

Government of Alberta ■

Culture and Community Spirit

Minister's Dialogue with the Nonprofit/Voluntary Sector

December 2009 – February 2010

Final Report



Minister's Dialogue with the Nonprofit/Voluntary Sector

Executive Summary

"The work is challenging and invigorating; it stimulates passion and perseverance and learning."
Quote from Online Dialogue

Between December 16, 2009 and February 26, 2010, the Honourable Lindsay Blackett, Minister of Culture and Community Spirit engaged in a dialogue with the nonprofit/voluntary sector. Six regional dialogue meetings were conducted in Fort McMurray, Grande Prairie, Lethbridge, Calgary, Red Deer and Edmonton. An online dialogue was hosted on the Culture and Community Spirit website to enable access to individuals who wished to have input but were not able to participate in the regional dialogues. The purpose of the dialogue was to identify challenges and opportunities for government and the sector to work better together to help support healthy and vibrant communities.

A total of 190 people from the nonprofit/voluntary sector attended the regional dialogues and over 200 participated in the online dialogue.

Several key themes emerged and were repeated throughout the Minister's Dialogue:

- **Capacity of Sector Organizations:** Nonprofit/voluntary organizations are facing challenges related to their capacity to meet increasing and/or diverse service needs. Groups may not always be aware of promising practices within a region or the province.
- **Sector Evolution:** The evolution of the nonprofit/voluntary sector in the province has resulted in strengths and weaknesses. There is interest within the sector to examine models to increase sustainability.
- **Relationship with Government:** There are challenges experienced by both the sector and government in their working relationship with each other, including determining the balance in reporting requirements.
- **Diversity and Inclusion of Under-represented Groups:** There are groups in society who are not actively represented in the sector, including at the volunteer and leadership level.
- **Human Resource Capacity:** The ability to attract and retain current and future workers and volunteers is an ongoing concern. Collaborative approach to benefits for workers was raised.
- **Promoting the Value of the Sector:** The breadth of work undertaken by the sector and the positive impact on the Alberta economy and quality of life is not well understood by Albertans and could be better communicated. Accessible information on the sector is needed.
- **Sustainable Funding:** Access to ongoing, sustainable funding from public and private sources remains a critical and pressing challenge.

Participants expressed appreciation for the Minister's commitment to ongoing dialogue, including future sessions.

Participants in both the regional dialogues and the online dialogue identified that underlying these key themes is a sector that is committed to making a difference in the community and is fueled by passionate volunteers and dedicated staff.

Minister's Dialogue with the Nonprofit/Voluntary Sector Regional Dialogue Summary

Participant Comments: Fort McMurray - December 16, 2009

Capacity Challenges of Sector Organizations

- There is growing need for access to workable, affordable office and program space.
- There is a desire to communicate more and "connect" across region and sub-sector, however it requires contact information, effective communication mechanisms and more time.
- It is often difficult to access information on the sector including current research and studies.
- Training is needed for the sector in risk management and how to catalyze shared services.

Human Resources Challenges of Sector Organizations

- The Fort McMurray region is characterized by a relatively transient population of volunteers, staff and clients.

Funding Challenges of Sector Organizations

- Concern about the prevalence of short term and/or project funding versus long term funding with flexibility.
- Corporate sector support has decreased since the recession began.

Participant Comments: Grande Prairie – December 17, 2009

Challenges of Sector Organizations in Smaller Communities

- Relative to Edmonton and Calgary, the region has a smaller population to draw on for volunteers, board leaders and funding partners.
- The cost of audits is becoming a growing problem – especially in a community with fewer audit professionals supplying the service. There is a need to review the *Societies Act*.
- It is difficult to connect with other regional or related sub-sector organizations.
- There are increasing expectations for the sector to advocate for the community.
- Populations and demographics in the area are changing and assistance is required to adapt.

