for Calgary’s voluntary and nonprofit sector.”

Quentin Sinclair, Manager,
Human Resources, Canadian Mental
Health Association - Calgary Region

CAPACITY BUILDING

CCVO builds capacity by enhancing the collective knowledge, strength and abilities of the nonprofit and voluntary sector and by enabling individual organizations to work toward their mission. We do this through opportunities for strengthening human resources, peer learning and skills development, resources and collaboration.

Strengthening Human Resources

CCVO’s leadership on the implementation of the **Workforce Strategy for Alberta’s Nonprofit and Voluntary Sector** focuses on building connections between networks and communities, sharing resources and promoting collaborative approaches to addressing common concerns.

The **Alberta Nonprofit Workforce Council**, co-chaired by Katherine van Kooy, was launched in June 2009. While other sectors of the economy generally have some form of industry association, the Council is the first of its kind for the voluntary sector at the provincial level in Canada. It provides a means to engage different networks of organizations throughout Alberta in addressing the human resource challenges outlined in the Workforce Strategy. CCVO, in its secretariat role with the Council, played a key role in developing **WorkforceConnect**, a new Council initiative that provides a collaborative online platform to address sector workforce issues, engaging a broad range of stakeholders.

Peer Learning and Skill Development

The Calgary HR Initiative (CHRI) develops strategies, programs and collaborations that support effective human resource management practices in order to build capacity within the Calgary human services nonprofit sector. CCVO, in partnership with United Way of Calgary and Area, established the **Calgary HR Initiative** as a collective undertaking of local nonprofit organizations, funders, human services networks and governments, dedicated to developing short- and long-term sustainable solutions to address human resource issues.

CHRI hosted four **Community of Practice** events during 2009-2010. Participants in these peer-learning sessions have a shared interest in solving HR management challenges and finding solutions to better equip organizations to attract and retain a qualified workforce. Through these networking and learning opportunities, participants develop a repertoire of resources, experiences, stories, tools and approaches to address recurring issues.

In early 2010, CHRI offered Calgary’s nonprofits, charities and voluntary organizations access to an outstanding, self-directed management training and development resource called the **Harvard ManageMentor** program. Affiliated with the Harvard School of Business, the program enables nonprofit organizations to receive flexible, affordable, world-class management training online.

Completing its fourth year, the **Senior Finance Officer Working Group** brings together senior finance staff from larger organizations to learn, share and strategize on a range of financial matters of relevance to the sector. Topics in 2009-2010 included investment strategies,

disbursement quotas and credit card surcharges. The working group is currently preparing to submit comments related to proposed accounting standards for nonprofit organizations.

CCVO led an organizing committee with participation from government, corporations, foundations and other funders to develop and present the third biannual **Excellence in Grantmaking (EIG)** Conference in October 2009. The only conference of its kind in Canada, EIG partnered with Philanthropic Foundations of Canada to extend participation to a national audience. CCVO presented the results of its economic impact survey to a sold out crowd of over 100 funders and grantmakers from foundations, governments, United Ways and corporations.

Resources

The **CCVO Online Job Centre** received 500 postings from 182 Calgary-based organizations in 2009-2010, making it one of the most active online nonprofit employment sites in Canada. With 15,000 visits every month, the Job Centre is an excellent resource for nonprofit employers and job seekers alike.

Collaboration

CCVO fosters collaboration between organizations and networks, across communities and provinces. Through a wide and **growing range of collaborative initiatives** – locally, provincially, and nationally – we are building capacity in the sector to work together for increased leverage and impact. Some examples are the Alberta Nonprofit/Voluntary Sector Initiative, the Alberta Nonprofit Workforce Council, the Calgary Human Resource Initiative and the Canadian Nonprofit Innovators Network. CCVO also participates on the Imagine Canada Advisory Council and various working committees of the national HR Council for the Nonprofit Sector.

CCVO has built a **web of relationships and networks** within the voluntary sector, which allows us to engage with other organizations in many different arrangements to share information, collaborate on initiatives and provide mutual support. Relationships with organizations such as United Way of Calgary and Area, the Edmonton Chamber of Voluntary Organizations, Volunteer Alberta, the Institute for Nonprofit Studies at Mount Royal University, Volunteer Calgary, CentrePoint Non-Profit Management and our regional colleagues in the Federation of Voluntary Sector Networks strengthen us all.

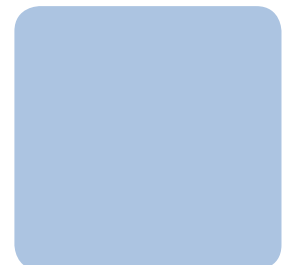
COMMUNICATION

Communication is vital to our work. We gather, synthesize, illuminate and disseminate information, which is **clear, concise and credible**.

