20202021ANNUALREPORT

Together, our actions will spark collective healing

Lethbridge Family Services

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Vision, Mission, COA Accreditation

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VISION A connected and inclusive community where people thrive.

MISSION

We are a highly accredited, charitable, human services organization that improves the well-being and quality of life for individuals and families in Southwestern Alberta.

ACCREDITATION

We are proud to be accredited by the Council on Accreditation (COA) of Services for Children and Families Inc. an international, independent, non-profit accrediting organization dedicated to improving the delivery of social and health services.

COA accreditation signifies that our organization has voluntarily undergone a rigorous external evaluation and that our services, management, and governance, meets or exceeds research-based best practices.





A MESSAGE FROM OUR CEO

"In every community there is work to be done... In every heart, there is the power to do it." – Marianne Williamson

Photo Credit: Photography by Tonya Plonka

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Oki friends,

What a consequential time we find ourselves in as we move through a second full year of pandemic, just one of many crises challenging us in life as we know it. Racism; Displacement; Climate catastrophe; Growing civil unrest; Mental health. Nobody has been spared, and we are living with a monumental imperative to learn, to heal, to do better, to sow the seeds of hope as we go forward together in a world that has been forever changed.

In every community around the world there is work to be done, and in every heart, there is the power to do it. We have a profound opportunity to explore new human potential, and we will be stronger if we embark on this journey together, like never before. In profound reflection, we pause, breathe, look within, to ask who we are, how we can support, and what is needed to transform.

As the world, Canada, LFS and our beloved clients, staff, Board and volunteers have navigated the changes around us, I have been invested in rich dialogue with stakeholders. We explore ways to bring people and organizations together to spark the collective healing needed now more than ever. I believe that those conversations are the starting point for collective action, and we are proud and grateful to be moving in this direction with determination, dedication, and commitment.

Lethbridge Family Services is poised and ready to meet the future; to drive engagement; to be leaders; to empower; to evolve.

We are dedicated to accessing human capacities like empathy and compassion to understand the experiences and motivation of all those within our community and society. We greet and celebrate contrasting perspectives, different dynamics, diversity, and interdisciplinary approaches to strengthen our community's collective healing. We welcome the concept of positive collisions – the unpredicted collision of ideas and people which result in fascinating collaborations with unexpected partners for superior outcomes.

Visionary ideas, hope, growth and action inspire us.

In the eight years I have proudly lead our team of dedicated, driven people, I have seen an organization amplify and reinforce our vision of a connected and inclusive community where people thrive. I extend my most heartfelt gratitude to our incredible Team LFS for building the path that has ushered us with such power and strength. I look with optimism and certainty that together, our actions will spark collective healing.

There is no doubt.

Sandra Mintz, Chief Executive Officer Welcome to 2021! In Lethbridge Family Services' 111 years of operation, this will certainly be remembered as a unique time in the organization's history. The COVID-19 pandemic brought changes and even hardships of one kind or another for all of us. We witnessed changes on an epic scale, experienced vulnerabilities in our lives and in our communities, and were spurred to respond with a resilience that is seeing us through this ever-changing landscape.

As this year's Chairperson, I am so very privileged and grateful to be surrounded by a consummate and devoted Board of Directors; an exceptional leadership team guided and inspired by our phenomenal CEO - Sandra Mintz; and invigorated by our resilient, skilled and dedicated employees – all who collectively make the organization a leader in health, human and community services. Together with our government ministries, community and business partners, volunteers, and supporters, Lethbridge Family Services never wavered from living out it's mission of providing services that improve well-being and quality of life; services so relevant for resilience, growth and moving forward in the ever-changing environment COVID-19 entailed.

Through all of this, we continued our history of adhering to the highest standards of policy governance, sound decision-making, good fiscal stewardship, transparency and accountability - essential elements for the strong performance fundamental to the organization's success in serving individuals, families and communities throughout Southwestern Alberta.

Lethbridge Family Services met the call to action imposed by the pandemic in meeting individual and family needs with respect, integrity, and compassion – values so deeply rooted within the organization and so important in building resilience. I am especially proud of our 2021-2024 Strategic Plan which combines both human and technology-centered strategies to "meet the future" by focusing on both short and longterm organizational goals in, maintaining relevant, efficient, and effective services; ensuring business continuity and sustainability. Lethbridge Family Services Board is proud of and dedicated to supporting the CEO in making all this happen in a supportive culture, backed by conscientious policies, diligent fiscal oversight, thorough continuous quality improvement, and strong risk management.

