



Alberta Council of Disability Services

**Annual Report
2010 - 2011**

Leading Excellence in Community Disability Services

BOARD OF DIRECTORS & STAFF

President

Bob Greig - Red Deer

Vice-President

Bill Winship - Sherwood Park

Past President

Floyd Sweet - Vermilion

Legal Advisor

Blake, Cassels & Graydon - Calgary

Regional Directors

Ryan Geake - Calgary

Lorelei Martin - Central

Peter Stoye - Edmonton

Darrin Stubbs - NW

Jody Nicholson - NE

Allan O'Byrne - South

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Garry Rentz - Edmonton

Helen Ficocelli - NW

Ed Burdon – Calgary

Chris Turnmire – NW

Judy Galbraith – Calgary

Terry Holmgren - NE

Chief Executive Officer

Ann Nicol

Executive Assistant

Alison Long

Business Manager

G. "Marti" Martz

Accounting Clerk/Reception

Gwen Plett

Workforce Development Team

Doreen Hogarth (Manager, Training and Development)

Jim DesRoches (Manager, Workforce Councils)

Christine Scott (Workforce Administrative Assistant)

Brooks Hanewich (Workforce Development Specialist)

Standards and Accreditation Team

Clova Lehr (Standards and Accreditation Manager)

Corinne Thomas (Accreditation Coordinator)

Michelle Cole (Accreditation Coordinator)

Sheila Trew (Accreditation Coordinator)

Val McKinney (Accreditation Administrative Assistant)

Crys Lickiss (Accreditation Administrative Assistant)

Special Projects

Stephanie Andreasen

Tara Trigg

Our Mandate:

ACDS' mandate is to provide supports to community-based service providers of individual's with developmental disabilities who require a wide range of care/support. The goal is to ensure quality service delivery for clients. In fulfilling this mandate, ACDS does not limit its support exclusively to its members. The association's education, accreditation and collaborating efforts also have a positive effect on organizations outside the umbrella.

ACDS is an important source of information for, and a respected partner with, other recognized groups engaged in strategic planning for the future of Community Disability Services. As a result, people who work in the field receive support in their efforts to provide people with disabilities with the quality of service they deserve.

VISION OF ACDS

- ◆ Leading Excellence in Community Disability Services

MISSION/PURPOSE OF ACDS

- ◆ To lead, support and influence Community Disability Services through education, partnerships and accreditation

ACDS PHILOSOPHY:

- ◆ We listen, learn and lead together with respect, integrity and responsibility

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**Message
from:**

THE PRESIDENT

This will be my final message as your President as I have completed three terms and am stepping down to accommodate the installation of a new President. During this time our Council has experienced some highs and some very disappointing lows. A prominent high point is the value we place on the exceptional people at the Board, Staff, and Membership levels. Their dedication and compassion for the work we do is tireless and uncompromising. On the other hand it is both disappointing and frustrating that we are still trying to convince the government to recognize that something significant has to be done regarding wage and benefits for agency staff. It is disappointing that our requests to be engaged in decisions that impact us significantly are interpreted to mean we will be “consulted”. The notion we had about being a partner with government and that our input was needed and valued has reached its best before date. We are told repeatedly how valued we are, however, more and more it seems to me that the actions of the Department are telling us that we are contractors, nothing more nothing less and the terms of our contracts will dictate our relationship. Having said that, the election of a new Premier who has issued a policy statement that is more congruent with our position on wages and contracts is reason to be optimistic. But once again we are in a wait and see situation.

I believe that now more than ever we must stick together and support one another and the Council as a whole. I believe we have to continue to strengthen our voice as it is evident that the membership alone is not getting the message through. We must continue to seek out allies to support us and increase our efforts to reach out to families and the community at large. Very shortly you will receive a communications package that will provide us with a consistent message and a strategy to deliver that message. A Provincial election is approaching; our communication strategy and messaging will assist us in making our position known and help us in exerting our influence as the campaign unfolds. Let’s not let this opportunity slip away.

I would like to acknowledge those board members who have completed their terms of office and are leaving the Board: Lorelei Martin, Jody Nicholson, Bill Winship, Garry Rentz, and Ed Burdon. Each of these individuals has provided exceptional stewardship to ACDS and has fulfilled their responsibilities to the highest degree possible. I also acknowledge our Past President Floyd Sweet who passed away on September 30, 2011. Floyd was a true inspiration and a champion of all ACDS stands for. We are poorer today because he is no longer with us but richer to have had the opportunity to share part of his world.

