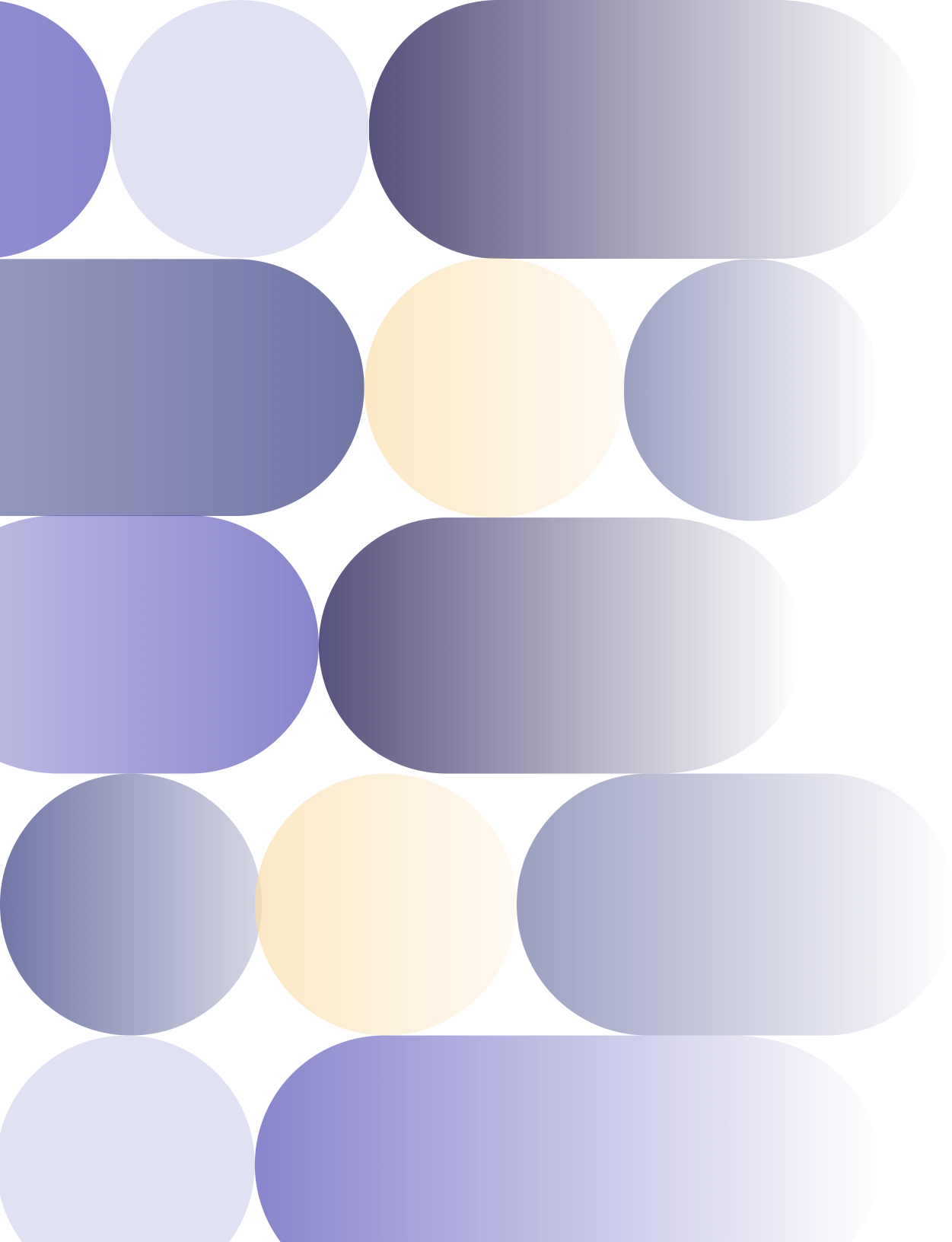




# *Together Toward A Stronger Future*

**Annual Report**  
2025-2026





## MESSAGE FROM Board Chair and CEO

We are pleased to present the ACDS 2025-26 Annual Report, highlighting our achievements and progress over the past fiscal year. As this report reveals, 2025-26 was a year of purposeful action toward positioning the Community Disability Services (CDS) sector for a stronger, more resilient future.

Within these pages, you will read about key initiatives that advanced our work toward more connected and informed sector leadership; a more knowledgeable and skilled workforce; greater organizational excellence; timely advocacy on collective issues; and a future defined by sustainability and resilience.

This work was achieved in the context of increasing demands across all ACDS program and service areas. Despite these pressures, staff remained focused on improving processes and systems to continue responding effectively to our members' needs.

