

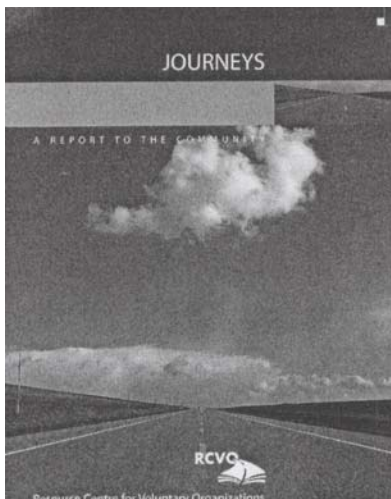
# Connections

YOUR INFORMATION DESTINATION



IN THIS ISSUE

## New look for RCVO!



As you've no doubt noticed, this issue of *Connections* arrives in your mailbox with a new look! It's part of the RCVO's new visual identity package that includes all of our communications and promotional materials. The new identity made its public debut with *Journeys: A report to the community*, an overview of our more recent activities, a brief summary of our history and a view toward our future.

We didn't undertake the process of creating a new visual identity lightly. It is one of the most

important tools we have to help us in communicating our message, and we knew it was important to put a great deal of time and consideration in arriving at the right solution.

After several attempts at finding appropriate imagery, we were led to the tagline: "Your information destination." From there, the rest of the solution fell into place. Our logo is a visual metaphor for the tag line – the stylized road that ends in an open book represents the journey that our clients take toward finding the information they need.

With our new identity, we wanted to send a clear message that the RCVO is the place for all nonprofit organizations to come for information they need to do their jobs better. A consistent, professionally presented identity across all of our materials will not only help us to keep the RCVO top of mind in the minds of our existing clients, it will also serve as a strong introduction to those people in the sector who we've not yet had a chance to work with.

Our reshaped identity also reflects the fact that the RCVO is constantly in step with the ever-changing nonprofit sector. We are

*(Continued on page 2)*

New look for RCVO	1
The Lois Hole Collection: A legacy continues	3
Multicultural fundraising: Embracing diversity in philanthropy	3
Muttart Fellow writes on managing change	5
Courses	6
Learning Opportunities	7
Paradise paved over	8
To be or not to be...a Society, a Part 9 Company, a Canada Corporation, a Charity or a Public Foundation	10
Book Review	12

*We make the road,  
others will make the  
journey.*

*Victor Hugo*

(Continued from page 1)

constantly mindful of the need for our organization to be strategically nimble and sharp – to move forward with our clients, wherever they go.

We came away from the process with a renewed sense of vitality and enthusiasm for the work that we do. Our team now has a very clear picture of what the next years will look like for the RCVO as we travel along the road to a stronger voluntary sector.

As many of you may know, our services include information, consulting and referral services – our staff are your most valuable resource. We also house one of the most extensive resource collections related to the sector – approximately 6000 books, periodicals, journal articles, conference and research papers, and multi media materials. For organizations who are researching options for fundraising targets, we provide access to proprietary databases of donor organizations, including *Imagine Canada's*

*Directory to Foundations* and *iWave's Prospect Research Online*. Our office also sells a selection of sector-related publications. And, for those who can't visit us for reasons of time or distance, RCVO On the Road literally carries our resources and expertise to voluntary sector events in communities throughout Alberta.

Our services also include a comprehensive website ([www.rcvo.org](http://www.rcvo.org)), which has a new look and some improvements that make it more comprehensive and user friendly. The website will soon be more dynamic and will feature regular articles related to developments in the sector.

Our new identity was made possible through a generous grant by TransCanada Pipelines. Their support, and that of our program funder, The Muttart Foundation, are crucial to our ability to provide services to the voluntary sector.

We're very excited by our new look, and invite you to come along as we continue our journey!☑



### **New HR Council for the voluntary/non-profit sector!**

Visit the new home of HRVS (*Developing Human Resources in the Voluntary Sector*) website that provides free practical tools and information on human resources material for non-profit organizations:  
(<http://www.hrcouncil.ca>).