A supportive culture is critical in any organization. The Board of Directors champion the organization's vision, mission, and values, ensuring these all underpin and are animated in all the organization is and does. Leadership is about setting an example and signals the behaviours the organization embodies and demonstrates. We recognize the value of a respectful and inclusive workplace where everyone contributes, and to act on this, the Board collaborated with a core group of employees and leadership to set the right tone for our goals and objectives which encourage fluidity and flexibility.

We are confident in the organization's strategic direction, and firmly believe Lethbridge Family Services' purpose-driven approach ensures that the citizens and communities throughout Southwestern Alberta have the capacity to thrive and be resilient.

It has been an honour to serve as Chairperson of Lethbridge Family Services during this unprecedented time.

Wendy Kalkan CHAR

A MESSAGE FROM OUR CHAIR

Resilience:

The capacity to recover quickly from difficulties; toughness. The ability of a substance or object to spring back into shape; elasticity. *Oxford Languages

ABOUT US

Lethbridge Family Services provides highly-accredited health and social services to over 8,100 individuals and families, through the professional services of more than 380 staff, and the support of 663 committed volunteers.

DaCapo Disability Services

DaCapo is an Italian "musical" term that means to "repeat from the beginning". Our highly trained community disability services workers assist children and adults with disabilities (developmental, FASD and brain injury) to develop skills and relationships that enhance their well-being, independence, and connectivity to the community.

Services Include: Community access services, employment services, cross-disability support services, FASD assessment and diagnostic services, community access for people in continuing care, community living and respite services.

Service Areas: Southwestern Alberta from Claresholm south to the US border and the BC border east to Bow Island.

Immigrant Services

Our certified Settlement Practitioners ensure that regardless of language or cultural barriers, people who arrive in Canada are able to use their existing skills, learn new ones, and participate actively in all aspects of Canadian life. We provide a welcoming environment where newcomers and their families can make Lethbridge their home. We offer programs and services in 39 languages.

Services Include: A full range of settlement services, orientation, information, referrals to community supports, interpretation, translation, and supportive counselling for immigrants and refugees. We deliver public education to professionals and the community at large, and participate in many community outreach projects.

Counselling, Outreach & Education

Through a welcoming and compassionate environment, our Counselling team comprised of a Registered Psychologist, Registered Provisional Psychologists, Registered Social Workers, and Canadian Certified Counsellors, provides therapeutic services to individuals and their families to process traumas and resolve other personal and psychological issues. Our Outreach & Education team works with individuals, caregivers and professionals to facilitate insight, awareness and enhance skills.

Services Include: Individual, couple, family and group counselling for individuals aged 3 to end of life. Outreach and Education services include educational presentations, training/workshops, personal growth groups and individual education sessions.

Home Services

Our Certified Health Care Aides provide in-home support to enable seniors, and individuals with physical disabilities, and the acute, chronically and/or terminally ill to remain in their preferred living environment for as long as possible.

Services Include: Personal care, palliative care, respite care and specialized services supported by Registered Nurses, Licensed Practical Nurses, Health Care Aides, and administrative personnel.

Service Areas: Southwestern Alberta from Claresholm south to the U.S. border, east from the BC border to MD of Taber and County of Warner. Central:

Lethbridge, Coalhurst, Coaldale, Picture Butte, Monarch, Shaughnessy. North: Fort Macleod, and Granum.