A huge thank you to our CEO, Ann Nicol and our dedicated staff who continue to provide exceptional support to our organization.

My best wishes to our President, Board of Directors, members and staff as we move forward to a new and what can be a brighter future.

Respectfully Submitted,
Bob Greig, President



Remembering

Floyd Sweet 1934 - 2011



Words cannot do justice to what Floyd has meant to ACDS during the many years that he was involved with our organization. He was truly an inspiration to us and when difficult situations arose we always felt better knowing Floyd was there to help guide us through.

Floyd was a passionate supporter of the work that service providers do to strengthen the social fabric of the community and improve quality of life for persons with disabilities. Floyd served on the Board of Directors of ACDS for thirteen years, first as a director and then as President where he completed three terms. Floyd was a fierce supporter of the principles that guide ACDS and was a true champion in his advocacy of the rights of persons with disabilities to receive quality services. To this end he spoke out forcefully in support of the need for improvements to the wages and benefits of staff employed by service providers.

Floyd was a very insightful man who recognized that a brighter future in the disability services field is dependent on the development of young leaders. At conferences, annual meetings, or anywhere, anytime people in the field gathered Floyd would always have an encouraging word and find time to share some of his vast knowledge with our younger generation. This year Floyd was awarded the President's award which is the most prestigious recognition bestowed by ACDS in recognition of outstanding contributions to the field of disability services. Floyd was the unanimous choice. Floyd had a wonderful sense of humour and keen wit that could lighten any situation. He displayed his rural roots when from time to time he would use descriptive metaphors of farm animals or agricultural situations to introduce a little levity which never failed to amuse those within earshot.

Floyd was a true inspiration to ACDS and we are poorer today because he is no longer with us but richer to have had the opportunity to share a part of his world. Rest in peace Floyd you will be deeply missed.

Bob Greig
President, ACDS

- Floyd was a great humanitarian and a wonderful person to learn from and laugh with at our many board functions together. He always forced us to turn the coin around and look at issues from the other side to make sure we have covered all the bases. His wealth of very apt and funny anecdotes - often rural and agricultural - kept many of us laughing when things looked grim, and his ability to always look for the silver lining has been a lesson to me personally.

Sheila Foster,
Past Volunteer ACDS Board Member

- Floyd always made us take a deep breath, think, reflect and end every discussion with a laugh. He had a tremendous compassion for all.

Linda Maxwell,
Accredited Support to the Community

- Floyd was a dearly loved and close friend, not only entwined in my professional life, but also woven into the fabric of my community, my personal life, and the life of my son. A very special man, with a twinkle in his eye, and wisdom in his heart. I miss the hug I was anticipating, his passion for sharing tidbits of good news, the seeds of hope he continued to sow, and the faxes I will no longer receive.

We are all part of something bigger than ourselves, Floyd reminded us all of that, always. Sometimes by his determination to see all sides, sometimes with his knowingly thankful smile, sometimes with the twinkle in his eye, and always by his passion, dedication and determination. He was a carrier of many torches - all of which he passed on, for the work he started is not done.

Gwen Bilodeau,
Lac La Biche Disability Services

- Floyd was without a doubt one of those amazing people I was lucky enough to know and work with. I will remember a very special man who gave wonderful hugs, always had a smile on his face, a positive outlook on life and usually had a witty comment to make. I know that Floyd's sincerity and gentleness will be remembered by all who had contact with him. He will be truly missed.

Alison Long,
Executive Assistant, ACDS

- Floyd was a scholar of life and loved to share his great earthly wisdom with all. He was never too busy to listen and always had sound advice. Floyd was a passionate advocate for disability services; he respected people and appreciated the work done by others.

Floyd's presence, influence, wisdom and tireless dedication will be remembered and enjoyed for years; it is imprinted into ACDS and all the people he touched.

Lorelei Martin,
ACDS Board Member

Reports:

MEMBERSHIP COUNCIL

This has been a challenging year, and one that has tested ACDS' ability to define the future in a climate of uncertainty and change. With the development of new partnerships and relationships on collaborative initiatives, there was a new way of doing business. A new independence from the stability of one-source government funding has increased our ability to look outward to opportunities and required the flexibility to respond quickly, to take risks, to learn and to adapt as an organization.