Government-Related Challenges

- Provincial government departments need to work together in a more seamless manner; there is concern that participation in one department's program may make organizations ineligible for new funding from another department.
- Social Service organizations often act as a bridge between different departments to advocate for clients who have fallen through the cracks.
- Government has created quasi-government organizations which then compete with local organizations for funding.
- Government staff in Edmonton are not aware of what is happening at the grass roots level or what northerners must do to make things happen, yet they make decisions on eligibility criteria for funding.
- Government has a role to help organizations apply to appropriate funders and to connect organizations with similar intentions.

Minister's Dialogue with the Nonprofit/Voluntary Sector Regional Dialogue Summary

Participant Comments: Lethbridge – January 7, 2010

Human Resources Challenges of Sector Organizations

- There is a need to attract and retain youth as employees and volunteers. Potential solutions could include:
 - An expanded STEP¹ program;
 - Funded internships;
 - Forgiving of student loans in exchange for volunteer service;
 - Longer term contracts through stable funding;
 - Expanded Co-op Programs;
 - Providing school credits for volunteer hours; and
 - Increased use of technology.
- The question was raised as to whether it would be possible for government support to create more prevalent and attractive workforce benefit packages. The sector has already created OASSIS Employee Benefit Plan².
- Recognition and financing for the training role provided by some sector organizations would be beneficial.

Funding Challenges of Sector Organizations

- Government support to existing sector efforts to educate on fundraising process and other staff training would be appreciated.
- There is a large burden of bureaucratic reporting to multiple funders, including government ministries.

Capacity Challenges of Sector Organizations

- The desire to communicate more and “connect” across organizations and with funders was discussed.
- Incentives and resources for co-location are needed.

Participant Comments: Calgary – January 8, 2010

Provincial Government Activity related Challenges

- It is challenging to deal with multiple ministries. The sector would be better served if Ministries could collaborate more. The question was raised as to whether a common form or access point or one stop shop could be created so that organizations would only need one point of contact with government.
- The example of Service Alberta's BizPal³ was cited as an innovative project that provides entrepreneurs with simplified access to information on permits and licences that they need to establish and run their businesses.
- The toughest decision for funders is deciding which projects have the greatest community impact.
- A question was raised as to whether government could encourage Albertans to “give-back” through donations.
- It would be beneficial if government could find a way to better assess the effectiveness of sector organizations it funds.

Minister's Dialogue with the Nonprofit/Voluntary Sector Regional Dialogue Summary

Funding Challenges of Sector Organizations

- Government's funding challenge should not be about the number of sector organizations but about the effectiveness and accessibility of their programs or services.
- All funders should be better informed of challenges facing sector organizations and potential solutions. The question was raised as to whether there be another ANVSI Funders Forum.
- Organizations should be able to focus their efforts on specifically identified outcomes and not required to focus on externally imposed measures of activity that may not be related to outcomes.
- Organizations must encourage and enhance the "giving side" of private corporations.
- Some sector organizations are finding creative ways to reduce audit costs.
- Other examples of cost-saving measures included shared administrative services and shared office and program space.

Aboriginal Issues - Inclusion in the broader discussion

- Aboriginal organizations are doing many good things and should be seen as a positive support and asset to the NPV sector.

Participant Comments: Red Deer – February 1, 2010

Promoting Value of the Sector

- There is a need to emphasize the positive return on investment to funders and society.
- The nonprofit/voluntary sector is Alberta's essential "social infrastructure."
- There is a need to identify, bolster and promote the value of working in the sector including government assistance on an Employee Benefit Program.

Capacity Challenges of Sector Organizations

- Recruitment and retention of staff, board members and volunteers is increasingly difficult.
- Training through web-based video conferencing supported by Culture and Community Spirit would be beneficial – especially board development/ governance training for board members.
- Organizations could collaborate more readily if ministries worked together.
- Although collaboration is a solution, the government must recognize the associated costs.