Our members provided invaluable support and insight throughout the year, contributing on committees and working groups, and participating in research activities. We are especially grateful to our Board of Directors, many of whom led subcommittees that helped drive several of our accomplishments — from hosting monthly Leadership Lounge sessions to guiding the development of the ACDS 2026–29 Strategic Plan.

The Strategic Plan establishes a clear framework to help our organization build a strong foundation to support and advance the CDS sector, both now and into the future. It sets out strategic goals that position ACDS to respond effectively to current realities while preparing for emerging challenges, along with key success indicators to help us measure our impact and track our progress toward these goals.

As we look ahead, we recognize that the year before us will be pivotal for the sector. The PDD funding model review announced in December 2025 presents a significant opportunity to address longstanding challenges. We are hopeful it will advance our shared vision for a funding model that is transparent, responsive, flexible, and sustainable. We also look forward to engaging in the licensing review to address longstanding challenges. As our work in 2025-26 demonstrated, we are committed to supporting the sector to have a strong, unified voice throughout both these processes to help shape a positive outcome.

As well, we are excited to launch new initiatives in the coming year, including a cross-sectoral project funded by Assisted Living and Social Services to develop training for professionals in other sectors to increase capacity to respond to the unique needs of individuals with developmental disabilities.

We have important and ambitious work ahead. But, with your continued input and support we are confident that we can progress together toward a stronger sector for Albertans with disabilities.



**Pam McGladdery**  
Board Chair

A handwritten signature in black ink, appearing to read "Pam McGladdery".



**Andrea Hesse**  
CEO

A handwritten signature in black ink, appearing to read "Andrea Hesse".

## TOWARD MORE

# Connected and Informed Sector Leaders

In 2025-26, we enhanced efforts to support our members' leaders, particularly those new to the CDS sector, by offering opportunities for peer-to-peer connections, learning, and information sharing.

**Facilitated the first full year of Leadership Lounge sessions.** Our monthly, online peer support session has quickly become a valued gathering place for discussion on important issues, with approximately 50-90 leaders participating each month. Topics ranged from succession planning to occupational health and safety.

**Launched a contract-edition of Leadership Lounge,** hosting the first of three sessions to help organizations navigate contract complexities and requirements.

**Brought leaders together at the Impact 2025 pre-conference leadership event.** Hosted annually by the ACDS Board of Directors, this event is a valuable opportunity for sector leaders to connect and engage in-person.

**Delivered comprehensive monthly updates from the ACDS CEO and Directors** along with other member updates, providing timely information on sector developments, emerging issues, and ACDS activities.





### BY THE NUMBERS

100

leaders participated in the contract edition of the Leadership Lounge

60

leaders on average attended the monthly Leadership Lounge sessions

28

updates were curated and sent to over 130 sector leaders

### In a recent member survey:

91%

of respondents strongly agreed or agreed that their organization has learned from other organizations and leaders in the sector through opportunities facilitated by ACDS

100%

of respondents strongly agreed or agreed that ACDS helped their organization stay informed about developments in the CDS sector

### IN WORDS

*“Leadership Lounge has been wonderful to engage on relevant and timely topics and make relationships with members from other agencies in other regions.”*

- Survey respondent, ACDS Member Survey 2026



## TOWARD A MORE

# Knowledgeable and Skilled Sector

In 2025-26, we expanded learning opportunities and created new resources, equipping organizations with the knowledge, tools, and skills to deliver high-quality services to individuals with developmental disabilities.

Introduced new **Crisis Prevention Training** through Canadian-based organization, **SIVA (Supporting Individuals through Valued Attachments)**. This core training is informed by SIVA's holistic and trauma-informed model.

Piloted a new course, **Excellence in Disability Supports**. This competency-based specialized training focuses on person-centered, rights-based approaches aligned with quality service delivery. The course will officially launch later this summer.

Released the **AI Toolkit for Disability Service Providers**. The toolkit helps disability service providers navigate the safe, ethical, and effective use of artificial intelligence in their organizations.

Hosted standalone Impact+ sessions on ***The Future of Now: Embracing AI in the Social Services Sector*** and ***Voices of Safety: Understanding and Applying Protection for Persons in Care***. These are in addition to the **5 regular sessions in the fall Impact+ webinar series**.

Offered **32 presentations at the sold-out Impact 2025 ACDS Annual Conference**. Diverse speakers and presenters shared their knowledge and expertise on timely and relevant topics for leadership, middle-management, and frontline staff.