### **New HR Council ...**

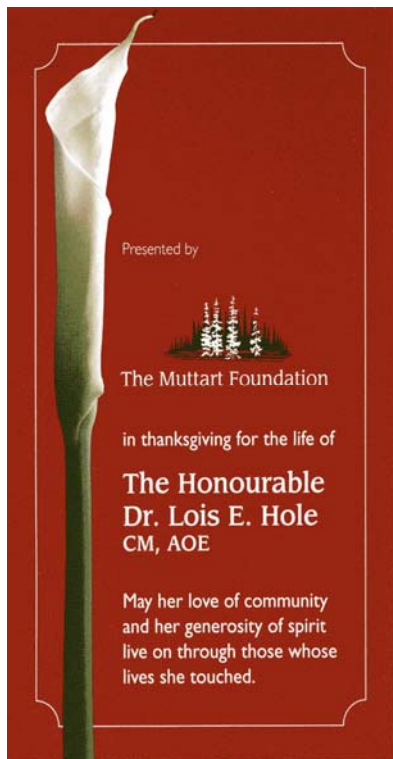
The HR Council for the Voluntary/Non-profit Sector is an independent non-profit organization, funded by the

Government of Canada's Sector Council Program, that provides leadership on issues related to paid employment in the voluntary/non-profit sector. It brings sector employers and employees together to work collaboratively on research, strategies and action.

### **Background ...**

The Capacity Joint Table of the Voluntary Sector Initiative (VSI) identified human resource capacity as a major issue for voluntary sector organizations now and in the future. The

Government of Canada, through the VSI, funded the Developing Human Resources in the Voluntary Sector (HRVS) project to address these issues. Following several years of activity, the HRVS and NLI (National Learning Initiative) projects have moved to the HR Council for the Voluntary/Non-profit Sector. With support from the sector council, the valuable work done on these earlier projects has achieved a new level of security.



**The Lois Hole Collection:  
A legacy continues**

Albertans young and old knew and loved the late Lois E. Hole for her warmth of spirit and her tireless devotion and passion for issues such as community service, voluntarism and philanthropy. In recognition of the late Dr. Hole’s dedication to these causes, The Muttart Foundation recently conferred a special grant of \$10,000.00 to establish the Lois E. Hole Collection in the libraries of both the RCVO and Volunteer Calgary.

The Foundation wished to continue Dr. Hole’s legacy by creating collections of books that represent some of her passions and making them available to both charities and the broader voluntary sector. The RCVO and Volunteer Calgary will choose the materials for their

collections and make them available on a reference or loan basis to both charities and the broader voluntary sector. Each book in the collection will be marked with a specially designed bookplate (pictured here) and bookmarks have been designed to recognize the gift.

“This donation will make an important addition to the already strong foundation of sector-related knowledge throughout the entire province,” commented the RCVO’s Lynda Robertson. “We are thrilled at the prospect of so many new acquisitions to our collection, and are so deeply honoured that we will be able to do something in the name of such an exemplary community-conscious individual.” □

**Multicultural fundraising:  
Embracing diversity in  
philanthropy**

by Keith Turnbull

**Diversity** has been defined as the quality or state of encompassing people of a different race, ethnicity, gender, religion, physical ability, age, sexual orientation or income.

**Philanthropy** has been defined as the love of humanity as demonstrated by voluntary action for the public good.

It has been said that the tragedy of the human condition is that the very things that make us interesting, culturally important and progressively brilliant are our differences, and these are also the

principle reasons for our prejudices.

Philanthropy is, by definition, inclusive. If we limit philanthropy to the “mainstream”, the middle class, the wealthy, we are likewise limiting humanity. We must, in short, embrace diversity including all of its challenges and opportunities.

According to Statistics Canada, 23% of people living in Edmonton were born outside of Canada, 20% of Edmontonians are “visible minorities” and another 5% identify themselves as Aboriginal, a figure which is considered low, as many are out of reach of the census. It is estimated that between 5 and 10 % of our population are gay or lesbian.

The Fund Development Community has similarities to other professions and organizations in that, to be successful, it must address issues of diversity (or lack of diversity) within the profession itself. It is fair to say that at present our profession is not representative of the diverse population surrounding us and with whom we must work.

Our profession needs to embrace diversity, by examining values and challenges, by creating an environment of inclusiveness, by examining our assumptions, by accepting differences and by learning from and about others.

By way of example, some people assume that New Canadians just don’t understand philanthropy.

*(Continued on page 4)*

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But in reality, sharing is a way of life for families and communities in most if not all cultures. Money may be sent to the home country to help relatives. It may be given to the local spiritual centre, which may be the hub of the community. It may go to supporting newlyweds or to help another family pay for a wedding. It might be given to extended family members or godchildren to advance their education. Much of this giving will not show up in statistics, because it will not be receipted. Does this fit into our earlier definition of philanthropy? Of course it does!

