



Alberta Council of Disability Services

**Annual Report
2012 - 2013**

Leading Excellence in Community Disability Services

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Corinne Thomas, Coordinator

Michelle Cole, Coordinator (half-time)

Val McKinney, Administrative Assistant

Crys Lickiss, Administrative Assistant

Workforce Development Team

Jim Des Roches, Manager

Jody Beattie, Coordinator

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 professional development, accreditation, human resources 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

It would seem that no report on the status of the disability world in Alberta comes without using the word challenge; this year has not been an exception. There have been highs and lows, but through it all service providers keep us all grounded as to what we are here to do - provide respectful quality services to the individuals with developmental disabilities.

In last year's report I spoke about change, voice and action, so let me continue with this theme. The change has happened from the individuals, service providers and the government:

- Government listened to individuals with developmental disabilities and their families when they protested the changes to their programs. They loudly and effectively told the government that this was not change to their programs but to their lives.
- Another change is that the Ministry of Human Services made good on their commitment to increase wages. The process in getting this money was not an easy one but one that they delivered. They have also committed to wage increases for the next two years.
- ACDS has been accepted by the Ministry as an organization that must be consulted with, but more importantly listened to, when it comes to the concerns of the service providers that are ACDS members.

Through hard work on the part of the staff and the Board of Directors, ACDS cannot be ignored by the Ministry of Human Services. Many hours have been spent on committees, forums, consultations, meetings and telephone calls with all levels of the Ministry. They needed to be educated on the history of PDD, with its various acronyms over the years, on the promises made to service providers that were broken, and on how some initiatives were developed in secrecy at times. They listened and I truly believe that they have heard and that is why ACDS is now at so many tables; it is easier to have us there at the beginning rather than meeting with us later.

Action has involved the changes in the contract; although not perfect, it is much better than the previous years and more work will continue on it. The slowing down of the Ministry's transformational change initiatives is also an action. Change will happen but it will be one where government and service providers can develop a plan that is informed, transparent and respectful.

As President of ACDS I would like to thank Ann Nicol, CEO, and her staff for their continued commitment to our organization. Without their support the Board of Directors and ACDS would not be the leader that it is in this province.

This year Allan O'Byrne is leaving our Board. His accounting skills, knowledge and humour will be greatly missed on the Board, but we wish him all the best.

I personally would like to thank all the members of the Board. They have been a very busy group:

- they have attended meetings with Minister Hancock and Associate Minister Oberle;
- they have represented ACDS and service providers on several provincial committees;
- Regional Directors have been an active connection between service providers and the ACDS Board of Directors, and this year will be a direct link between service providers and PDD branch; and
- They have attended Board Meetings.

Thank you for all your hard work and commitment to ACDS.

I want to thank every service provider for their input and support of ACDS. I wish you all the best for the coming year.

Respectfully submitted,

Helen Ficocelli
ACDS President

Reports:

MEMBERSHIP COUNCIL

Core to the work of ACDS is our membership's belief that collaborative partnerships are essential to enable improved outcomes and sustainable solutions for individuals and their families. We support partnerships that honour mutual unique strengths and contributions while respecting autonomy. We support business relationships that also have inherent rights, responsibilities and commitments. We have a common vision and goals to ensure that individuals supported through the Disabilities portfolio of Human Services are able to live with dignity and safety in their communities.

This year of transformation to services to persons with disabilities in the province has certainly mobilized and unified members of the community disability sector. This has been a challenging yet pivotal year, as we worked to ensure that planned change was implemented in a timely, sustainable, and thoughtful manner. With the development of new partnerships and relationships on collaborative initiatives, there was a new way of doing business.

Our focus was shifted with the floods that affected the Central, Calgary and Southern parts of the province this summer. Communities, government and volunteers banded together to respond as effectively and efficiently as possible. The resiliency of affected parties was exemplary. Our sympathies go out to all that suffered loss and we continue to be available as a resource.