It was a year of learning, exploring, challenging our limits, testing new practices, learning new skills and developing new confidence. Many lessons were learned. Throughout this experience of uncertainty and change we were supported by our knowledge of what is certain and possible. We know with certainty that our path is defined by our values and mission. We believe in the wisdom and support of the membership. We value the support of our colleagues in the broader human services networks and the opportunities to work together on common issues. The courage to change and move forward comes from the confidence that we are guided by a vision that remains constant and bright. We have welcomed change and seen the possibilities. The ACDS Spring Conference brought together new ideas, energy and participation from emerging leaders, and built upon a celebration of our history. In a time of anxiety and uncertainty we all celebrated.

The year brought many more change for the Community Disability Services field but was also a time to reflect on how fortunate we are to work with the people that are ACDS.

I would like to acknowledge and thank the ACDS staff team for their outstanding dedication and commitment to "make it work" in the face of many changes and challenges. To the many volunteers that participated on ACDS committees, and offered time, resources and support to develop and implement new ideas and initiatives. To the ACDS Board, your leadership and guidance has made the path clear and our work possible. To our retiring Regional Board Directors and Executive, thank you for your wisdom and guidance on this journey. You remain part of our future through the difference that you have made in shaping our vision, purpose and priorities that carry us forward. I also honour the lessons that Floyd Sweet nurtured and exemplified through his dedication and passion for our work. He will be truly missed, but will remain an inspiration and support through the wisdom that he so generously passed on to us.

Respectfully Submitted,
Ann Nicol, CEO

WORKFORCE COUNCIL

The Community Disability Services sector is mobilized to address the human resource issues, under the leadership of ACDS. The engagement of strategic partners, including Alberta Seniors & Community Supports (Persons with Developmental Disabilities), Alberta Employment & Immigration (AEI), Service Canada (HRDC), colleges and approximately 129 community agencies, is critical in building future human resource capacity to ensure sustainability of the sector.

ACDS Provincial and Regional Workforce Councils as well as individual agencies are engaged in a collaborative partnership towards a common vision. It is a planned approach, with the Provincial Workforce Council setting the direction, developing the tools and providing a key coordination role and the regions assuming the lead on implementing the strategies. The Provincial and Regional Workforce Councils allow the disability service sector to recognize efficiencies and share services on a provincial level. Multi-stakeholder investment also cultivates new innovations and allows for cost to be minimized and shared.

As the Community Disability Services sector continues to face significant human resource sustainability challenges, ACDS, in partnership with provincial and Regional Workforce Councils and their supporters, are developing and managing a number of workforce initiatives. Highlighted below are a few of the many initiatives and activities that exhibit the innovative nature and exceptional collaborative approach taken by the Community Disability Services sector.

- Quantitative and Qualitative Data Collection
 - **Workforce Classification (WCS)** - Benchmark job profiles outline career paths for the sector, allowing for consistent language and understanding of the work.
 - **HR Pro- Tracker Tool** - collects critical information necessary to quantifiably measure, assess and address the nature of human resource needs in the Community Disability Services sector.
 - **Pulse Check Survey** - An online survey for ACDS member agencies that gathers yearly qualitative input.
- Education and Training Partnerships
 - **Career and Technology Studies Program with Alberta Education** - Building future capacity by embedding Foundational training in the new Careers and Technology curriculum under health, recreation and human service for high school students.
 - **Building the Foundations**- Shared HR recruitment and training - five satellite agencies using a synchronised online training or “E-learning” delivery method with a standardized curriculum.
- Attracting a Professional Workforce
 - **In Development: Community Disability Portal Website** - Online networks created to more effectively share information and resources across the province. Comprised of six individual regional websites with localized resources and job boards.
 - **Career Lattice Tool**- This market piece emphasizes the career growth available in the sector and is aligned current job classification system with the education options available to students/employees.
 - **Visibility and Awareness Committee (VAC)** - Workers in the disability sector present at secondary schools, sharing their stories and highlighting the importance and benefits of working in the Community Disability Services sector.

ACDS' Training and Development:

We are exploring a variety of delivery options to see how we can best support organizations to fit learning and training into their busy work days, while meeting the needs of different learners. New models of blended learning that combine various kinds of formal and informal learning, both web based and instructor led, as well as other strategies, like mentoring and social learning (imitation of superiors, understanding concepts, role model behaviour) are now considered to be best practise. Adopting a blended approach to employee development training can be both cost effective and efficient.