Funding Challenges of Sector Organizations

- It would be beneficial to determine what more could be done to tap the corporate sector for funding and volunteers.
- The costs of non-program components of administration, reporting, audits and computer software are high.
- The use of outcome measures was supported, yet reporting can be onerous.
- There is increasing competition for a few constrained funding pools.

Minister's Dialogue with the Nonprofit/Voluntary Sector Regional Dialogue Summary

Participant Comments: Edmonton - February 2, 2010

Sector Networking and Dialogue

- Participants indicated satisfaction with the opportunity to have a dialogue with each other and also with the Minister.
- More sector/government meetings would be welcomed, especially if there was more time allowed for sector interaction.

Provincial Government Activity related Challenges

- Policy will be improved by inviting the sector early to policy discussions.
- Nonprofit/voluntary sector clients often have complex challenges.
- Government silos, regulations and accountability requirements can be a barrier to effective service delivery.
- Sector organizations cannot gain access to government programs that are designed for businesses.
- Government should focus on the root causes of poverty. Focus on the foundational issues.

Capacity Challenges of Sector Organizations

- There is a desire to connect and collaborate across sector, yet there are many barriers.
- It is difficult to access information on the sector; research, studies and innovative practices.

Funding Challenges of Sector Organizations

- The ability to access the limited pools of funding was noted. There is a perception of an uneven playing field for large and small organizations. Each has unique challenges.
- Some government funding rules are simply too restrictive.
- Some funding cuts will not likely save money. For example, clients with complex needs will continue to have complex needs and if removed from one funding program, they will become clients of another program or service.

Minister's Dialogue with the Nonprofit/Voluntary Sector

Online Dialogue Summary

Online Dialogue Question 3 - What do you see as priority areas to ensure service continues to be provided to Albertans who are the most vulnerable?

- Funding for prevention and early intervention initiatives were cited by a number of respondents as priorities. Other suggestions included providing more flexibility in funding for agencies by providing adequate multi-year funding support with less onerous reporting requirements.
- Several identified strengthening the relationship with government as a priority – specifically that policy should be created on a cross-ministerial basis and in partnership with the organizations who will be delivering the programs.

Online Dialogue Question 4 - What practices have been effective in managing your organization's operations to meet your mandate in these challenging times?

- Respondents indicated that most organizations are coping, but some noted that given the degree and nature of the cuts they've had to make they have concerns for the longer term. Many indicated that cuts have been made to areas that don't immediately affect clients such as administration, salaries and supplies.
- Where numbers of staff had to be reduced, volunteers have often stepped forward to help fill the gaps. Concerns were expressed about the sustainability of this increased reliance on volunteers before volunteer burnout sets in. Volunteers still need to be supervised and their contributions coordinated.
- Some indicated that their strong leadership, an increased focus on core services and the practice of continually evaluating programs to ensure best practices are being followed was helping.
- A number spoke of seeking out, or reinforcing, collaboration, partnership and sharing of services and being proactive in terms of communicating with their government.
- Numerous other practices were identified, including:
 - Diversification of funding sources
 - Shared services (HR, Administration, IT, etc.)
 - Co-location
 - Searching for and implementing innovative practices
 - Being efficient
 - Seeking sector partners
 - Seeking community partners
 - Seeking corporate partners
 - Re-focusing on core services
 - Green practices (reduce, reuse, recycle)
 - Volunteers working longer hours
 - More fundraising
 - More evaluation of current practices
 - Strong administration
 - Strong fiscal management
 - Quality staffing
 - Communications planning
 - Delaying repairs
 - Sharing events with others in sector

Minister's Dialogue with the Nonprofit/Voluntary Sector Online Dialogue Summary

Online Dialogue Question 5 - What successes and challenges have you had in working with other organizations to address community needs?

- There were a number of examples of leveraging limited resources through collaboration or partnership with others in the sector. However, it was also noted that time and resources must be invested in collaborations to be successful.
- Partnering with government was a challenge due to a perceived lack of continuity of program guidelines and contact persons.
- A few respondents noted that "others" including citizens, sister organizations, funders or governments, did not fully understand the benefit of their organization to the community.