Another assumption is that it is mainly the wealthy and mainstream that give to major charities. But United Way campaigns show that this is not necessarily true. Analysis of a campaign in San Diego showed that African and Hispanic Americans gave a higher percentage of their income to the United Way than did White Americans. They gave “to help people and because they were solicited at work”. (United Way Multi-Ethnic Research Project, San Diego, 1996). In Edmonton, I am sure a similar analysis would show that this trend was true for the United Way and other charities that affect everyone in the community. The lesson here is that we must continuously examine our assumptions.

We need to develop plans of action that apply sound fund development principles as in all fund raising. We have to do our homework, get out into the community, meet people, talk to them and find out what is important to them. We need to bring community members onto committees and advisory groups and we need to learn the history of the community.

Does the charity we represent really benefit diverse groups, or is it seen as a nice middle class program that has no impact on the group?



As we develop strategies for different groups, developing and cultivating prospects will follow. Since different communities may have different traditions, we should be open to trying new things. I offer an example from the campaign to raise funds for a new library in Riverbend, where there is a large community of people of Chinese origin. One fundraising instrument, as proposed by the community, was a Karaoke night, where guests were encouraged to sing by bidding with cash donations. One local politician was a big hit, and brought in the most money that night.

Finally, here is a checklist for getting started.

- Include members from diverse groups on our committees or advisory groups.
- Remember that people give because they believe in the cause. Ask yourself why they would want to support your organization.
- People give to people they know, trust, like and respect.

- When soliciting, be sensitive to cultural needs. There may be holidays, for example, when it is not appropriate to bother people.
- Just as follow up and recognition needs may differ between individuals, they can also differ between groups. For some, it is important that only the community, not the individuals, be named. For others, it may be important that the donor have their name in a prominent place, to show leadership by example.
- Try new things. Don't be afraid to take some risks, but do your homework and get to know people. When your intentions are trusted, it is much easier to correct a mistake, and with knowledge you are much less likely to make a big mistake. If you do mess up, correct it the next time. Remember that most people are forgiving if they know you and believe that you are trying your best.
- Have patience. Good things take time to develop and grow.

There are no easy formulas as to what works or does not work. Fundraising with diverse groups requires a depth of understanding of the people you are working with. Get out there and get started! ☐

*Keith Turnbull recently retired from his position as Associate Director of Community Relations and Corporate Development at the Edmonton Public Library. He also worked with a team of Library staff to develop and present a mandatory cross cultural staff training program “The Open Door: Embracing Diversity in the Library.”*

## Muttart Fellow writes on managing change

by Laura Berezan

In *Daunting Tasks; Dedicated People: Stories in the Management of Change in HIV/AIDS Organizations*, a newly released Muttart Fellowship book, author Sherry McKibben reflects on how the nonprofit/voluntary/charitable sector, and AIDS service agencies, in particular, cope with systemic change. It presents material and ideas that will help increase our understanding of the dynamics of change and the management of change in HIV/AIDS work and in the third sector in general.

As Executive Director of HIV Edmonton, Sherry McKibben managed a process of change that has never really stopped. She learned that highly skilled staff and organizations can become bogged down in the politics of prioritizing demands with diminishing resources. It was clear that managing change was an arduous task.

McKibben held open-ended interviews with colleagues in human service organizations in Canada and the United States. The material in this book reflects these individuals' experiences with the change process within their organizations. It notes that the history of the charitable/nonprofit sector has seen dedicated people stepping forward to undertake daunting tasks because they needed to be done. These people can and do become overwhelmed with the process of change that is at the heart of their work.

She suggests that new ways of thinking and new management strategies based on quantum and chaos theories are needed. Financial resources and a commitment of time are needed to

support people in professional development and learning opportunities. Practical supports such as leaders' circles and management assistance programs are needed. The development of programs that support learning and leaders in the nonprofit sector will increase the capacity to manage the change challenges which lie ahead. And finally, 10 no nonsense rules for managing change are pulled from the stories.