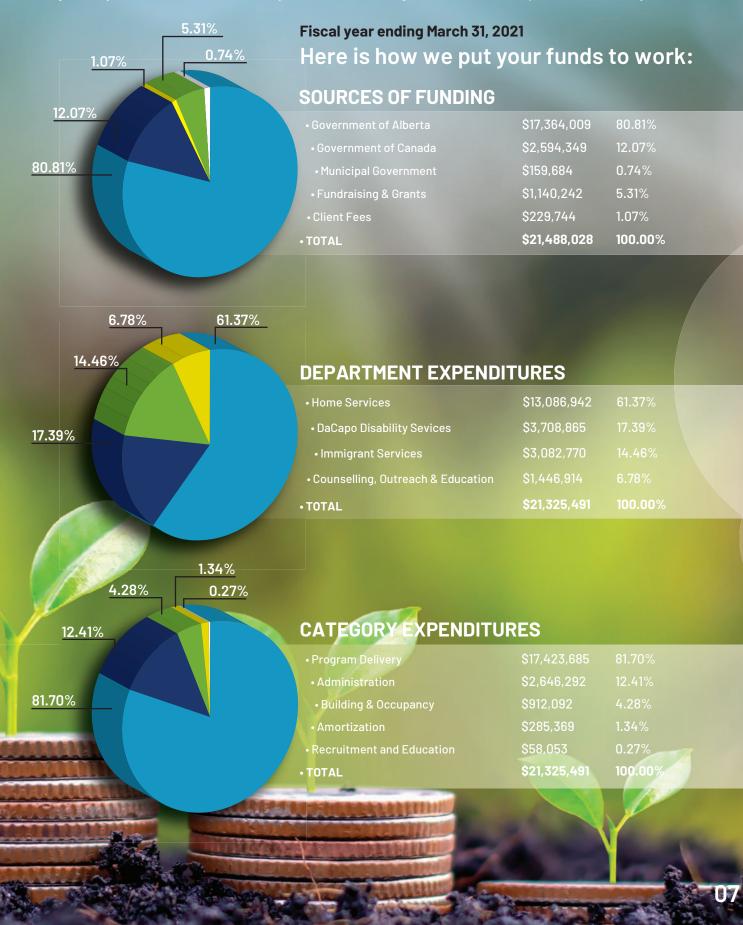
West:

Pincher Creek, Lundbreck, Hillcrest, Bellevue, Frank, Blairmore, and Coleman. East: Taber, Barnwell, Enchant, Vauxhall, and Hays.



FINANCIAL SUMMARY Our service to over 8,100 individuals

and families is made possible through the contributions of our major funders, donors, foundations, and corporate supporters. Lethbridge Family Services remains steadfastly committed to strong financial stewardship and accountability.



PERFORMANCE AND QUALITY IMPROVEMENT

CHATTERS FROM

Counselling, Outreach & Education

93% of clients who have completed counselling experienced functioning within the normal range in the following areas: Symptom Distress; Interpersonal Functioning; Social Role Functioning; and Quality of Life.

94% of adults associated with childhood or adult traumatic experiences experienced a decrease in trauma symptomatology.

100% of participants in personal growth groups who completed workshops through Outreach & Education indicated an increase in their knowledge to provide support.

DaCapo Disability Services

The number of clients served increased by **16.5**% from the previous year.

Anonymous Client and Guardian Feedback Survey Results: Service rating was evaluated to be "excellent/good" by 97% of respondents.

Community Access for People in Continuing Care (CAPCC) Service Satisfaction Rating was 100%.

Home Services

Of the **1,203** clients surveyed, **97%** stated that their condition had been maintained or positively affected by the services they received.

The annual Client Service Quality Review had a completion rate of 99%, which exceeded the priority target measure of 80%.

Client feedback surveys indicated that on average, 92% of respondents rated their services at the good to great level.

Immigrant Services

90% of Settlement Services participants surveyed said they had acquired skill sets for successful settlement and integration.

THE FEFT FOR STATE

88% of Settlement Services participants in the Case Management model were able to remain stable or overcome barriers to settlement.

91% of Settlement Services participants indicated that Lethbridge Family Services was helpful in their settlement and integration process.

Human Resources

Supervisor to staff ratio equals 1:7.35

Employee Engagement/Satisfaction showed an 80% median overall employee satisfaction Benchmark: LFS Employee Satisfaction Survey, January 2021.

Finance

Total administration expenses to total expenses saw a slight decrease despite challenges experienced during the pandemic.

Year-end financial statements in compliance with Canadian Accounting Standards with no recommendations issued by the Auditor. Did you know that we have an organization-wide Performance and Quality Improvement (PQI) system? PQI data and analytics help us to provide efficient, effective, outcome-based services, effective management practices, and achievement of strategic and program goals.