During the past year, we experienced Community Disability Services coming together to mobilize their resources and voices to improve their communities for the common good. It was an inclusive response and approach to leadership as we were supported and joined by families, self-advocates and colleagues from the broader human services sector. Individual leaders and Service Provider Councils committed to joint action, shared responsibility and mutual accountability and collaborative approaches to change. We recognized our interdependence and connectedness; and that the distress of one can impact us all. In addition, we have different abilities to respond but a response is demanded for those we serve and support. The collective voice was heard and indeed made an impact.

A key piece of our contribution to improving Community Disability Services is achieved through collaborating and sharing knowledge that comes from the wisdom and support of the membership. We know with certainty that our path is defined by our values and mission. 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 changes 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. Remember that while united we stand and divided we fall.

I would like to acknowledge and thank the ACDS staff team for their continued commitment to serving the needs of the membership and the broader community disability field as well as support to the organization. My thanks goes to the many volunteers that participated on ACDS committees, and offered time, resources and support to develop and implement new ideas, share best practice and participate in 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 make in shaping our vision, purpose and priorities that carry us forward.

Respectfully Submitted,
Clova Lehr for Ann Nicol, CEO

WORKFORCE COUNCIL

One of the important components of the disability sector is a professional workforce. ACDS' Workforce initiatives work closely with provincial and regional stakeholders, including the not-for-profit, private and educational components of the industry. The Provincial and Regional Workforce Councils reaffirmed the initiatives on the three key themes identified in the strategic plan at the February 2013 planning session in Leduc: Marketing and Branding, HR Infrastructure and Skilled Workforce.

One of the major thrusts of the provincial HR Strategy has been to continue to refine and implement the Workforce Classification System. Many service providers participated in the one-day information sessions implemented throughout the province. The Pro-Tracker implemented an interim download in September (2012) and a province-wide download was completed in January (2013). Vecova completed both reports, which were presented on October 2012 and March 2013. The implementation of the Workforce Classification System and the Pro-Tracker, as a provincial tracking tool, help identify workforce trends and establish Foundations in Community and Disability Studies as the minimum standard for knowledge and qualifications in our sector.

ACDS has developed and cultivated its strategic partners such as Alberta Works, Service Canada, Alberta Disability Workers Association (ADWA) and regional service provider councils; together we have been able to move forward and professionalize the field, working toward developing a certification process for the workforce. Other strategies, such as the Visibility and Awareness Committee, were developed and systematically implemented to build public awareness of the sector, and hopefully increase the number of qualified applicants. Currently, five of the six Workforce Councils have a participating representative from Alberta Works.

Branding and Marketing:

A highly focused approach continues to be taken. During 2012-13, the Workforce Councils achieved considerable success building awareness through specific social marketing strategies; face book, Twitter, web-pages and YouTube. Workforce participated in career fairs throughout the province to promote the sector and drive people to the CDS web-site (www.cdsalberta.com). The continuation of the Visibility and Awareness Committee as a Calgary region Workforce initiative has been reconsidered due to the limited availability of council members. Other marketing and promotional materials continue to be distributed and are available to Workforce and ACDS members holding promotional events.

HR Infrastructure:

Much of the focus for the Workforce Classification System this past year was on implementing the system provincially using a more efficient job evaluation process. A wage grid evaluation and training was conducted by ACDS Workforce staff. The Workforce Classification System edits have been completed into an easier to read version. In addition, a consultant was engaged to develop a comprehensive set of core and job specific competencies, which have been integrated into the manual. Once this was complete the combined manual was made available to all service providers who participate in the training and implementation of the system.

The Pro-Tracker Tool was also presented as part of the workshop format. Connecting the Workforce Classification System and the Pro-Tracker proved to be effective. The full upload in January 2013 was initiated consisting of total fields in the Pro-Tracker. A consistent number of service providers are using the tracking tool. As more organizations use the Classification System, engaging in the Pro-Tracker becomes a smoother process. Workforce has initiated an incentive program to encourage Pro-Tracker use. A draw is held after each upload (January & September) for a complementary pass with travel and accommodations to ACDS' Spring Conference. This was done in September 2012; Next Step in Medicine Hat won the first draw and Skills in Edmonton won the draw in January 2013.