Effective two-way communication with our stakeholders is essential to our work. We hear from our members and others in the voluntary sector and we inform government, funders and the public about what we've heard. In turn, we inform the sector about what we hear and learn from other stakeholders in an effort to gain and impart **clarity and understanding**. Our aim is to ensure decisions affecting the sector are based on accurate information and thorough research.

“The CCVO has developed into an intelligent and courageous voice for the sector, providing research and representing issues that are not only important to the sector, but affect the very quality of life for many Albertans. Finally a collective voice and a timely response to emerging issues and new opportunities!”

Pat Ferguson, President & CEO,
Operation Eyesight Universal



“The research and analysis work undertaken by CCVO is an important resource for the nonprofit sector in the province. The newsletter is always a source of great ideas and resources and it’s a great way to stay connected.”

Ed Kamps, Chair, Nonprofit Sector
Link, Wood Buffalo

Our ongoing communication with all levels of government has resulted in greater understanding. More often, we have government representatives calling CCVO to ask our opinion and to get **accurate information**.

CCVO’s highly regarded, free, **bi-weekly electronic news bulletin** offers timely, relevant, useful information to more than 3,200 individual contacts, connecting them with resources, news and professional development opportunities.

The improved functionality of our website – **calgarycvo.org** – in 2009, made it easier for people to find the information they were looking for. For example, the new Resource Library stores nearly 800 research documents from a vast array of sources, which can be searched by date, topic, author and type.

Our **economic impact surveys** on Alberta’s voluntary sector have received tremendous attention from local, provincial and national media. CCVO is gaining a reputation as an excellent resource for up-to-date, credible information about the nonprofit sector.

Throughout the year, CCVO’s senior staff members made presentations at a number of conferences, workshops and meetings, all with a view to **develop increased knowledge** and appreciation for the voluntary sector.

LOOKING FORWARD

We are proud of the contributions CCVO has made through our research and policy, capacity building and communications work over the past year.

The new CCVO Strategic Plan provides clear direction for the organization through 2012. The result of extensive consultation with CCVO members, external stakeholders and provincial partners through a series of focus groups and meetings, the plan articulates our intention to continue playing a **strong leadership role**. Our strategic directions are to:

1. Provide leadership on cross-cutting issues facing the nonprofit and voluntary sector with a specific focus on policy;
2. Build the capacity of the sector and enable organizations to meet current and future challenges; and
3. Continue to build CCVO’s capacity to undertake and sustain its work.

With a highly skilled staff, strong leadership, an experienced and passionate Board of Directors, tremendous volunteers, valuable partners and more than 440 member organizations, CCVO will continue to have a positive impact on nonprofit and charitable organizations in Calgary, Alberta and Canada.

CCVO BOARD OF DIRECTORS



Back row, left to right: Janet Brown, Andrea McManus, Cori Ghitter, Brian Duclos, Arden Brummell, Betty Thompson and Patti Morris.

Front row, left to right: Robert Pynn, Sue Tomney, David Gates and Penny Hume.

Missing: Greer Black and Chris Harris

CCVO Board of Directors

The Very Reverend Robert T. Pynn (Board Chair), *Dean Emeritus, Anglican Diocese of Calgary*

Andrea McManus (Past Chair), *President, The Development Group*

David Gates (Vice-Chair), *Senior General Council, Justice Canada – Calgary Office*

Greer Black (Secretary), *President and CEO, Bethany Care Society*

Betty Thompson (Treasurer), *Partner, Lo Porter Hetu, Calgary*

Janet Brown, *Public Opinion Research Consultant, Janet Brown Consulting*

Arden Brummell, *Managing Director, Scenarios to Strategy Inc.*

Brian Duclos, *Senior Manager, Government Relations, Calgary Zoological Society*

Corine Ghitter, *Director of Recruitment, Research and Professional Development, Fraser Milner Casgrain LLP, Calgary*