Business Development

Annual risk assessment reviews and established mitigation strategies completed.

Strategic Plan 2024 completed, engaging internal and external stakeholders in an extensive effort to ensure shared understanding of goals, positioning LFS for a successful future.

Information Technology

With the rapid pace of innovation, the LFS IT Department is ready to "meet the future" by staying current regarding trends in advanced threat protection and overall tech security.

By supporting effective communications and Department collaborations, the IT Department continues to see a high overall employee satisfaction rating of 4.5/5.0.

Advancement & Communications

Fundraising experienced an increase of 84% from the previous year.

Donor growth exceeded established target by 27%.

LFS website re-design is underway with 2 Departments completed, and the click-through rate on those pages reaching over 6%, well above industry standard.

Health and Safety

100% employees attended the Employee Health and Safety Training during orientation and Safety Refresher which takes place every three years.

95% - Employee trust of management's commitment to Health and Safety.

100% reporting on identified hazardous conditions.

Facility

Average time to complete work orders reduced from **3** to **1.5** days.

Internal stakeholder experience resulted in a minimum 4/5 average rating in overall customer experience for the resolution of maintenance tickets.

Counselling, Outreach & Education

- 1,858 total clients/participants served
- 5,038 total clients/participants hours served
- Participated on 15 provincial, local or rural inter-agency committees.
- Presented at provincial Conferences on our innovative programming:
 H.E.a.R.T. (Humanity = Empathy and Respect Together)
- Outreach and Education developed **4** new personal growth groups and **12** presentations to address community response to Compassionate Fatigue

Home Services

- 2,037 Total clients served
- 32 Communities in Southwestern Alberta received in-home support
- 406K Direct client service hours
- 50K Hours of care each month
- 1,115 Hours of service provided each day
- 1,635 Visits to clients each day

DaCapo Disability Services

- 457 Total clients served
- 81,890 Client service hours
- One of five FASD Assessment & Diagnostic Services sought out to be involved in 3 National Research projects
- 86% of Individuals with employment placement funding, maintained or increased hours of work
- 8 Week Arts and Crafts program delivered by a practicum student
- New C2C Client to Client! Weekly jam sessions broadcast

Immigrant Services

- 919 Total clients served
- 1,700+ Appointments with families
- 3,500+ Hours spent online or by phone assisting families
- 23 Tablets for the LFS loan program to children and families
- 48 Countries our clients come from

In Our Community

- 8,168 individuals served annually
- 15,324 hours donated by 513 volunteers
- \$185,940.85 Record amount raised by Angel Tree Christmas Campaign to serve 2,973 children and teens
- New! Addition of LFS YouTube Channel
- New! Training room technology upgrades completed



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HOME SERVICES

Compassionate care reaching new heights: our promise to you

Alberta's continuing care system predicts that homecare services will grow by two-thirds by the end of the decade. Currently, approximately 60 % of care is provided in homes while the rest is provided by facility-based aid such as hospitals and long term care facilities. Giving people more choice for at-home care is one solution to keeping the system viable and sustainable. People are living longer and living with more chronic illnesses due to increased life expectancy. Consequently, the role our Health Care Aides undertake is increasing with the increasing needs of our community care clients. The services LFS provides are becoming more extensive.

We are witnessing more spouses and children becoming care-givers for their elderly and/or infirm spouse or parent. These caregivers face a very real risk of becoming overwhelmed, burnt out and emotionally drained. Our team of health care professionals aim to support client care needs while allowing the spouse or child to focus on relationships. We do this with compassion.

Compassionate care is our promise to our clients, their families, and all caregivers. As a fundamental priority, compassion is one of our core values which supports the vision, culture, and practice within LFS. Evidence suggests that compassion and empathy are correlated with positive health outcomes, a fundamental factor that promotes recovery from any illness. AAMC.org 2019

True compassion is hard work, but it's worthwhile. As Ralph Waldo Emerson wrote, "It is one of the most beautiful compensations of life that no man can sincerely try to help another without helping himself."

During the pandemic, while many organizations slowed down or closed operations, we increased our service hours. We kept going because we saw it making a powerful difference in quality of life for our 2,037 clients, by transforming reactivity into a compassionate and caring response. This is how our clients responded to this care:

- "I am so happy with the service I receive and don't know what I would do without you!"
- "I just love when my 'angels' come to help me."
- "They help me with my shower and make me smell so nice."
- "Their kindness lightens my day. It makes such a big difference in my happiness."