Annual Spring Conference:

The ACDS conference strives to be a positive, forward thinking event that creates opportunity for people to share innovative ideas/strategies, learn new skills, connect and be inspired and renewed. It is the only provincial event of its kind which welcomes stakeholders from across the entire system, from frontline worker to funder, from board members to family members, and unites them in a common sense of purpose. The event also provides a platform to showcase and connect some of the outstanding leadership we have emerging in this sector.

As the 25th anniversary of this event, the rationale for this year as to celebrate the silver, but continue to raise the bar as we move forward! ...*Celebrating Silver, Going for Gold*. Attendance over the three days was up significantly, with a total of 440 participants and about 65 presenters. The conference was organized around five themes:

- Leading an organization in the 21st century: Moving from Administrators to Innovators!
- Changing Staff Perceptions of the Work: Moving from Caregiver to Professional!
- Creating Meaningful Days: from Passive Observer to Active Contributor
- Fostering the Meaningful Involvement of Families: Together We Are Stronger!
- Increasing Opportunities for Meaningful Employment: (Partnering with AASE)

We would like to thank all those who volunteered, sponsored, exhibited, presented and attended. It "provided useful, practical, relevant strategies and tools to take back to work".

Other Training Provided:

Foundations In Community Disability Services is ACDS's core program. Tutor supported competency based training program designed to provide a comprehensive orientation to the knowledge, skills, and attitudes needed by staff. It is offered face to face, online and a challenge process for learners.

Positive Behaviour Supports Levels one and two, develops the knowledge and values base and starts to develop specific skills and competencies. Level three provides its participants with the skills necessary to train staff in their home organizations in the areas related to the use of positive practices & restrictive procedures.

Alberta Supported Employment Consultant Training (NEW in 2011) provides key concepts and necessary knowledge and skills required to support individuals in their endeavours towards community inclusion and participation through competitive employment. It provides a solid grounding in best practices, practical knowledge and skill development, and discussion around challenges and opportunities in this specialized role.

Respectfully Submitted,
Workforce Development Team

ACCREDITATION COUNCIL

ACDS Accreditation has, as its core, quality of life outcomes for individuals with developmental disabilities in the province of Alberta. It is from this core that the Creating Excellence Together standards were first developed and introduced in 1999 as the key measurement of services and support that led to quality of life outcomes for individuals receiving service. CET is comprised of 12 Quality of Life standards that have 12 mirroring Quality of Service standards. In addition, 23 Organizational Framework standards measure the organizational processes that support quality of life outcomes for individuals.

In the 2010-11 fiscal year, CET surveyors conducted over 300 on-site conversations with individuals receiving service in addition to interviewing the individuals' paid and natural supports. From these conversations, we found that:

- Individuals feel they are treated with dignity and respect;
- Individuals feel they are supported to maintain their skills when they have deteriorating conditions; and
- Individuals feel they are supported to **make decisions about everyday matters**; and
- Individuals enjoy their leisure time.

Conversely, the conversations also show that having their **rights protected** and having socially valued roles were the areas least likely to be present in the individuals' lives.

Of the 47 CET Level 1 surveys completed in 2010-11:

- Thirty-seven service providers achieved accreditation immediately following the site survey;
- Eight providers achieved accreditation after receiving additional time and support;
- Two providers are still striving for accreditation through the standards alignment process.

Of the other surveys completed:

- Four providers were awarded Level 2 accreditation by achieving a higher overall rating as well as by being endorsed by the Commission on Accreditation;
- Four providers undertook Level 2 with the additional children's standards, the results of which highlighted the need to withdraw the children's standards until they have been further revised; and
- Five providers successfully aligned themselves with the CET complex behaviour support indicators, which are offered at both Level 1 and Level 2.

Standards that address situations and behaviours of concerns were rated as non-compliant for 23% of service providers surveyed during the 2010-11 year compared with 18 % in the previous year.

Many commendations were given to service providers for outstanding practices. The following are examples of the commendations.

- Creating respectful environments, advocating for individuals, and making an extra effort for individuals.