Chris Harris, *Community Member*

Penny Hume, *Executive Director, Child and Youth Friendly Calgary*

Patti Morris, *Executive Director, Wellspring Calgary*

Sue Tomney, *Executive Director, Calgary Stampede Foundation*

CCVO STATEMENT OF FINANCIAL POSITION

For the year ended April 30, 2010

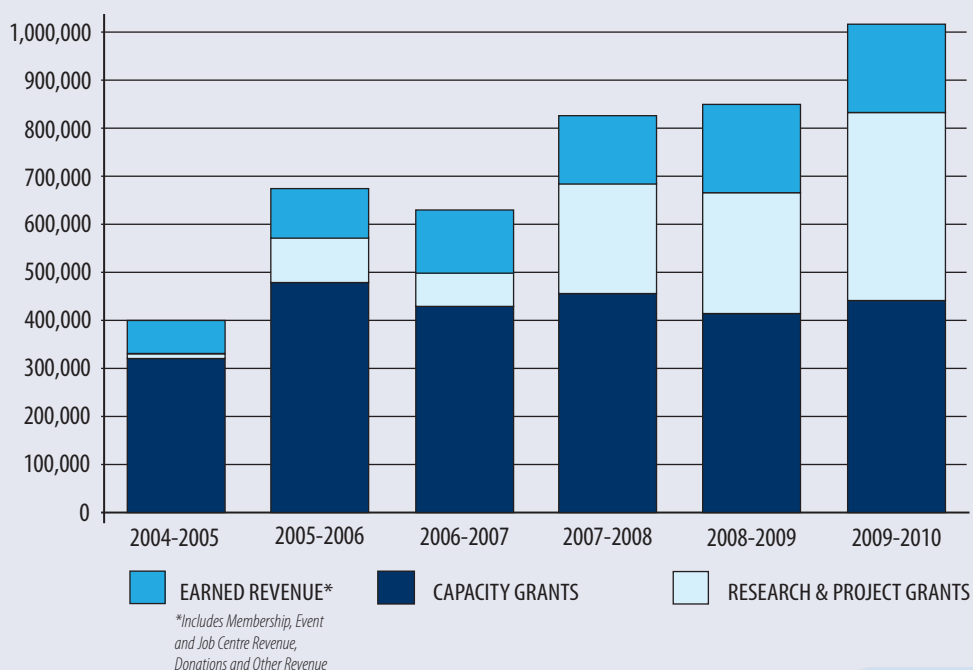
	2010	2009
Assets		
Current		
Cash	247,067	112,026
Term deposits	423,854	422,565
Accounts receivable	27,776	22,243
Prepaid expenses and deposits	8,072	7,749
	706,769	564,583
Capital Assets	87,408	69,222
	794,177	633,805
Liabilities		
Current		
Accounts payable and accrued liabilities	63,430	47,251
Deferred membership revenue	55,125	27,425
Deferred contributions related to capital assets	10,020	10,020
	128,575	84,696
Deferred program grants	131,938	15,817
Deferred contributions related to capital assets	9,791	19,812
	270,304	120,325
Net Assets		
Unrestricted	73,466	96,029
Internally restricted	382,811	382,811
Invested in capital assets	67,596	34,640
	523,873	513,480
	794,177	633,805

CCVO STATEMENT OF OPERATIONS

For the year ended April 30, 2010

	2010	2009
Revenues		
Grants	842,395	668,295
Membership fees	100,580	93,280
Other revenue	34,218	40,049
Donations and sponsorships	27,480	26,814
Events	26,713	12,987
Amortization of deferred contributions related to capital assets	10,021	232
Interest	1,290	8,752
	1,042,697	850,409
Expenditures		
Human resources	655,593	607,845
Consulting	133,815	23,952
Rent	48,331	44,955
Office	41,568	41,213
Amortization	36,121	19,051
Programs	31,846	28,817
Communication	27,671	20,087
Meetings and travel	25,840	24,568
Dues, memberships and professional fees	15,015	14,078
Goods and services tax	9,522	5,770
Insurance and bank charges	6,982	5,048
	1,032,304	835,384
	10,393	15,025

TOTAL REVENUE





The Muttart Foundation



United Way
of Calgary and Area

BUILDING STRONGER COMMUNITIES

**Government
of Alberta** ■

Canada 

SUPPORTERS

The support of CCVO's funders, donors and sustainers has allowed CCVO to flourish and to fulfill its mandate to strengthen and support the nonprofit and voluntary sector. Thank you so much to the following organizations and individuals for their trust and friendship in 2009-2010.

CCVO Funders & Donors

Support for our programs, research projects and core operations has helped CCVO build a solid foundation and move forward to new heights in our work to strengthen the sector as a whole. We would like to thank the following Funders and Donors that have made commitments to CCVO in an effort to help us achieve our vision of a vital, dynamic nonprofit and voluntary sector that is recognized and respected as an integral partner in building strong, healthy communities.

Funders

Alberta Culture and Community Spirit
Alberta Employment and Immigration
Anonymous Funder
The Calgary Foundation
Canada Revenue Agency
Human Resources and Skills Development Canada
The Muttart Foundation
United Way of Calgary and Area

Donors

Alberta Real Estate Foundation
Anonymous Donors (3)
Greer Black
Arden Brummell
Calgary Alternative Support Services
Carthy Foundation
Scott Decksheimer
David Gates
Glenbriar Technologies
Meyers Norris Penny
Martha Parker
Katherine van Kooy
Len Wolstenholme

MEMBERS

Membership is foundational to CCVO. The support and participation of our members enables us to do essential work that strengthens the community, the sector and individual organizations. A widely divergent membership base of over 440 members contributed to, and informed, CCVO's work in this past year and we are grateful and appreciative of their support.