When we care for others, it is a profound act of kindness that refills the heart, energizes the body, and nourishes the soul. LFS Health Care Aides understand compassion is powerful and is a part of their every day.

"We Are Balloons Filled With Feelings In A World Full Of Pins" (Jonatan Phillips), but together, our actions will spark collective healing.

IMMIGRANT SERVICES

"Life is a series of collisions with the future; it is not the sum of what we have been, but what we yearn to be." Jose Ortega y Gasset

> "I can't thank Lethbridge Family Services enough for not only helping me achieve my dream, but for bringing me into their Family."

My new home away from home!

At Lethbridge Family Services, we respect and admire the journey newcomers are brave enough to take in order to call Canada, and ultimately Lethbridge, their home. We understand that what they bring to Canada benefits all of us. We are a country of immigrants – acknowledging the first peoples of Canada and we will continue to grow and prosper with immigration as a key aspect of our country's economic and cultural policies. (Arrive 2021)

Lethbridge Family Services is meeting the future by meeting our Newcomers where they are at.

Meet the very affable Martha Astorquiza, who told us, "I first came to Canada as an international student at the University of Lethbridge. Although I was excited about starting a new life here, I was hesitant and anxious about being an older newcomer and wasn't sure if I'd ever be able to achieve my goal of making Canada my permanent home."

Settlement in Canada is truly a "two-way street" where both government and non-government stakeholders help to facilitate social inclusion in fostering newcomer resilience. (IRCC 2016) The expectation of the Canadian immigration policy is that immigrants will integrate into their new country and culture. For later life immigrants, this can be daunting.

As Martha researched Permanent Residency (PR) pathways, she found the entire process overwhelming and confusing. She started having second thoughts and was discouraged about her chances of staying in Canada permanently. She knew she needed help.

Luckily a former colleague recommended the Lethbridge Family Services Settlement and Community Support Services Program where she met LFS Coordinator, Graydon Burbank. Her hope was restored. Through many meetings, essential support services, and the right guidance, Martha received the letter she was waiting for.....an "invitation to apply" for permanent residence. The weight of this difficult process was lightened by Graydon's patience and on July 21, 2021, she received the news she had longed for; Martha was confirmed as a Permanent Resident of Canada!

COUNSELLING, OUTREACH AND EDUCATION

The Kintsukuroi experience: Healing and growing Imperfections are gifts to be worked with. Imagine your most beloved pottery bowl or figurine falls and shatters into pieces. You look down, heartbroken, raw, flooded with emotions and memories. This is tragic.

Now imagine gently gathering each precious piece, awake to its fragility, reflecting on your desire to make it whole again. You thoughtfully fasten each piece with gold as the bond, until your beloved item is once again whole.

Seeing this item in a distinct light; it is familiar, yet different. You mourn, yet are excited about its new possibilities. This is healing.

The Japanese art form called *Kintsukuroi* means to 'repair with gold'. When a pottery item breaks into pieces, an artisan puts the pieces back together using gold, to create strong bonds. The breaks are not hidden. It is welcomed as a reminder; for all life is not without its flaws and imperfections.

https:www.psychologytoday.com/ca/blog/luminous-things/201510/resilience-growth-kintsukuroi

Today, in our world we have experienced the crisis of pandemic. We emerge into the future with all our resiliency. We are confronted with the opportunity to explore our new potential and seek meaning in life. We may be feeling like the fragmented pieces of our beloved pottery, broken on the floor.

Counselling is like the gold bond. How can we support you? The *Counselling, Outreach, and Education* team is the therapeutic gold that can support your healing and strengthen your bonds. We recognize that you and the community have experienced the vulnerabilities of emotional distress, strained connections, and the unexpected and uncontrolled change in direction that compelled us to navigate into this new world. We honor and respect the strength required to make these necessary changes.

Our counselling team provides the space, nourishment, and expertise to counsel people toward discovering their own truth about what lies in heart and spirit, whether in self or relationships. We help people bind into their full potential, as the fragmented pieces of the pottery come together once again in new form.