Online Dialogue Question 6 - Financial support aside, what could the provincial government do to help you address these major challenges?

- A few respondents said that the provincial government could assist in promoting the value of the sector and volunteerism through marketing - helping the public understand the essential contributions of the sector and encourage corporate philanthropy.
- Other suggestions included:
 - Continuing to offer training opportunities;
 - Exploring incentives like tax breaks to promote volunteerism;
 - Introducing mechanisms in government to generate horizontal strategies that recognize the whole person;
 - Assisting with research into barriers to access; and
 - Considering providing surplus or under-utilized government space for sector offices or programs.

Online Dialogue Question 7 - Who else could help?

- Suggestions for who else could help included:
 - Local businesses should be engaged in local communities;
 - Work across ministries and between levels of government should be more responsive and enabling (less red tape);
 - Capacity building organizations (e.g. Edmonton Chamber of Voluntary Organizations, Calgary Chamber of Voluntary Organizations or Volunteer Alberta) play a critical role;
 - Organizations should support each other more at the local and sub-sector level;
 - The support of foundations is essential to the functioning of the sector; and
 - Volunteers are the engine of the sector – sector, as a whole, should do more promotion of volunteerism.

Online Dialogue Question 8 - Other comments on the Non-profit/Voluntary Sector.

- Many respondents indicated that the Minister's Dialogue was seen as an important discussion. People who participated are now looking to see action on some of the suggestions.
- There is significant pride in the nonprofit/voluntary sector. Many noted the valuable volunteers and staff and indicated that the sector is full of committed, passionate people who share similar values and beliefs about community service.
- The work of the sector creates social value which generates tangible economic benefits. The sector needs to be valued equally with the private and public sector. A strong voluntary, social profit sector is a key pillar of life in Alberta. We need the private, public and voluntary sectors working together to improve quality of life for all.

Minister's Dialogue with the Nonprofit/Voluntary Sector End Notes

¹ Summer Temporary Employment Program (STEP) is a program element under the Training for Work program. It was developed by Alberta Employment and Immigration and community partners to help students who would benefit from temporary employment during the spring and summer months.

STEP encourages the hiring of students across Alberta during the months of May to August. Its primary intent is to provide meaningful summer employment to:

- stimulate the creation of new and/or additional employment opportunities,
- stimulate the creation of career-related employment opportunities for students,
- stimulate the creation of employment for students studying away from home, in their home communities,
- enhance employer awareness to youth workers and the unique contributions they can make to an organization,
- support skill development opportunities

Community-based, not-for-profit organizations can apply for STEP funding.

For more information on STEP, go to: <http://www.employment.alberta.ca/CES/3158.html>

² OASSIS is a not-for-profit employee benefits provider for community-based organizations in Canada. For more information on OASSIS: <http://www.oassisplan.com>

³ BizPaL is an innovative project that provides entrepreneurs with simplified access to the information on permits and licenses that they need to establish and run their businesses. This unique partnership among federal, provincial, territorial, regional and local governments is designed to cut through the paperwork burden and red tape that small business owners encounter.

Minister's Dialogue with the Nonprofit/Voluntary Sector Attendees

Fort McMurray

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|---|-------------------|
| Volunteer Wood Buffalo | Cassandra Flett |
| Volunteer Wood Buffalo | Paula Ognoski |
| McMan Youth, Family and Community Services | Jack Smyka |
| Nonprofit Sector Link | Ed Kamps |
| United Way | Diane Shannon |
| Regional Municipality of Wood Buffalo - Culture and Arts Branch | Koralee Samaroden |