### Sherry's Rules for Managing

***"Whenever I am in a large gathering of HIV+ people, I am overcome with despair. So much pain, so much trauma, so much struggle to cope with living."***

***... Sherry McKibben***

### Change

1. Leaders have the **power** to change people's lives.
2. Your **excitement** about change is not shared by everybody around you.
3. Slow down and **create space** for change.
4. You cannot **communicate** enough – or say it again, and again, and again. Say things clearly and often.
5. When the going gets tough, effective leaders **get help**.
6. Develop **self-care strategies** which help to maintain balance.
7. In managing change in human services, the **maintenance of relationships** is also an

objective - perhaps even the most important objective.

8. Staff and others will think you know more that you are telling because you are the leader, and they need to have **confidence** that you know where you are going.
9. **Be prepared** for some people to be really unhappy no matter what you do.
10. In changing organizations, **learning** is your optimum option. If you aren't willing, then leaving is the other option. (p.240)

Jeffery Shea, Executive Director of HIV West Yellowhead, read the book and said, "I must say it is an extraordinary piece of work. As someone who is relatively new to the field, I believe it will be of enormous value to me moving ahead. As a small agency facing a fair bit of change ourselves, I believe your book will become regarded as an indispensable tool within HIV West Yellowhead. Congratulations on a marvelous job!"

This book will be a valuable resource not only for AIDS serving organizations but all nonprofit/voluntary sector organizations that have dedicated people stepping forward to undertake daunting tasks. The process of change is one that every organization faces and Sherry McKibben provides a thoughtful look at that process. ☐

*Laura Berezan is a Research and Information Consultant at the RCVO. She can be reached at [berezanl@macewan.ca](mailto:berezanl@macewan.ca).*

*This book can be purchased from the RCVO (see order form on website at [www.rcvo.org](http://www.rcvo.org) or from Volunteer Calgary at [www.volunteercalgary.ab.ca](http://www.volunteercalgary.ab.ca))*

# Courses

## MACÉWAN

### Voluntary Sector Management Program

#### Education that works ...

Are you ...

- a staff member or volunteer wanting to enhance your workplace skills?
- a career changer looking for a meaningful career path?
- a consultant to nonprofit organizations who wants to diversify your services?
- an employer interested in workers who can apply new skills immediately?
- a community partner interested in an expanded perspective?

Make a difference through a career in Voluntary Sector Management. Enhance your skills in:

- Volunteer Management, and/or
- Fund Development

Work with staff and volunteers in the nonprofit human and social service, cultural, leisure, sport, education, and religious organizations.

#### Convenient formats to fit your lifestyle ...

The Voluntary Sector Management Program offers flexible learning opportunities facilitated by experienced practitioners. Enjoy the convenience of learning in our classrooms, at home, or in your workplace.

#### Classroom

On-campus courses are offered in daytime and evening workshop style formats. Classroom courses emphasize group interaction and discussion, which complement applied learning assignment. Instructors are experienced practitioners in their areas of interest.

#### Self Paced/Distance

Self paced/distance courses allow for independent study at a time and pace convenient to you. All courses are supported by telephone/e-mail tutors and study guides. A student manual accompanies each course and assignments are forwarded by e-mail, mail or fax.

#### Web Enhanced Self Study

Combine the flexibility of learning at your own pace with the benefits of online interaction with your instructor and other students. Courses are completed in 12-14 week terms. You receive learning materials and then join an online community of learners who share interests and experience. You work independently with course materials and activities, while also joining in related discussion, learning activities, and research online. Students require Internet access to participate.

#### E-Campus Alberta

Several Voluntary Sector Management Program courses are available, fully online, through the E-Campus Alberta Consortium. Students work online at their own pace without joining other learners. Online tutor support is available.

Register now for all Fall term courses. For more information, contact: Pat Sonnenberg at **780-497-5268**, e-mail: **sonnenbergp@macewan.ca** or go to **www.macewan.ca/vsm** to view/download the Fall schedule.

#### We're Changing & Growing

The Voluntary Sector Management Program (VSMP) is developing additional programming to serve you and the community better. Effective June 2006 many current courses and credentials will make way for new learning opportunities and admission requirements. To ensure you are able to complete all courses required for the current Certificate in Voluntary Sector Management (Fund Development or Volunteer Management Majors), please plan accordingly. Students applying to the VSMP for admission in Fall 2005 should be prepared to complete all current courses by June 2006. Current part-time students planning to complete the existing Certificate should contact the VSMP office at **sonnenbergp@macewan.ca** or **780-497-5268** to discuss their plans for completing the program within the required schedule.