Skilled Workforce:

The sector's need for qualified employees is still an impacting issue. The next human resource crisis always seems imminent; particularly considering recent trends in the non-profit labour market, coupled with dropping enrolment and closure of post-secondary programs. Ensuring we have the fundamental knowledge and skills strengthens the sector. Foundations in Community Disability Services, ACDS' basic training in Community Disability Studies, is seen as a core function and the minimum training required for work in the sector. This is clearly identified through the evaluation of the Workforce Classification System. Therefore, increasing the opportunity for potential learners to access the training is essential. One option is to develop comprehensive on-line learning opportunities.

The Nurturing Diversity and Building Inclusive Workplace Initiative pilot in Edmonton completed phase II and is now being considered in the Calgary region.

Respectfully Submitted,
Jim Des Roches,
Workforce Development Team

PROFESSIONAL DEVELOPMENT

ACDS continues to strive towards professionalizing the workforce by offering training programs that provide the sector with a standardized body of knowledge, flexible delivery systems and certification for trainers that builds the capacity of organizations.

The advent of technology has and still is changing the face of learning and education, and this is having a ripple effect on best practices for in-service training. Beyond, being a mode of delivery, it has created the ability for learning environments to be more learner-centered and personalized, so we will continue to explore best practices for this sector in the online environment and finding more cost effective strategies, for Service Providers.

Foundations in Community Disability Studies:

- Foundations Face-to-Face: 378 new learners
- Foundations Online: 253 new learners
- Foundations Challenge: 5 new learners
- Train the Trainer: 20 trainers certified

Positive Behaviour Supports V.3 (PBS)

- Level 1&2: 89 graduates in community workshops or in-services
- Train the Trainer: 65 trainers certified over 4 sessions

Alberta Supported Employment Consultant Training (ASECT)

- Partnered with Real-Eyes Capacity Consultants
- 12 graduates from one workshop

Additional events:

- **Don Lenihan** from the Public Policy Forum Workshop: 20 participants
- **CDS Leadership Development Symposium** in Central Region: 91 participants

Annual Spring Conference: “Redefining Possible” was held May 1-3, 2013, at the Coast Plaza Hotel in Calgary.

We always strive to create an opportunity for varying perspectives to learn together and to keep this event forward thinking. The purpose of this year’s event was to take a look at whether we need to redefine what success looks like and what is within the limits of our ability, capacity and resources. The Conference streams focused on:

1. Inclusion and Citizenship (roles, responsibilities and core values)
2. Organizational learning and staff development (mentorship, diversity, literacy and handling change)
3. Well-being
4. Working smarter, not harder! (technology, outcomes and innovations)
5. You don’t know what you don’t know! (Agencies are entering a period of transition over the next few months, based on a new business model with PDD and the implementation and alignment of the nine change initiatives. What conversations do you want to have?)

This event included 341 registered participants, over 50 speakers and 17 exhibitors. Though our registrations were down, it was unique in that another 600 individuals and family members dropped by to connect with Associate Minister of Services to People with Disabilities Frank Oberle at a rally to share their thoughts on the cuts to Community Access Programs. The Alberta Disability Worker Association (ADWA) was there as well, holding their AGM and hosting the conference Hospitality Suite.

David Roche opened the event speaking to “*Courage in the Face of Challenges*” and we closed with Beve Stevenson and *Finding the Funny* and the power of humour. Two highlights were the Technology Innovation session, *In a Nut Shell...* where our exhibitors, mostly technology companies, had only eight minutes to explain their products and answer questions; an event that was well received and we will build on next year. The special event was the Gala, *Big Things have Small Beginnings*, which was a *Celebration of ACDS 40th Anniversary*.

Many thanks to the planning committee: Anne Hughson, University of Calgary; Helen Cowie, DDRRC; Maline Jenkinson, Resicare Society; Pam Triddardt, Prospect NOW; Robyn Joffre, CLAS; Ryan Geake, SCOPE and the ACDS Staff.