- Having a unique list of individual rights, and ensuring these rights clearly support the provider's philosophy of person centered planning and respect of individuals.
- Having staff go beyond reasonable expectations to provide a service to individuals, to ensure they are accepted and included in their communities, and to support them to be contributing members of their communities. For example, individuals with severe disabilities who rely on wheelchairs and 24-hour staffing are able to access their communities, be members of clubs, and attend regular and special events to the same extent as someone who is not disabled.
- Ensuring individuals who live independently with outreach supports are given the dignity of risk, and still have access to as many safeguards and supports as possible.
- Having outreach supports that allow for maximum flexibility regarding when individuals receive support.
- Offering individuals and staff financial support toward smoking cessation, including nicotine gum, and supporting their efforts to live healthier lives.
- Focusing on teaching individuals receiving service about safety issues, safety procedures, and the use of safety equipment. Using group presentations and training sessions as needed. Modeling and using teachable moments in the home and in the community to create awareness of and to educate individuals in best practices for ensuring safety (e.g., street safety skills when out in the community with their children). Bringing attention to potential hazards in the home and working in collaboration with the individuals to address any concerns. Encouraging individuals to familiarize themselves with emergency plans and exits when in public buildings.

Because quality staff leads to quality service, which can be measured through CET, the Standards and Accreditation division is working more closely now with the Workforce Council to ensure that adequately-trained human resources are available to provide quality supports. For example,

Accreditation is only possible by the support of the funder, the service providers, employer-supported and other volunteers, contracted team leaders and editor, and dedicated staff of ACDS. My thanks goes out to the members of the Accreditation Council, the Commission on Accreditation, and the Surveyors who all give of their time to further the quality assurance mechanism in the community disability services field. This, with the teamwork found within the staffing complement at ACDS, is our legacy and a testament to our continued existence.

Finally I would like to say a special word about an exceptional person who touched my life in a very positive way. Floyd Sweet was an extraordinary and tireless board member who was always very kind, uplifting, and supportive to me. He always took time to connect and go for walks with me when possible, and encourage me in the challenging role of maintaining and upholding standards. He was a great advocate in disability services, and for education and senior's issues. He was a mentor and will be greatly missed.

Respectfully Submitted,
 Clova Lehr
 Standards and Accreditation Manager

Financial Reports:

Statement of Financial Position as at March 31, 2011

	2011	2010
Assets:		
Cash	\$ 439,401	\$ 338,277
Accounts receivable	130,125	246,604
Prepaid expenses	21,999	28,965
Property and Equipment	<u>30,566</u>	<u>62,237</u>
	<u>\$ 622,091</u>	<u>\$ 676,083</u>
Liabilities:		
Accounts payable	\$ 72,347	\$ 117,392
Deferred revenue	210,248	193,648
Funds due to C.A.I.D.D.	685	685
Net Assets:		
Invested in property and equipment	30,566	62,237
Unrestricted	<u>308,245</u>	<u>302,121</u>
	<u>\$ 622,091</u>	<u>\$ 676,083</u>

Statement of Changes in Net Assets for the Year Ended March 31, 2011

	Invested in Capital Assets	Unrestricted	2011
Net assets, beginning of year	\$ <u>62,237</u>	\$ <u>302,123</u>	\$ <u>364,360</u>
Surpluses (Deficiency) of revenue over expenses			
Administration operations	-	4,847	4,847
Standards & Accreditation operations	-	(10,373)	(10,373)
Workforce (Professional Development) operations	-	(25,447)	(25,447)
Workforce (Project) operations	<u>-</u>	<u>5,423</u>	<u>5,423</u>
	<u>-</u>	<u>(25,550)</u>	<u>(25,550)</u>
Amortization of property and equipment	(35,741)	35,741	-
Investment in property and equipment	<u>4,069</u>	<u>(4,069)</u>	<u>-</u>
Net Assets, end of year	<u>\$ 30,565</u>	<u>\$ 308,245</u>	<u>\$ 338,810</u>

ACDS Members

CENTRAL

Accredited Supports to the Community
Advance Society Innisfail
Bea Fisher Centre Inc. (The)
Camrose Association for Community Living (CAFCL)
Centra Cam Vocational Training Association
Cope Rocky Mountain House Society
Cosmos Rehabilitation Society
Drumheller and Region Transition Society (DARTS)
Employment Placement and Support Services (EPSS)
Falcon Enterprises, Wainwright & District Association
Flaggstaff Community Support Services
Focus, Vermilion Association for Persons with Disabilities
Horizons Training Centre Society
Lacombe Action Group for the Handicapped
Michener Services
Olds Association for Community Living
Parkland Community Living and Supports Society
Peregrine Rehabilitation Services Inc.
Providing Residential Options & Services (PROS)
Regional Living Skills
The SS I*C*E*
Wainwright Association for Community Living
Westward Goals Support Services Inc.
Wetaskiwin & District Association for Community Services