## BY THE NUMBERS

127

**organizations** participated in one or more of our training programs

526

**learners** registered for core training programs

119

**learners** attended specialized training programs

395

**learners** joined in the Impact+ sessions

### In a recent member survey:

80%

**of respondents** strongly agreed or agreed that the training provisions offered by ACDS reflected their organization's needs and priorities

## IN WORDS

*“I've been working through the modules of the Excellence in Disability Supports course and it is fantastic!...I particularly like the variety of sources that have been used for YouTube videos. The diversity demonstrated drives home the point that the rights of people with disabilities are universal and not just a local idea.”*

-Wendy Smith, Prospect Human Services



## TOWARD

# Sector Excellence

In 2025-26, we worked diligently to respond to another year of high accreditation demand by building staff and surveyor capacity, refining our processes, and exploring new opportunities to strengthen our support to organizations.

**Reviewed and refined our internal processes to improve efficiency, clarity, and consistency.**

We identified opportunities to enhance use of technology within the accreditation system, laying the foundation for improved digital supports to streamline workflows, strengthen data integrity, and enhance risk management. We also completed a comprehensive review to ensure all process documentation materials are current, practical, and fit for purpose.

**Created an informational resource to guide organizations seeking to become accredited PDD service providers.** The guide will assist with the increasing number of inquiries we are receiving from organizations interested in offering new services.

**Enhanced our support to organizations** by providing intensive post-survey assistance, including the development of comprehensive action plans, guidance meetings, and facilitated collaboration between organizations and the Ministry of Assisted Living and Social Services (PDD) to help organizations meet accreditation requirements.

**Built accreditation surveyor capacity.** We recruited new Creating Excellence Together (CET) team leaders and team members and implemented initiatives to strengthen capacity, including revamping surveyor training to improve comprehensiveness and consistency in surveying practices, and introducing a team leader mentorship program to support team members.





## BY THE NUMBERS

60

CET surveys were completed

48

organizations were accredited at CET Level 1 (42) and CET Level 2 (6)

29

organizations were awarded the Respite for Children, Youth and/or Adults with Disabilities designation

36

organizations were awarded the Complex Support Needs designation

2

organizations were awarded New Services Accreditation

### In a recent member survey:

89.3%

of respondents strongly agreed or agreed that ACDS accreditation (Creating Excellence Together) reflects their organization's needs and priorities

## IN WORDS

*“Honoured to be part of this year’s CET Surveyor and Team Lead cohort in Calgary. The training sharpened our practice in person-centred approaches, evidence-informed standards, and respectful engagement with individuals accessing services and their circles of support. Grateful to the facilitators and the ACDS team for a thoughtful, well-run program. Looking forward to bringing these learnings into upcoming surveys.”*

- Adam Heighes, Vantage Enterprises



## TOWARD

# Addressing Sector-Wide Issues

In 2025-26, we leveraged our research and advocacy capacity to help address key issues impacting the sector and respond proactively to emerging challenges and opportunities.

Released **Safe, Affordable Housing: Recommendations to Address the Housing Crisis for Albertans with Developmental Disabilities**, outlining guiding principles and 13 proposed actions. The research has positioned us to effectively advocate for better housing for individuals with disabilities and resulted in requests for knowledge-sharing.

- Used our housing report to respond to the federal government's invitation to **provide input** on the proposed design and approach of its new Build Canada Homes (BCH) organization. BCH has been tasked with building affordable homes, supporting builders through financing, and encouraging better building practices.
- Presented at a housing consortium to share findings and recommendations from our housing work.

**Explored new opportunities to advance Project Blueprint**. We worked enthusiastically alongside Ministry of Advanced Education to explore feasibility for the Industry Pathways Program (IPP). When the exploration ended with the Ministry advising us to work directly with post-secondary institutions rather than pursue the IPP, we quickly pivoted to explore alternative funding and partners to advance workforce development opportunities.

**Successfully advocated for community disability services workers to be eligible for a free Covid vaccine** following an announcement that excluded them in a listing of eligible groups.

**Alongside many other stakeholders, successfully advocated to address the gap created by the suspension of the Canada-Alberta Job Grant program**, a program that our sector heavily relied on to support workforce development, which eventually got replaced by the Canada Alberta Productivity Grant.





## BY THE NUMBERS

In a recent member survey:

**86%**

**of respondents** strongly agreed or agreed that ACDS has a good understanding of their organization's issues and challenges

**85.5%**

**of respondents** strongly agreed or agreed that ACDS provides their organization opportunities to share knowledge, refine advocacy priorities, and co-create solutions

## IN WORDS

*“I am always amazed at how capably you influence and steer opportunities for the sector.”*

-Dan Verstraete, Parkland C.L.A.S.S.