Grande Prairie

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| Victim Services High Prairie | Janet Porter |
| Grande Prairie Volunteer Service Bureau | Jacqueline Hutton |
| The Community Village Society of the Peace Country | Brenda Moore |
| United Way of Grande Prairie and Region Society | Gladys Blackmore |
| Grande Prairie Friendship Centre | Melodie Wilton |
| Pioneer Museum Society of Grande Prairie and District | Trenton Perrott |
| Canadian Paraplegic Association (Alberta) | Winona Lafreniere |
| Canadian Paraplegic Association (Alberta) | Dale Williams |
| South Peace Regional Archives | Irene Nicolson |
| Grande Prairie County Family and Community Support Services | Kathleen Turner |
| Evergreen Park (Grande Prairie and Area Agriculture and Exhibition Society) | Bridget Henniger |
| Providing Assistance, Counselling and Education (PACE) Sexual Assault Centre | Jacqueline Aitken |
| Milestone Consulting | Darcie Acton |
| Grande Prairie and Area Safe Communities | Carla Shkwarok |
| Grande Prairie – Wapiti Constituency Office | Tymmarah Zehr |
| Peace Parkland Naturalists | Margot Hervieux |
| Community Foundation of Greater Grande Prairie | Tracey Vavrek |
| Grande Prairie Residential Society | Travis McNally |
| MLA, Grande Prairie – Wapiti | Wayne Drysdale |

Lethbridge

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| Alberta Farm Safety Centre | Chris Hogg |
| Canadian Mental Health Association | Deborah Chenery |
| City of Lethbridge | Diane Randal |
| Galt #8 Historic Mine Society | Les Toth |
| Galt #8 Historic Mine Society | Vivian Malmo |
| Gem of the West Museum | Duncan Lloyd |
| Grasslands Regional Family and Community Support Services | Darcie Fleming |
| Green Acres Foundation | Donna Coslovi |
| Historic Clay District | Barry Finkelman |
| Lethbridge and District Exhibition | Rudy Friesen |
| Lethbridge and District Exhibition | Bridget Mearns |
| Lethbridge College | Joyanne A. Mitchell |
| Lethbridge Community Foundation | George Hall |
| Lethbridge Family Circle Association | Tara Yagos |
| Lethbridge Family Services | Peter Portlock |
| Lethbridge Family Services | Sonny Zgurski |

Minister's Dialogue with the Nonprofit/Voluntary Sector Attendees

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| Lethbridge FCSS | Diane Randell |
| Lethbridge Food Bank Society | Mandy DeCecco-Kolebaba |
| Lethbridge Handicraft Guild | Celeste Pride |
| Lethbridge Handicraft Guild | Frances Schultz |
| Lethbridge Therapeutic Riding Assoc. | William Crust |
| Lethbridge YMCA | Richard Herbert |
| Nord-Bridge Senior Citizens Association | Randy Smith |
| Nord-Bridge Senior Citizens Association | Roberta Svennes |
| Police Point Nature Centre | Corlaine Gardner |
| Shaw International Centre for Contemporary Ceramics | Aaron Nelson |
| Streets Alive Mission | Ken Kissick |
| Volunteer Lethbridge | Laurie Ruff |
| West Wind Gymnastics Club | Merle Pyke |
| West Wind Gymnastics Club | Lynn Pyke |
| YWCA | Kristine J Cassie |