# Learning Opportunities

## **The Muttart Foundation Lecture 2005**

**Stephen Lewis**

**Saturday, September 17, 2005  
Maclab Theatre at the Citadel  
3:30 p.m.**

The Muttart Foundation is proud to present a public lecture by well known humanitarian, Stephen Lewis. Passionate and determined, he has worked to improve the human condition both at home and abroad. Be in the audience to hear his views on the voluntary sector and civil society.

- UN Secretary-General's Special Envoy for HIV/AIDS in Africa
- Companion of the Order of Canada
- Pearson Peace Medal - United Nations Association in Canada
- "Canadian of the Year" - MacLean's magazine
- "One of the 100 Most Influential People in the World" - TIME magazine

Tickets available August 2nd from the Citadel Box Office, \$10 each. Reserved seating. For more information, phone 780-425-1820.

## **Increasing Effectiveness: Assessing Your Volunteer Program Management Practices**

**Presenter: Nadine Maillot  
Tuesday, September 27, 2005  
9:00 a.m. - 12:00 noon  
St. Albert, AB, or  
Wednesday, September 28, 2005  
1:00 p.m. - 4:00 p.m.  
Sherwood Park, AB**

Whether you manage a volunteer program that has been around for a while or you are in the process of developing a new one, it is important to evaluate the program components against the "industry standards." If you are looking for

an opportunity to learn more about the Canadian Code for Volunteer Involvement (CCVI) and how you can effectively assess your current and future program plans, then this interactive session is for you.

To register visit [http://www.st-albert.info/index\\_frames.html](http://www.st-albert.info/index_frames.html) or <http://www.ivestrathcona.org/scripts/educationopps.htm>

## **Fundraising Success: Where to Start & How to Build It!**

**Saturday, October 1, 2005  
Grant MacEwan College  
9:00 a.m. - 4:00 p.m.  
Cost: \$30 includes lunch**

Achieving success takes resources! Are you raising funds in a small organization; or starting a new fund development program; or just learning the basics? Then this workshop is for you. Come and explore the answers to key questions on regulations, the people needed on your development team, the right tools to use, and how to compete with high profile campaigns. Visit [www.rcvo.org](http://www.rcvo.org) for more details.

## **Strengthening Volunteer Boards**

**Saturday, November 26, 2005  
9:00 a.m. - 4:00 p.m.**

As a board member of a nonprofit organization, have you ever wondered ...

- What are my legal and ethical responsibilities?
- What role do I play in governing our organization?
- How can our board organize its work fairly and efficiently to avoid volunteer and staff burnout?
- How can we develop policies that will help us make consistent decisions?

- How can we encourage teamwork between the board and staff?

If you're a new board member wanting to learn more about your role, or an experienced board member wishing to enhance your skills and work effectively as a team member, this workshop is for you. Workshop content will focus on incorporated and nonprofit organizations and is not appropriate for advisory boards. Limit of three board members per organization please.

Contact Colleen Mead for registration information at [meadc@macewan.ca](mailto:meadc@macewan.ca).

## **The Knowledge Development Centre Launches its 2006 Funding Competition!**

Imagine Canada is pleased to announce the Knowledge Development Centre's 2006 funding competition. The Knowledge Development Centre provides funding to nonprofit and charitable organizations and post-secondary institutions to conduct research on volunteering and volunteerism. In 2006, the Knowledge Development Centre will fund research projects that address the following themes:

- Volunteer Experiences
- Communities of interest
- Research reviews of volunteers and volunteerism in Canada
- Developing Leadership

Please visit <http://www.kdc-cdc.ca> and click on "Applying for Research Funding" to find the 2006 Application Guidelines, the 2006 Application Form, and an updated version of Tips for Developing a Research Project. Application deadline is Friday, September 16, 2005, so don't delay!

## Paradise paved over

by Linda L. Graff



Communities as we know them would not exist without volunteers. Literally. Without volunteering our cities would be wastelands, devoid of nearly all that is humane. Consider these few illustrations:

- recreational, education, and health services would be pared to the bone and many would simply die off without volunteers
- the arts and cultural dimensions of community that enrich our lives and our spirits would surely fail to exist
- faith communities would wither
- disaster services including firefighting, paramedics services, and search and rescue teams in many small communities would be skeletal at best, non-existent at worst
- the political system would fail without all those volunteers who organize fundraisers for their candidates and put those annoying signs on our lawns
- self-help organizations would, by definition, cease to exist
- there would never be another parade and no one would ever experience the joy of a church choir

- youth leadership and mentoring programs would lose their vital volunteer workforce
- the hospice and adult literacy movements would lose their essential volunteer workers without volunteer advocates, the environmental lobby, the social justice movement, civil rights, and most other activist agendas would simply cease to exist.