## TOWARD A MORE

# Robust Sector

In 2025-26, we invested in engagement, initiatives, and programs to help position the CDS sector for a strong and resilient future.

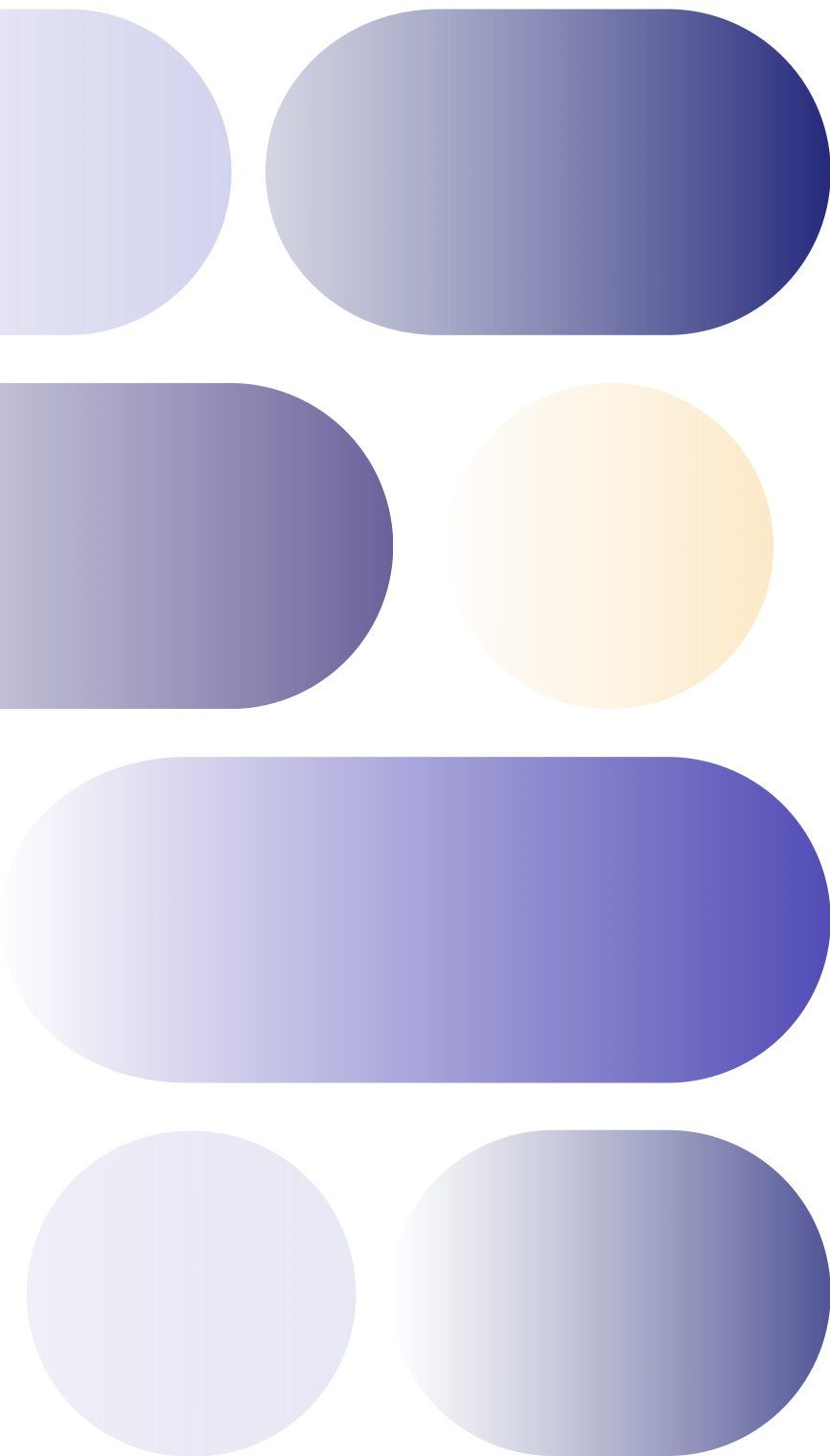
**Launched the ACDS Strategic Plan 2026-29.** The plan sets a clear framework to help our organization build a strong foundation to support and advance the CDS sector — now and well into the future. It also includes key success indicators to support ACDS in measuring our impact and success in achieving our goals.