Calgary

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| Aboriginal Friendship Centre | Carol Mason |
| Aboriginal Friendship Centre | Cynthia Bird |
| Alberta Ecotrust Foundation | Pat Letizia |
| Alberta Health Services Board - Health Advisory Council | Sandra Robertshaw |
| Alberta Museum Association | Alexandra Hatcher |
| Alberta Wilderness Association | Christyann Olson |
| Alberta's YouthVOLUNTEER! Society | Edward Chow |
| Brown Bagging for Calgary's Kids | Bob McGinnis |
| Calgary Chamber of Voluntary Organizations | Katherine van Kooy |
| Calgary – Fort Constituency Office | Sandra Wilson |
| Calgary – Mackay Constituency Office | Krista Teldorf |
| Calgary Multisport Fieldhouse Society | Roger Davies |
| Calgary Multisport Fieldhouse Society | Helly Visser |
| Calgary Stampede | Tracey Read |
| Calgary Stampede Foundation | Sue Tomney |
| Canyon Meadows Community Association | Brenda Zunti |
| Child and Youth Friendly Calgary | Penny Hume |
| Citadel Community Association | Vivian Eaton |
| Community Kitchens | Marilyn Gynn |
| Erlton Community Association | John Peace |
| Family and Community Support Services - City of Calgary | Peter Both |
| Habitat for Humanity Calgary | Lisa Clement |
| Habitat for Humanity Calgary | Joanne ter Harmsel |
| Hull Child and Family Services | Lou Zaganelli |
| Immigrant Access Fund | Amal Umar |
| Junior Achievement of Southern Alberta | Adriana Simon |
| Kerby Centre | Luanne Whitmarsh |
| Kids Up Front Foundation Calgary | Kari Scarlett |
| Lakeview Community League | Judy Goodman |
| Lougheed House Conservation Society | Blane Hogue |

Minister's Dialogue with the Nonprofit/Voluntary Sector Attendees

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| Mustard Seed (Calgary) Street Ministry Society | Derek Fraser |
| Ogden House Seniors | Patricia Mills |
| Opportunity Works Calgary Incorporated | Jasmine Smart |
| Premier's Council on Arts and Culture | Amanda Affonso |
| Renfrew Educational Services | Lois Bladon |
| Royal Canadian Legion Branch 275 | Bob Gray |
| Sharp Foundation | Gerry Hart |
| Sharp Foundation | Floyd Visser |
| Telus World of Science - Calgary | Jennifer Martin |
| The Ethno-Cultural Council of Calgary | Marichu Antonio |
| TransCanada | Jamie Niessen |
| United Way of Calgary and Area | Debra Bartlett |
| United Way of Calgary and Area | Cesar Cala |
| Volunteer Calgary | Laurel Benson |
| Volunteer Cochrane | Brenda Denis |
| Woods Homes | Peter Wittig |
| YMCA Calgary | Helene Weir |
| YMCA Calgary | Tanis Cochrane |
| YMCA Calgary | Kelly Smith |
| YWCA Calgary | Jill Wyatt |
| Wing Kei Care Centre | Kathleen Ng |
| Woods Homes | Peter Wittig |
| Woods Homes | Doug Rogan |
| MLA, Calgary – Mackay | Teresa Woo-Paw |

Red Deer

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| Big Brothers Big Sisters of Innisfail | Cynthia Webber |
| Brain Injury Association of Alberta | Arlana Tanner |
| Catholic Social Services | Karen Murphy |
| Central Alberta Brain Injury Society | Jean Stinson |
| Central Alberta Women's Emergency Shelter | Ian Wheeliker |
| City of Red Deer | Linda Healing |
| Community Information and Referral Society | Dawna Morey |
| Community Capital | Kim Pasula |
| Family Services of Central Alberta | Walter Lidster |
| Golden Circle Senior Resource Centre | Geraldine Smith |
| Lacombe and District Family and Community Support Services | Maribeth Friesen |
| Medicine River Wildlife Centre | Carol Kelly |
| Piper Creek Foundation | Geoff Olson |
| Premier's Council on Status of Persons with Disabilities | Marlin Styner |
| Premier's Council on Status of Persons with Disabilities | Diane Gramlich |
| Red Deer and District Community Foundation | Janice Wing |
| Red Deer and District SPCA | Julie McInnis |
| Red Deer Chamber of Commerce | Tim Creedon |
| Red Deer Child Care Society | Rob Elliott |
| Red Deer Hospice Society | Brenda Watts |
| Red Deer Rural Victim Assistance Society | Gloria Derksen |