Like Joni Mitchell warned us decades ago, you don't know what you've got 'til it's gone, and volunteering is like that. Most people don't have any idea just how important it is, and how much we simply take it for granted. Only when you stop to think about how things would look without volunteers do you really begin to get a sense of how big, pervasive, important, vital, and yes, essential, volunteerism really is.

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**Like Joni Mitchell warned us decades ago, you don't know what you've got 'til it's gone, and volunteering is like that.**

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The irony is that the place that volunteering is most invisible is at the top levels of the very organizations through which it takes place. Boards, senior administrators and many staff have virtually no idea of what volunteers really do. They do not really understand the work of volunteers or the essential contributions they actually make. Volunteers are still seen as "fluff" - as menial workers doing menial work. Managers of volunteers are still found at the bottom of organizational

hierarchies; last hired, first fired, receiving the least pay of all managers and generally dead-ended in positions that lead nowhere.

Most board members and senior staff would be stunned to find out the extent to which their organizations' very existence (through volunteer fundraising and public relations), their programming (through direct provision of service by volunteers), and their governance (by volunteer board members) are fully reliant on the ongoing participation of volunteers who show up day after day, week after week, once again in spite of the pernicious neglect with which they are treated by those very same agency executives. Oh sure, there are exceptions, but be honest. The exceptions are in such a small minority that they just serve to illustrate the scale of vision impairment that characterizes the vast majority of their sister organizations.

And, after 25 years in "the biz," this is the one thing that I see that has remained virtually constant, despite all of the profound changes that have reshaped our sense of community and the human service delivery systems on this continent.

How can this be, I ask myself, year after year. Surely this will be the year that real change begins, I think to myself. And year after year it's business as usual.

Managers of volunteers continue to tell me in my workshops across North America (and beyond) that they struggle with increasing workloads and decreasing resources. Pushed to significantly increase numbers of volunteers without accompanying funding to effectively manage that involvement has dramatically

*(Continued on page 9)*

(Continued from page 8)

increased risks and liability exposures in organizations, yet even the threat of anguishing and potentially ruinous legal action has not been enough to rock agency executives into action. I heard just

**At a time when volunteering has never been more important to our precious way of life, how is it that we can continue to take it for granted?**

a month ago of a program that links volunteers with isolated seniors. The work that the volunteers do gives them full disclosure of the financial positions of the older people they work with. The volunteers are paired with their older clients with virtually no screening. Why? Because the agency executive feels that the costs involved in thorough interviewing, criminal background checks, and a series of comprehensive reference checks are prohibitive.

Funders are pushing harder on organizations to engage volunteers and yet, infuriatingly, refuse to consider expenses for the coordination of that very volunteer effort as eligible for funding! It's as if volunteers can organize themselves. That might have been true 40 years ago, but the complexities of the 21st century have changed all of that. Recruitment of new volunteers is ever more difficult as citizens have dozens of attractive things to do with any precious spare time they might find in their increasingly hectic lives. Rising screening

standards now demand thorough inquiry for all positions of trust.

Scheduling around peoples' limited availability in and of itself is now complex enough to warrant custom computer programs in many mid- and large-sized organizations. If you place volunteers in positions of significant responsibility, you'd better follow up on their performance, support them when needed, and be prepared to step in to remove them if it turns out they can't do the job you need done. In the meantime, you need to keep on top of all kinds of policies, regulations, legislation, and legal precedents that bear on volunteer involvement and shift the notion of "due diligence" to ever higher standards. This calls for skilled and specially trained professionals, yet agency managers and funders still think just about anybody can do this work ... in their spare time.

At a time when volunteering has never been more important to our precious way of life, how is it that we can continue to take it for granted? How can it be that its well being is not on our social consciousness or our service agenda? Already we see signs of decline. Fewer volunteers are coming forward, even as more and more organizations need more and more volunteers to help pick up the slack created by budget cutbacks across the sector. The hope we held out for these mandatory service programs like required community involvement for students as a graduation requirement is being dashed. Turns out that making young people "volunteer" doesn't instill a volunteering spirit that is sustainable outside of the required service for most of them. As the baby boom generation which has been the mainstay of the volunteer labour force over the last three decades approaches older

adulthood, the expectation is that they will move away from volunteering just as generations of older adults have done before them.