**Secured a commitment from the Ministry of Assisted Living and Social Services (ALSS) to conduct a comprehensive review of the PDD funding model.** The review — which ACDS has long-advocated for — is a significant and rare opportunity to address the sector's longstanding challenges and shape a funding model that is responsive to the needs of individuals and supports a strong, sustainable service delivery system. We are actively engaging in this review process on the sector's behalf, while supporting members to engage individually.

**Represented the sector on the Assisted Living Alberta (ALA) Transition Committee.** We played a significant role serving on the ALA committee by informing and making recommendations to strengthen supports for individuals with disabilities and addressing some key issues in the sector through integrated services and programs.

**Secured a commitment from ALSS to complete a licensing review.** This is in response to enduring issues with licensing that impact program capacity, inconsistent expectations, administrative burdens and conflicting requirements and expectations.

**Continued to work with PDD staff to address current contract issues.** This work is led by the Contract Advisory Committee comprised of representatives from member organizations. ACDS provided research support to assist the committee with this work, including research and analysis of data on eligible expenses.



***“We have important and ambitious work ahead. With your continued input and support we are confident that we can progress together toward a stronger sector for Albertans with disabilities.”***

**- Andrea Hesse, CEO & Pam McGladdery, Board Chair**

## OUR MEMBERS

# Our ACDS

### CALGARY

Above and Beyond Care  
 Association for the Rehabilitation of the  
 Brain Injured (ARBI)  
 Calgary Alternative Support Services  
 Inc.  
 Calgary Community Day Services  
 Calgary Comprehensive Support  
 Services (CCSS)  
 Calgary Progressive Lifestyles  
 Foundation  
 Calgary SCOPE Society  
 Calgary Society for Persons with  
 Disabilities  
 Calgary Society of Community  
 Opportunities, The  
 Columbia College  
 Community Living Alternative Services  
 Connections For Families Society  
 Developmental Disabilities Resource  
 Centre of Calgary (DDRC)  
 Foothills Advocacy in Motion Society  
 L'Arche Association of Calgary  
 Loving Hands Partners in Care  
 National accessArts Centre  
 New Age Services Inc.  
 Optional Rehabilitation Services Inc.  
 Prospect Human Services Society  
 Resicare Society of Calgary  
 Springboard Centre for Adults with  
 Disabilities  
 Supported Lifestyles Ltd.  
 Universal Rehabilitation Service Agency  
 (URSA)  
 Vantage Enterprises Ltd.  
 Vecova Centre for Disability Services  
 and Research  
 Venturers Society of Calgary, The

### EDMONTON

Alberta Adaptabilities Association  
 Arch Enterprises & Training  
 Association of Edmonton  
 Association Supporting Choices of  
 People, Edson (SCOPE)  
 CarePros  
 Catholic Social Services  
 Centre for Autism Services Alberta  
 Chrysalis: An Alberta Society for  
 Citizens with Disabilities  
 Connect Society  
 Crossroads Family Services  
 Edmonton Integrated Services Ltd.  
 Elves Special Needs Society  
 EmployAbilities Society of Alberta  
 Entrust Adult Inc.  
 Excel Society  
 Good Samaritan Society, The  
 Goodwill Industries of Alberta  
 Home-Within-A-Home Society of  
 Edmonton  
 Independent Advocacy Inc.  
 Independent Counselling Enterprises  
 Key Support Services Inc.  
 L'Arche Association of Edmonton  
 Leduc Linx Connect Centre  
 Lifestyle Choices Support Society  
 Lo-Se-Ca Foundation  
 McMan Youth, Family and Community  
 Services Association - Edmonton  
 Mill Woods Society for Community  
 Living  
 MIRA Facilitation Center  
 MirkaCare Services Inc.  
 Nina Haggerty Centre for the Arts  
 Prince Charles Residence  
 Rehoboth Christian Ministries  
 Residential Aide Placement Services  
 Robin Hood Association  
 Selections Career Support Services  
 Skills Society  
 Taproot Community Support Services  
 Ltd.  
 Tralee Residential Services Ltd.  
 Transitions Rehabilitation Association  
 of St. Albert and District  
 Wild Rose Caregivers Ltd.  
 Winder Inclusive Communities Service  
 Winnifred Stewart Association  
 YWCA of Edmonton