The Outreach and Education team guides and facilitates understanding in the same way. Knowledge and skills are the gold bond to gather personal and collective capacity, as seen in the valued and shared expressions of the Personal Growth Groups. New learning, training, and presentations are the elements binding a fuller foundation of awareness and personal reflection.

As we pull together in collective consciousness, we all become stronger, more resilient, and more present, as the beloved item bound with gold. The new beloved item will always carry evidence of the crisis; however, it does not define the piece.

"In some ways suffering ceases to be suffering at the moment it finds meaning." Viktor Frankl, Man's Search for Meaning

DACAPO DISABILITY SERVICES



Art is common ground. The act of producing art is relatable.

The quality of a community's social bonds is often strengthened by building collective pride. For the clients of Lethbridge Family Services' DaCapo Disability Services Department, this is especially relevant. Given the challenges of the last 1½ years, DaCapo is working upstream against the negative effects of the pandemic, to provide positive experiences for both staff and clients, and amplify their voices within the community. DaCapo uses art, crafts and music as a catalyst for personal expression.

"By engaging in the creative process, we quiet the thinking brain and give voice to the unconscious. The cathartic result presents a pathway to understanding ourselves and our mental health....as a whole, integrated person."

(2019) www.psychologytoday.com/ca/blog/sporting-moments/201905/art-healing-expression

"Being a part of an art collective at Lethbridge Family Services, has brought my daughter so much joy", says Tracy McNab.

Arts, crafts, and music provide DaCapo clients opportunities for self-expression and creativity, providing avenues for communicating emotions, sometimes otherwise difficult to express, and the healing power of creativity they joyfully share with others. In 2020-2021, LFS facilitated weekly arts and crafts activities for clients. During the initial lockdown, LFS staff delivered all raw materials needed to each participant's home, and when required, loaned out iPads. Among the many projects completed this year, was a series of painted bird houses, each one unique, containing hidden messages of inspiration for the community to find.

Many organizations like Artists without Barriers, Tangled Art + Disability, Canada Council for the Arts, and the Christopher and Dana Reeve Foundation, to name a few, all agree that art plays a role in the future of collective healing for persons with disabilities. Arts, crafts, and music help LFS clients build critical skills; promote social interaction; build confidence, and provide a creative outlet that enhances life experiences while learning to transition into the larger community.

What's next for DaCapo clients? Aidan Moesby, curator, artist and writer says, we need to help our individuals "change perceived deficits into positives". (2018) www.dageddigital.com . DaCapo utilizes strength based approaches and will continue to promote initiatives that foster personal awareness and expression and facilitate connections to community.



MESSAGES TO OUR EMPLOYEES FROM THE BOARD

Wendy Kalkan, Chair

"Sincerest thank you and congratulations for all your outstanding work and accomplishments above and-beyond during the pandemic. Individually and collectively you met the challenge head on, and successfully continued providing the services, supports and care with compassion, integrity, skill and devotion so critical to so many during COVID-19."

Richard Perlow, Vice-Chair

"I want to thank all of the staff at LFS for the awesome job you've done during this pandemic. You really demonstrated grace in under pressure. I am so proud of you for the tremendous impact you have on the lives of others."

Christine Lee, Treasurer

"It is our staff that put the "Family" in Lethbridge Family Services and the words "Thank You" are not enough to express gratitude for the dedication, perseverance, and selflessness of the LFS staff in supporting our clients and community through the pandemic."

Charlotte Caton, Director

"In this pandemic year of masks, I am declaring my UNmasked admiration for the LFS staff and volunteers who set aside personal health concerns to serve LFS clients! A special shout out to the ANGEL TREE TEAM that wildly exceeded expectations."

Adam Zanoni, Director

"It is amazing what the team and staff at LFS have been able to accomplish and how they have pulled together in such trying times. While it might not always feel like it, please know that your contributions are greatly appreciated by not only the Board, but by our clients and the community as a whole."

Marion McEntee, Director

"To all staff who have diligently worked through this pandemic. It has been a trying time for all of you. As a Board member, I know you are the front line of the organization and I want you to know that I appreciate your dedication and commitment to LFS."