Fair warning: if we keep our heads turned, they'll pave this volunteer paradise and we'll find ourselves in a desolate wasteland that once was vibrant community, wondering how it all fell apart and nobody noticed it was happening. ☐

*Linda L. Graff is the Senior Associate at Graff and Associates, a training and consultation firm that specializes in volunteer program management and not-for-profit management. Linda can be reached by phone or fax at 905-627-8511 or by e-mail at ll.graff@sympatico.ca. Her website is www.lindagraff.ca.*

Linda Graff has just released her latest book ...

**"Best of All: The Quick Reference Guide to Effective Volunteer Involvement."**

This is a concise compendium of best practices in volunteer coordination. Described as an "abundance of tips with a minimum of words," *Best of All* is a powerful tool for helping your volunteers to contribute their very best through your programs.

To order see enclosed form or visit our "bookstore" at [www.rcvo.org](http://www.rcvo.org)

**To be or not to be... a Society, a Part 9 Company, a Canada Corporation, a Charity or a Public Foundation**

by Dree Thomson-Diamond

Over the past several months a number of not-for-profit and charitable organizations have raised the question of organizational incorporation with me. For some of these groups, the answer has been straightforward – register as a Society provincially and as a Charity federally. However, for a few, other options needed to be taken into consideration. For all of these groups, coming to understand the structural options available to them have been an important part of the decision process.

For your information and bookmark purposes here are two very useful websites:

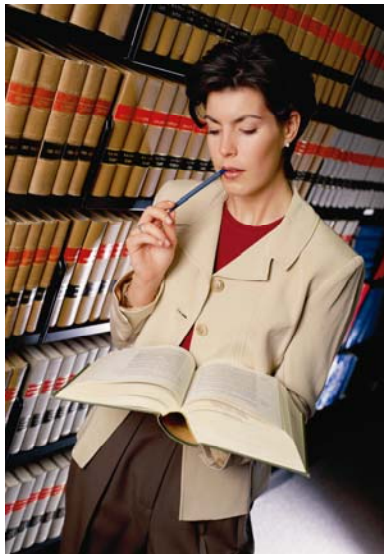
<http://www3.gov.ab.ca/gs/>  
[http://www.cd.gov.ab.ca/building\\_communities/volunteer\\_community/programs/bdp/services/resources/workbooks/drafting\\_Revising\\_Blyaws.pdf](http://www.cd.gov.ab.ca/building_communities/volunteer_community/programs/bdp/services/resources/workbooks/drafting_Revising_Blyaws.pdf)

**A Society, a Part 9 Company or a Canadian Company?**

At the provincial level of registration, when an organization seeks to establish not-for-profit status, there are a number of options available for consideration. In their book, *Board Development, Drafting & Revising Bylaws for Not-for-profit Organizations in Alberta* (available at the RCVO), The Muttart Foundation and Alberta Community Development outline the following Options for Incorporation:

**“a) Societies Act**

Most not-for-profit organizations in Alberta



incorporate under the *Societies Act*, a statute of the province of Alberta. Incorporation under this statute is the simplest and least costly way to become incorporated.

However, many organizations do not realize that this act does have one drawback, Section 3 of the *Societies Act* states:

3(1) Five or more persons may become incorporated under this Act for any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business.

This means that an organization incorporated under the *Societies Act* cannot be engaged in any type of active ongoing business operations, especially if these business operations are significant.

If your organization is involved in significant business activities, you should consider

one of the following alternatives when incorporating.

**b) Alberta Companies Act**

Many not-for-profit organizations in Alberta are incorporated under the *Alberta Companies Act*. One of the main advantages of incorporating under this Act is that an organization can engage in business activities. The *Societies Act* restrictions on such activities does not apply.

If your not-for-profit organization is, or will be, involved in a significant business operation of a permanent nature, seriously consider the *Alberta Companies Act*. A second-hand store to raise funds is an example of a business that a not-for-profit organization might be involved in.

**c) The Canada Corporations Act**

A not-for-profit organization may incorporate under a federal statute called the *Canada Corporations Act*.