### CENTRAL

Ability Development Services by  
 Bea Fisher  
 Accredited Supports to the Community  
 Advance Society Innisfail: Support for  
 Developmentally Disabled  
 Beehive Support Services Association  
 Camrose Association for Community  
 Living  
 Canadian Mental Health Association -  
 Camrose  
 Centra Cam Vocational Training  
 Association  
 Cosmos Group of Companies  
 Drumheller and Region Transition  
 Society (DARTS)  
 Etana Supports Society  
 Falcon Enterprises, Wainwright &  
 District Association  
 Fisher Farm Residential Association  
 Focus Society for Support Services  
 Horizons Training Centre Society  
 Lacombe Action Group for the  
 Handicapped  
 Olds Association for Community Living  
 Padnoma Support Services Inc.  
 Parkland C.L.A.S.S.  
 Providing Residential Options &  
 Services (PROS)  
 Regional Living Skills  
 Rocky Support Services Society  
 STEPS Society of Red Deer  
 The SS I\*C\*E\*  
 Wainwright Association for Community  
 Living  
 Westward Goals Support Services Inc.  
 Wetaskiwin and District Association for  
 Community Service

### SOUTH

Ability Resource Centre  
 Bluefox Association  
 Cardston Support Services Association  
 CORE Association  
 Edenbridge Family Services Inc.  
 Health Care Homes Ltd.  
 L'Arche Association of Lethbridge

Lethbridge Family Services  
 McMan Youth, Family and Community  
 Services Association - South  
 New Beginnings Association  
 Peak Vocational and Support Services  
 Quest Support Services Inc.  
 REDI Enterprises Society  
 Southern Alberta Community Living  
 Association (SACLA)  
 Southern Alberta Society for the  
 Handicapped (SASH)  
 Taber Special Needs Society  
 Wheat Country Special Needs Society

### NORTHEAST

Blue Heron Support Services  
 Association  
 Blue Heron Vocational Training Centre  
 (1987)  
 Dove Centre  
 Lac La Biche Disability Services  
 Life Empowerment Inc.  
 Salvation Army START Program, The  
 St. Paul Abilities Network  
 VALID Association  
 Westlock Independence Network

### NORTHWEST

Canadian Mental Health Association -  
 Grande Prairie  
 Care Human Services Ltd.  
 Community Life Acceptance  
 Independence Resources  
 Falher Friendship Corner Association  
 HeARTh Social Profit Company  
 Marigold Enterprises Rehabilitation  
 Society  
 Northern Lights Ranch  
 Signature Support Services

### ASSOCIATE MEMBER

Angel Care Homehealth Services Inc.  
 Behaviour Support & Family Services  
 Between Friends  
 Canadian Citizens of Heaven Intl.  
 Worship Centre  
 CQR Centre for Opportunity  
 Gateway Association for Community  
 Living  
 Little Whispers Respite Services  
 Rabboni Support Services Inc.  
 Your Way Support

Au, Tai Keung Tomson  
 Elsergany, Ahmed  
 Eteng, Kike  
 Faulk, Ann  
 Goguen, Paul  
 Miller, Lori  
 O'Connor, Rita  
 Randolph, Sienna  
 Sabharwal, Shaylee  
 Shokalu, Olusola  
 Sing, Hans Raj  
 Viczko, Wendy

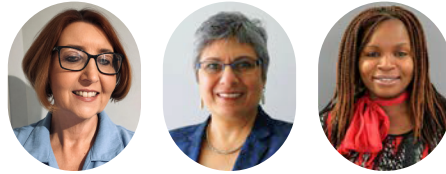
### AFFILIATE MEMBER

Arthur J. Gallagher Canada Ltd.  
 BFL Canada Risk and Insurance  
 Services Inc.  
 Centerpoint Facilitation  
 MTG Healthcare Academy  
 Tia & Nika Community Services

## OUR TEAM

# Our ACDS

### ACDS LEADERSHIP TEAM



**Andrea Hesse**, CEO

**Nilima Sonpal-Valias**, Director,  
Strategic Initiatives and Engagement

**Clova Lehr**, Director, Accreditation and  
Services

### ACDS STAFF

**Alison Long**, Executive Assistant/IT  
Administrator

**Aqsa Arif**, Communications and  
Marketing Assistant

**Carla Farwell**, Manager, Accreditation

**Danielle Mazerolle**, Accreditation  
Coordinator

**Debbie Casper**, Accounting Assistant

**Elizabeth Schweighardt**, Policy and  
Research Analyst

**Jasvir Chatha-Bains**, Manager,  
Communications and Engagement

**Justin White**, Accreditation  
Coordinator

**Kakoli Mitra**, Manager, Training and  
Development

**Maxine Innes**, Manager, Business and  
Finance

**Natalia Enns**, Accreditation  
Coordinator

**Sheethal Mathew**, Training and  
Development Coordinator

### BOARD OF DIRECTORS

**Pam McGladdery**, Chair  
**Ann Marie LePan**, Vice Chair  
**Donna Phillips**, Treasurer  
**Dianne Kotkas**, Secretary