Minister's Dialogue with the Nonprofit/Voluntary Sector Attendees

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| Red Deer Synchronized Swim Club | Lyn Faris |
| Ronald McDonald House | Lyn Radford |
| Safe Harbour Society | Kath Hoffman |
| Safe Harbour Society | Lianne Hazell |
| Society for the Prevention of Cruelty to Animals - Hanna Chapter | Chara Goodings |
| The Leadership Centre Society of Central AB | Corolyn Brock |
| The Westerner Exposition Association | Michael Donlevy |
| The Westerner Exposition Association | Jim White |
| Tourism Red Deer | Darren Kuz |
| United Way | Heather Gardiner |
| Women's Outreach | Barb Barber |
| Youth and Volunteer Centre | David Murphy |
| MLA, Red Deer-South | Cal Dallas |

Edmonton

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| Alberta Association of Agriculture Societies | Tim Carson |
| Alberta Association of Services for Children and Families | Rhonda Barraclough |
| Alberta Committee of Citizens with Disabilities | Bev Mattiessen |
| Alberta Council for Global Cooperation | Heather McPherson |
| Alberta Recreation and Parks Association | Tim Burton |
| Alberta's Youth VOLUNTEER! Society | Tim Baier |
| ANVSI - Executive Director NPVS Table | Mark Holmgren |
| Alberta Recreation and Parks Association | Carol Peterson |
| Association of Fundraising Professional (Edmonton) | Jane Potentier |
| Big Brothers Big Sisters Society of Edmonton and Area | Liz O'Neill |
| Bissell Centre | Shelley Williams |
| Boyle Street Community Services | Lance Beswick |
| Boys and Girls Club | Ross Tyson |
| Centre for Race and Culture | Charlene Hay |
| Changing Together: A Centre for Immigrant Women | Josephine Pallard |
| Chrysalis | Sheri Lang |
| City of Edmonton | Jenny Kain |
| Crime Stoppers of Edmonton and Northern Alberta | Flavia Robles |
| Edmonton Chamber of Voluntary Organizations | Russ Dahms |
| Edmonton Community Adult Learning Association | Carol Aubee-Girard |
| Edmonton Community Foundation | Martin Garber-Conrad |
| Edmonton Family and Community Support Services | Colleen Burton Ochocki |
| Edmonton Federation of Community Leagues | Allan Bolstad |
| Edmonton Inner City Housing Society | Cam McDonald |
| Edmonton Korean Community Centre Foundation | Dr. David Bai |
| Edmonton Multicultural Coalition | Surma Das |
| Edmonton Social Planning Council | Susan Morrissey |
| Edmonton Sport Council | Gary Shelton |
| Edmonton's Food Bank | Frances Harley |
| En-Garde Fencing Club | Roger Hodgkinson |
| Juvenile Diabetes Research Foundation (Edmonton Chapter) | Barbara Armstrong |
| Kid's Kottage Foundation | Lori Reiter |

Minister's Dialogue with the Nonprofit/Voluntary Sector Attendees

MS Society - Alberta Division
Muttart Foundation
Norwood Child and Family Resource Centre
Old Strathcona Youth Society
Quality of Life Commission
Rural Alberta Development Fund
SAGE
Salvation Army Edmonton
Sexual Assault Centre of Edmonton
Special Olympics Alberta
Sport Central Association
St. Michael's Extended Care Centre Society
United Way
United Way
Volunteer Alberta
Volunteer Managers Group
YMCA - Edmonton
Minister of Employment and Immigration
Minister of Service Alberta
MLA, Edmonton-Calder
MLA, Edmonton-Ellerslie

Neil Pierce
Bob Wyatt
Bev Parks
Karen Drynan
Rev. Don Mayne
Judy Ferguson
Roger Laing
David Dickinson
Karen Smith
Carmen Wyton
Andrew Wigston
Pat Wilkes
Anne Smith
Barbara Dart
Karen Lynch
Leslie Cleary
Franco Savoia
Honourable Thomas Lukaszuk
Honourable Heather Klimchuk
Doug Elniski
Naresh Bhardwaj