Organizations that are national in scope and operate in many provinces are the only ones which should consider incorporating under this Act.

Incorporating under the *Canada Corporations Act* is similar to incorporating under the *Alberta Companies Act*.

Even if your organization operates in other provinces besides Alberta, you do not need to incorporate under the *Canada Corporations Act*. You can incorporate your society or not-for-profit company in Alberta and then register it in another province if you want to. This is usually simpler and

*(Continued on page 11)*

(Continued from page 10)

quicker than incorporating under federal law.

**d) Other Special Statutes**

There may be other special statutes under which incorporation can or should occur. The following are two examples:

- Organizations that operate using cooperative principles can consider the *Cooperative Associations Act*
- Religious congregations desiring to incorporate for the purpose of holding land can consider the *Religious Societies Land Act*.

These statutes are for special situations. Therefore, they are

not usually relevant to most not-for-profit organizations.

**e) Private Act of the Legislature**

A not-for-profit organization can be incorporated by a private Act of Legislature. This means a specialized Act of the province of Alberta is tailor made for a particular organization. This Act must be sponsored by a member of the Legislature who introduces it as a private bill. The procedure is rather complex and usually involves lawyers. This option is usually only used by a major organization which needs specialized legislation.”<sup>1</sup>

While registration as a not-for-profit organization does not, in and of itself, guarantee successful registration with the Canada Revenue Agency as a charity, public foundation or private

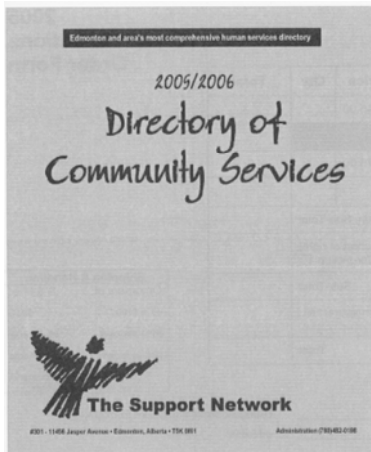
foundation, it establishes clearly defined terms of reference from which the application for federal incorporation can be undertaken.

Article two of this series will investigate Canada Revenue Agency’s web site resources (<http://www.cra-arc.gc.ca>) and their paper, Registering A Charity for Income Tax Purposes. ☐

<sup>1</sup> Board Development - Drafting & Revising Bylaws for Not-for-profit Organizations in Alberta, pp 11-12.

*Dree Thomson-Diamond is a Certified Fund Raising Executive specializing in organization growth through effective, experienced and creative fund development, management and communications counsel. Please direct your comments and questions to her at [dree.thomson@telusplanet.net](mailto:dree.thomson@telusplanet.net) or by phone: 780-438-1093.*

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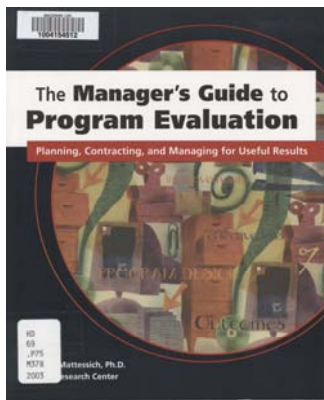
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## BOOK REVIEW



### The Manager's Guide to Program Evaluation Planning, Contracting, and Managing for Useful Results

HD 69.P75M378 2003

Evaluation is vital and beneficial to any nonprofit organization. An effective evaluation can help you identify your organization's successes, share information with key audiences, and improve your services. It can confirm that your organization is truly making a difference.

Chances are, you won't do evaluations yourself. Instead, you'll hire an expert to do them for you. This book gives you the information and insights you need to make that process go smoothly and generate meaningful, useful results.

Authoritative, accessible, and thorough, *The Manager's Guide to Program Evaluation* describes the four phases of an evaluation study and the types of information you need to collect to produce a high-quality evaluation, offers advice on how to select a research consultant, and suggests guidelines for making your evaluation as credible as possible to the greatest number of people.

This book is written especially for organization managers and decision makers, this book is also recommended for policymakers, funders, researchers, and students who plan to enter the human services or social policy field.

To borrow these books from Grant MacEwan's Learning Resources Centre, contact Michelle Bezenar, Interlibrary Loans, phone 780-497-5857, fax 780-497-4566, or e-mail: [bezenarm@macewan.ca](mailto:bezenarm@macewan.ca)

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