Respectfully submitted,
Doreen Hogarth,
Manager, Training and Development

ACCREDITATION COUNCIL

One of the ways ACDS shows leadership in the field is by continuing to provide relevant accreditation standards from which organizations can ensure they provide quality services and strive to achieve better outcomes. The *Creating Excellence Together* (CET) Accreditation standards maintain the pursuit of quality by building on the past’s best practices and the present’s identified needs. For this reason, the revised 2013 CET Standards align more closely with ministerial directions, with the growth and transformations within Community Disability Services (CDS), and with the need to provide increasingly diverse service options. The *primary* measure of service evaluation is whether individuals receiving service believe their desired outcomes are being met.

Other activities of the Standards and Accreditation Department focus on reviewing process, how to best move toward a digital system, and ensuring that our CET surveyors’ skills remain sharp and relevant. Surveyor Refresher Training in February 2012 was well attended both in person and through web-conferencing.

Summing up Survey Data from 2012-13

During the 2012-13 fiscal year, CET surveyors conducted over 300 on-site conversations with individuals receiving service and the individuals’ paid and natural supports. From these conversations we found that, in addition to enjoying their leisure time, individuals feel they are

- Supported to build strong positive relationships
- Treated with dignity and respect
- Supported to have personal control
- Included in their communities
- Supported to **make decisions about everyday matters**

Of the 50 CET Level 1 surveys completed

- Forty-seven service providers, two of which were multi-regional, achieved Accreditation immediately following the site survey
- One service provider achieved Accreditation after receiving additional time and support
- Two service providers are still striving for Accreditation through the standards alignment process

Of the other surveys completed

- Nine service providers were awarded Level 2 Accreditation by achieving a higher overall rating and subsequent endorsement by the Commission on Accreditation
- Seven service providers successfully aligned themselves with the CET Complex Behaviour Support (CBS) indicators, which are offered at both Level 1 and Level 2

Of the service providers surveyed, only one was rated non-compliant for the standards that address situations and/or behaviours of concerns, compared with 20% in the previous year. Overall, a higher level of indicators were missed, but the overall standards were still met.

Many service providers received commendations for outstanding practices such as implementing a Crisis Response Team to enhance safety, having in-depth AT/EI documentation, having a comprehensive planning process with individuals, doing extensive risk planning, and implementing health and safety practices that exceeded typical expectations.

Thanks and Acknowledgements

The Accreditation Council is possible through and grateful for the support of its funders; the service providers; employer-supported and other volunteers; contracted team leaders; its surveyors; its editor; ACDS's dedicated staff; and members of the Standards Revision Committee, the Accreditation Council, and the Commission on Accreditation. Our thanks go out to all of these supporters who give of their time to further the quality assurance mechanism within CDS, and who have contributed to another successful and productive year.

Respectfully Submitted,
Corinne Thomas for Clova Lehr,
Standards and Accreditation Manager

Summarized Annual Report for 2013

Report of the Independent Auditor on the Summarized Financial Statements To the Members of the Alberta Council of Disability Services (ACDS)

The accompanying summarized financial statements, which comprise the summarized statement of financial position as at March 31, 2013, the summarized statement of operations and summarized statement of cash flows for the year ended, and related Note 1, are derived from the audited financial statements of the ACDS for the year ended March 31, 2013. I expressed an unmodified audit opinion on those financial statements in my report dated July 17, 2013.

The summarized financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations which were applied in the preparation of the audited financial statements of ACDS. Reading the summarized financial statements, therefore, is not a substitute for reading the audited statements of ACDS.

Management's Responsibility for the Summarized Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1.

Auditor's Responsibility

My responsibility is to express an opinion on the summarized financial statements based on my procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, "Engagements to Report on Summary Financial Statements."

Opinion

In my opinion, the summarized financial statements derived from the audited financial statements of ACDS for the year ended March 31, 2013 are a fair summary of those financial statements, on the basis described in the Note 1.

K R Vickaryous Professional Corporation, Chartered Accountant
Calgary, Alberta, July 17, 2013

Management's Responsibility for Financial Reporting

The accompanying summarized financial statements of ACDS have been summarized from the financial statements in accordance with the criteria described in Note 1 on the following page. The Annual Report, the full statements and independent auditors report are available on ACDS' website in their entirety. These summarized statements and all the information in the annual report are the responsibility of management and have been reviewed by the Audit Committee and approved by ACDS. The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations.