Fergus Raphael, Director

"A walk through our city is the proof of the impactful work of Lethbridge Family Services' team. Every day LFS staff welcome new Canadians, support people with disabilities, and aid the physical and mental health of individuals. Our whole city benefits, thanks to each team member."

Rachel Hopf, Director

"With deepest sincerity, I want to thank you all for the time and work you have put into helping others during these unprecedented times. You are noticed and appreciated for all that you do to support LFS clients and the community throughout this pandemic and always."

Leslie Gardner, Director

"My admiration and gratitude to each one of you for the way you have pulled together and helped us all cope during COVID-19. Thank you for going the extra mile for your clients and your colleagues. We appreciate you!"

Daren Heyland, Director

"It has been a difficult time for many during this COVID-19 global pandemic. Yet, you have served your clients, our families, our neighbors so diligently and professionally during this challenging time. Thank you for your selfless and inspirational service to others."

THANK YOU TO OUR FUNDERS, DONORS AND SUPPORTERS

...who believed in the mission of Lethbridge Family Services and contributed to our success this year. We could not do all that we do in Lethbridge and Southwestern Alberta without your support. When you invest in us, you are investing in the lives of over 8,100 children, individuals, and families. Thank you for giving. We hope we can count on your support again in the future.

Government of Canada

Immigration, Refugees and Citizenship Canada Employment and Social Development

Government of Alberta

- Alberta Health Services (AHS) AHS Mental Health and Addiction
- AHS- Provincial Family Violence Treatment Program AHS Provincial Population and Public Health
- AHS Family Health Home Visitation
- AHS Healing Journey Program AHS Suicide and Family Violence Prevention Program Ministry of Children's Services
- Ministry of Children's Services Ministry of Community and Social Services Prevention of Family Violence and Abuse Branch Persons with Development Disabilities (PDD) Cross Disability Supports Preventive Community Services, Alberta Community and Social Services

City of Lethbridge

Family, Community and Social Services

Other

Association of Alberta Sexual Assault Services Canadian Parks and Wilderness Society Canadian Women's Foundation Chinook Sexual Assault Centre Direction for Immigrant Calgary Economic Development Lethbridge Lethbridge College South Region Children and Family Services Southwest Alberta Child and Family Services Southwestern FASD Network Tetra Tech Lethbridge Wendy Joy - DVAT

Donors and Supporters

1st Choice Savings & Credit Union 4 Elements Massage Clinic 98.1 The Bridge Able Family Dental Adrian Pangilinan Agricultural Financial Services Corporation Agroplus Inc. Lethbridge Airtech Heating & Air Conditioning Al Scherer Alan & Elva Graham Alan & Jo-Ann McMahon Albert Donkerbrool Alberta Motor Association Alexandra Lorencz Alex & Joan Sperling Alex Uhryn **Alexis Stevenson** Ali Soto Ligia Allan Friesen Allan Martin Allied Arts Council All Things Cedar All-Tra Battery Alvin Reinhard Fritz Architect Inc Alyssa Fenz **Amanda Matthews Amanda Poitras** Amy Dodic Amy Krysak

Amy Stoker Andrea Eng Andrea Hlady Andrew & Jessica Hummel Andrew Melton Andy Cimolai Angela Gretzinter Angie Paxman Anita Wichersham Ann Rijn Anna Colmo Anne Hill Anthony Burdett Anthony Polini Anthony Polini Anton (Tony) Suberlak Arlene Oishi Arte Westra Art and Mary Jane Crooks Arthur Haverhal Ash and Antler Boutique Ashley Klinkag Ashlynne Van Buuren Associates Counselling Services In Association of Alberta Sexual As t Se ATB Financial Ategbo Michel Houenagnon Avail CPA Avonlea Homes A-Win Insurance B93 FM & 95.5 Baadshah Restaurant Baby Laurel & Co. Balwant Dhanoa Bank of Montreal Barb Shephard & Floyd Moncrieff Barbara Shephard Barnett Bettger Barrie Orich BavaRua Events & Catering **ATB** Financial Barrie Orich BavaRua Events & Catering BDO Canada LLP Becky Little Ben Hamm Basia Sulliver Benjamin Guliker Bert and Mac's Source For Sports Bessie Bourne Betty Bats Betty Shortt Bettys and Bombshells Beulah Sinclair Bev Baroldi

ices

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