CCVO Sustainers

Many organizations have provided an increased level of support for CCVO from \$1,000 to \$5,000. They are recognized as Sustaining Members (charitable or nonprofit organizations with a voting membership) or Sustaining Associates (all other types of organizations or individuals with a non-voting membership). CCVO would like to thank the following Sustaining Members and Associates for enabling CCVO to continue its work to strengthen the nonprofit and voluntary sector.

Sustaining Members

Association of Fundraising Professionals
Bethany Care Society
Calgary Flames Foundation
Calgary Sport Council
Calgary Stampede
Developmental Disabilities Resource Centre
Kahanoff Foundation
The Muttart Foundation
Operation Eyesight Universal
United Way of Calgary and Area
University of Calgary
Wood's Homes
YWCA of Calgary

Sustaining Associates

Brown and Associates Planning Group
The Development Group
FCSS, The City of Calgary
HRJ Consulting
Lo Porter Hetu
Nine Lions Development Consulting
Martha Parker
TransAlta Corporation

CCVO STAFF



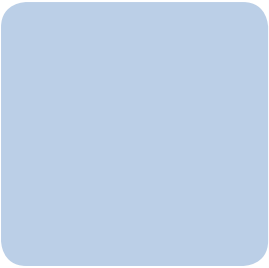
Back row, left to right: Marilou Stegmeier, Administrative Coordinator; Jackie Coe, Workforce Initiatives Coordinator; Tina Wickenheiser, Executive Assistant; Karen Taylor-Binnie, Communications Advisor; Janet Lavoie, Director, Membership Development; and Laura MacKinnon, Policy Analyst
Front row, left to right: Kristen Carr, Program Assistant; Mike Grogan, Director, Workforce Development; and Katherine van Kooy, President and CEO

CCVO Committee Volunteers

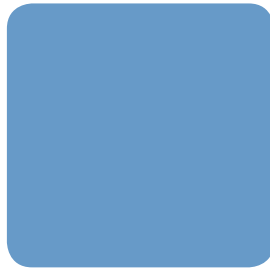
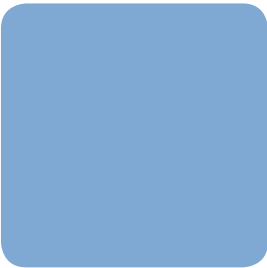
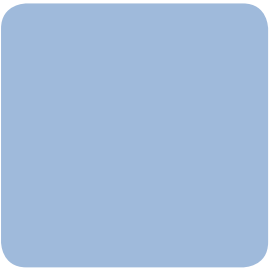
- Scott Decksheimer**, *President and Principal Consultant, Nine Lions Fund Development Consulting*
- Leslie Evans**, *Executive Director, Federation of Calgary Communities*
- Barb Higgins**, *News Anchor, CTV Calgary*
- Sue Mallon**, *CEO, Calgary Family Services*
- James McAra**, *CEO, Calgary Inter-Faith Food Bank Society*
- Linda Powell**, *Vice-President, Governance and External Affairs, STARS*
- Joel Thompson**, *Manager, Sustainability and Stakeholder Communications, Suncor*
- Julie Thomson**, *Associate Partner – Not For Profit Services, Audit and Assurance Group, Pricewaterhouse Coopers LLP*

Presenters at CCVO Events

- Sharilyn Amy**, *Principal, Go-To Group*
- Adam Aptowitzer**, *Principal, Drache Aptowitzer Professional Corporation*
- Laurel Benson**, *President & CEO, Volunteer Calgary*
- Peter Boland**, *Peter T. Boland and Associates*
- Derek Cook**, *Social Planner, The City of Calgary*
- Sandra Gajic**, *General Manager, EPCOR Centre for the Performing Arts*
- Michelle Gauthier**, *Vice President, Public Policy and Outreach, Imagine Canada*
- Sara Hakim**, *Senior Consultant, AON Consulting*
- Tracey Jennix**, *Workforce Consultant, Viable Calgary*
- Myles McGregor Lowndes**, *Director, Australian Centre for Philanthropy and Nonprofit Studies*
- Paul McLoughlin**, *Journalist and Consultant, Word of Mouth Communications*
- Lucinda McMaster**, *Consulting Actuary, Towers Watson*
- Melanie Mitra**, *CEO, Prospect Human Services Society*
- Martha Parker**, *Voluntary Sector Supporter*
- Tanara Pickard**, *Project Manager, HR Council for the Voluntary and Nonprofit Sector*
- Bob Wyatt**, *Executive Director, The Muttart Foundation*



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