CALGARY

Association for the Rehabilitation of the Brain Injured (ARBI)
Calgary Alternative Support Services (CASS)
Calgary Community Day Services
Calgary SCOPE Society
Calgary Society for Persons with Disabilities (CSPD)
Calgary Society for Community Opportunities (The)
Columbia College
Community Living Alternative Services Ltd.
Developmental Disabilities Resource Centre (DDRC)

Foothills Advocacy in Motion (A.I.M.) Society
Graduated Supports
In-Definite Arts Society
L'Arche Association of Calgary
New Age Services
Optional Rehabilitation Services (OPTIONS) Inc.
Prospect Human Services Society
Resicare Society of Calgary
Resourceful Futures Community Support Ltd.
Springboard Centre for Adults with Disabilities
Supported Lifestyles
Universal Rehabilitation Service Agency
Vantage Enterprises Ltd.
Vecova Centre for Disability Services and Research

EDMONTON

Alberta AdaptAbilities Association
ARCH Enterprises & Training Assoc of Edmonton
Association for Supported Community Connections
Assoc. Supporting Choices of People, Edson (SCOPE)
Beehive Support Services Association
Catholic Social Services
CHANGES
Chimo Youth Retreat Centre
Chrysalis: An Alberta Society for Citizens with Disabilities
Edmonton Integrated Services Ltd.
Elves Special Needs Society
EmployAbilities
Excel Resources Society
Good Samaritan Society (The)
Goodwill Industries of Alberta
Home-Within-a-Home Society
I Have a Chance Support Services
Independent Advocacy Inc.
Key Support Services Inc.
L'Arche Association of Edmonton

Leduc Community Living Association
Leduc Linx Connect Centre
Lo-Se-Ca Foundation
Mcman Youth, Family and Community Services Assoc.
Mill Woods Society for Community Living
MIRA Facilitation Centre
MirkaCare Services Inc.
Prince Charles Residence
Rehoboth Christian Ministries
Residential Aide Placement Services Society
Residential and Support Services, PDD
Robin Hood Association for the Handicapped
Selections, Career Support Services
Skills Training & Support Services Association
Tralee Residential Services
Transitions Rehabilitation Assoc. of St. Albert and District
Tri-Family Association for Community Living
Winnifred Stewart Association
WJS Alberta
YWCA of Edmonton

SOUTH

Alfred Egan Home (Palliser Health Authority)
Bluefox Association
Cardston & District Association for the Handicapped
Clients Ongoing Rehabilitation and Equality (CORE) Assoc.
Crowsnest Community Support Society
Health Care Homes Ltd.
L'Arche Association of Lethbridge
Lethbridge Family Services
Newell Community Action Group - BSPD
Next Step Residential Services (Medicine Hat) Ltd.
Peak Vocational Services
Quest Residential & Support Services Ltd.
REDI Enterprises Society
Rehabilitation Society of Southwestern Alberta
Southern Alberta Community Living Association

Southern Alberta Society for the Handicapped
Support, Hope, Opportunity & Progress
Taber Special Needs Society
Wheat Country Special Needs Society

NORTHEAST

Blue Heron Support Services Association
Blue Heron Vocational Training Centre Association
Dove Centre
Empowering Citizens for Health and Opportunity Society
(ECHOS)
Lac La Biche Disability Services
Salvation Army Start Program(The)
St. Paul Abilities Network (SPAN)
Vegreville Association for Living in Dignity (VALID)
Westlock Independence Network (WIN)

NORTHWEST

Accredited Supportive Living Society (ASLS)
Community Life Acceptance Independence Resources Inc.
Falher Friendship Corner Association
Marigold Enterprises Rehabilitation Services Society
Northern Lights Ranch
Signature Support Services

INDIVIDUAL MEMBER

Sheila Foster

CORPORATE MEMBER

Technology North Corporation

NOTES:



Alberta Council of Disability Services

Bay 19, 3220 – 5 Avenue NE

Calgary, AB T2A 5N1

Tel: (403) 250-9495

Fax: (403) 291-9864

Website: www.acds.ca

Email: acds@acds.ca