**Alexi Davis**  
**Craig Wood**  
**Dan Verstraete**  
**Darrin Stubbs**  
**Emily Ruttan**  
**Janice Gerbrandt**  
**Lorelei Martin**



## OUR COMMUNITY CONTRIBUTORS

# Our ACDS

Thank you to the many members of the ACDS community that participated in committees and forums, and supported core ACDS programs and services, including:

### GOVERNMENT RELATIONS COMMITTEE

**Ann Marie LePan**, Robin Hood Association  
**Anthony Opden Dries**, St. Paul Abilities Network  
**Ben Weinlick**, Skills Society  
**Craig Wood**, REDI Enterprises Society  
**Dan Verstraete**, Parkland C.L.A.S.S.  
**Deborah Gregson**, HeARTh Social Profit Company  
**Diane Magill**, Blue Heron Support Services Association  
**Karen Murphy**, Catholic Social Services  
**Kelly Holmes-Binns**, Vecova Centre for Disability Services and Research  
**Paige McCann Sauter**, Ability Resource Centre  
**Pam McGladdery**, Universal Rehabilitation Service Agency

### MEMBERSHIP COUNCIL (CHAIRS OF REGIONAL SERVICE PROVIDER COUNCILS)

**Darrin Stubbs** (Northwest)  
**Michelle Juett** (Calgary)  
**Diane Magill** (Northeast)  
**Janice Gerbrandt** (Edmonton)  
**Robin Good** (Central)  
**Dasha Horton** (South)

### SERVICE PROVIDER PARTNERSHIP COMMITTEE (SPPC)

**Andrea Hesse**, ACDS CEO  
**Ann Marie LePan**, ACDS Board Vice Chair  
**Janice Gerbrandt**, ACDS Board Director  
**Lorelei Martin**, ACDS Board Director  
**Pam McGladdery**, ACDS Board Chair

### CONTRACT ADVISORY COMMITTEE

**Craig Wood**, REDI Enterprises Society  
**Darrin Stubbs**, Signature Support Services Society  
**Dianne Kotkas**, Lethbridge Family Services  
**Gerry McCallum**, Foothills Advocacy in Motion (FAIM) Society  
**Lorelei Martin (Co-Chair)**, Drumheller and Region Transition Society  
**Todd Rich**, Community Living Alternative Services

### BLUEPRINT CDS ADVISORY COMMITTEE

**Alex Stoye**, MirkaCare Services  
**Brandi Lewis**, Mira Facilitation Center  
**Charlotte McKay**, Catholic Social Services  
**Darla Mohan**, Quest Support  
**Dan Verstraete**, Parkland C.L.A.S.S.  
**Dianne Kotkas**, Lethbridge Family Services  
**Diane Magill**, Blue Heron Support Services Association  
**Donna Phillips**, Taproot Community Support Services  
**Norma Wisbling**, New Age Services  
**Robin Good**, Camrose Association for Community Living

### ACDS HOUSING TASK TEAM

**Ben King**, Robin Hood Association  
**Ben Weinlick**, Skills Society  
**Darla Mohan**, Quest Support Services Inc.  
**Donna Phillips**, WJS Canada  
**Emily Ruttan**, Winnifred Stewart Association  
**Janice Gerbrandt**, Rehoboth Christian Ministries  
**Keith Geddes**, Vecova Centre for Disability Services and Research  
**Pam McGladdery**, Universal Rehabilitation Service Agency  
**Ryan Geake**, Calgary SCOPE Society

### COMMISSION ON ACCREDITATION

Angela Wilm	Helen Cowie - Co Chair
Clova Lehr	Jane Rotnem - Chair
Dana Wild	Janice Gerbrandt
Diane Magill	Michelle Cole

### ACCREDITATION TEAM LEADERS

Adam Heighes	Kathlene Tweel
Cindy Kunz	Lynn Graville
Diane Strain	Rita O'Connor
Helen Brundige	Sarah Taylor
Jordyn Pervaiz	Tracey Murphy
Justin White	Trina Cameron