ACDS is responsible for ensuring that management fulfills its responsibilities for financial reporting by approving the financial statements on the recommendation of the Audit Committee. ACDS carries out this responsibility principally through its Audit Committee.

Helen Ficocelli
President

Ryan Geake
Director

July 17, 2013

Summarized Statement of Financial Position as at March 31, 2013

	2013	2012
Assets:		
Cash and Cash Equivalents	\$ 607,133	\$ 616,609
Receivables and Other Current Assets	469,539	275,374
Property and Equipment	1,011	3,732
	<u>1,077,683</u>	<u>895,715</u>
Liabilities:		
Accounts payable	268,951	138,588
Deferred revenue	200,950	294,714
	<u>469,901</u>	<u>433,302</u>
Net Assets:		
Invested in property and equipment	1,011	3,732
Unrestricted	606,771	458,681
	<u>607,782</u>	<u>462,413</u>
	<u>\$ 1,077,683</u>	<u>\$ 895,715</u>

Summarized Statement of Operations as at March 31, 2013

Revenues:		
Contracts and Consultations	\$ 1,454,785	\$ 1,305,513
Membership Dues and Industry Support	192,200	193,000
Sales and Training	199,138	163,420
Other	220,946	185,549
	<u>2,067,069</u>	<u>1,847,482</u>
Expenses:		
Administration and Other	587,024	502,867
Manpower	921,937	870,738
Contracts and Consultations	313,873	246,603
Physical Plant	98,867	103,671
	<u>1,921,701</u>	<u>1,723,879</u>
Excess of Revenues Over Expenses	<u>\$ 145,368</u>	<u>\$ 123,603</u>

Summarized Statement of Cash Flows as at March 31, 2013

Operating Activities:		
Cash Receipts	\$ 1,774,377	\$ 1,814,207
Cash Payments	- 1,783,853	- 1,635,564
Investing Activities:		
Additions to Property and Equipment		- 1,435
Increase (Decrease) in Cash and Cash Equivalents:	<u>\$ - 9,476</u>	<u>\$ 177,208</u>

Note 1. Basis of Preparation.

The summarized financial statements have been prepared from the audited financial statements for the year ended March 31, 2013 by grouping the major totals from the related complete financial statements by area of distinct activity. The complete financial statements, including notes to the financial statements and the independent auditors' report are available on ACDS's website or upon request by contacting the office directly.

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 Community Support Services Ltd.
Drumheller and Region Transition Society (DARTS)
Employment Placement and Support Services (EPSS)
Falcon Enterprises, Wainwright & District Association
Flagstaff Family and Community Services
Focus, Vermilion Association for Persons with Disabilities
Horizons Training Centre Society
Lacombe Action Group for the Handicapped
Michener Services
Padnoma Support Services Inc.
Parkland Community Living and Supports Society
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.
Connections Counselling and Consulting Foundation
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 Ltd.
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 Society of Alberta
Excel Resources Society
Gateway Association for Community Living
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
Society for Selections and Career Support Services, The
Skills Society
Tralee Residential Services
Transitions Rehabilitation Assoc. of St. Albert and District
Winder Inclusive Communities Service (WICS)
Winnifred Stewart Association
WJS Alberta
YWCA of Edmonton

SOUTH

Alfred Egan Home (Palliser Health Authority)
Bluefox Association
Cardston & District Association for the Handicapped
CBI Greystoke Home Health
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.
Opokaa'sin Early Intervention Society
Peak Vocational Services
Quest Support Services Inc.
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

ASSOCIATE ORGANIZATION MEMBER

Gateway Association for Community Living
HSA Canada/Centerpoint Facilitation
T&D Care Ltd.
Southern Alberta Individualized Planning Association
Think Jar Consulting

ASSOCIATE INDIVIDUAL MEMBER

Sheila Foster
Lin Hermanson
Margaret Teasdale-Labrie
Rita O'Connor
Bill Winship

CORPORATE MEMBER

Technology North Corporation



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