### ACCREDITATION SURVEYORS

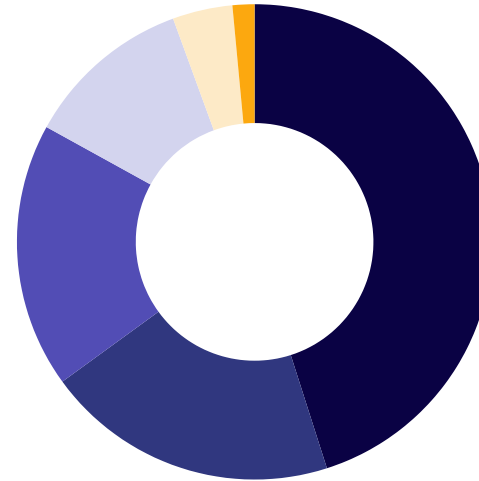
Adam Lampman	Lesley Kupka
Akintunde Omoz-Oarhe	Loretta Fost
Almira Vujovic	Marina Lynch
Andrea Gawin	Melanie Acres
Andrea Mayer	Michelle Juett
Angelica Manalo	Nadine Laurent
Ashley Johnson	Norma Wisbling
Billie Harty	Olawale Aiyegbusi
Collette Wanchulak	Pebbles Salvian
Craig Summers	Rayla Molloy
Debbie Hopaluk	Renata Vasilj
Denise Jordan	Rhonda Stone
Erin Thibault	Romeo Concepcion
Erwin Bodoso	Samanth Campbell
Femi Morakinyo	Shannon Macklin
Franceska (Leah) Lien	Shelby Mathieu
Geoff Chapin	Sheli Pennifold
Greg Lane	Simon Okoya Odongoro
Helena Impett	Tamara Rietveld
Henriette Groeneveld	Tamara Armitage
Jade Menin nee Naglis	Tami Tolley
Jennifer Parsons	Tianna Rissling
Kaylee McKinney	Tim Griffin
Kayleigh Cline	Tina Wagner
Kelly Hallewell	Tylin-Joël-Charlebois
Kelly Ilkiw	Valerie Jackman
Kendra Warwick	Wendy Ebach
Kristi Kassian (McKort)	Wendy Fuglsang
Laura Bellacicco	Whitney Dunham

## 2025-2026

# Financials

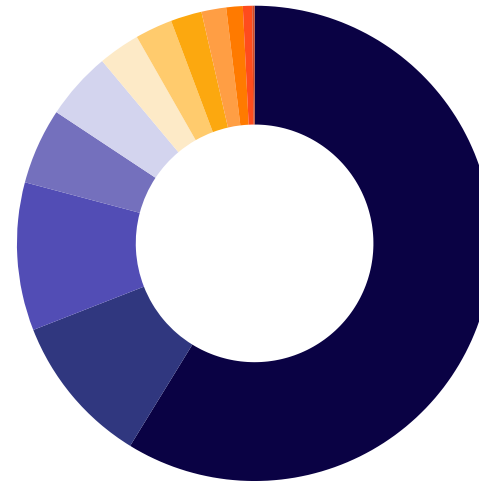
### TOTAL REVENUES \$2,083,142

<span style="color: #001a4a;">●</span> Government Support	\$939,019
<span style="color: #003366;">●</span> Events, Sales and Training	\$414,908
<span style="color: #3366cc;">●</span> Membership Dues	\$375,575
<span style="color: #6699cc;">●</span> Sector Support	\$237,572
<span style="color: #f9c97c;">●</span> Accreditation	\$85,009
<span style="color: #ff9900;">●</span> Other Revenue	\$31,059



### TOTAL EXPENDITURES \$2,198,613

<span style="color: #001a4a;">●</span> Staffing	\$1,292,115
<span style="color: #003366;">●</span> Events, Sales, and Trainings	\$226,390
<span style="color: #3366cc;">●</span> Surveys	\$221,448
<span style="color: #6699cc;">●</span> Administration	\$113,625
<span style="color: #99ccff;">●</span> Rent	\$101,391
<span style="color: #f9c97c;">●</span> Program Development and Committees	\$62,290
<span style="color: #f99933;">●</span> Professional Fees	\$55,797
<span style="color: #ff9900;">●</span> Special Initiatives	\$46,554
<span style="color: #ff6600;">●</span> Travel	\$37,002
<span style="color: #ff3300;">●</span> Contract Service	\$24,613
<span style="color: #ff0000;">●</span> Program Contracts & Consultation	\$13,928
<span style="color: #990000;">●</span> Print, Advertising & Production	\$3,460





**ACDS HEAD OFFICE**  
Suite 220 200 Rivercrest  
Drive SE, Calgary, AB  
T2C 2X5

**CONTACT INFORMATION**  
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E. [acds@acds.ca](mailto:acds@acds.ca)  
W. [acds.ca](http://acds.ca)

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