



Calgary Counselling Centre

REACHING OUT
TO OUR
COMMUNITY
FOR OVER
FORTY YEARS.

2003 Annual Report

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Calgary Counselling Centre is a non-profit organization committed to providing compassionate, professional and affordable counselling service to Calgarians. Through counselling and group programs, the Centre helps families, couples, children, men and women resolve emotional and social problems. Through its ongoing research and education programs, Calgary Counselling Centre strives to meet the changing needs of our community.

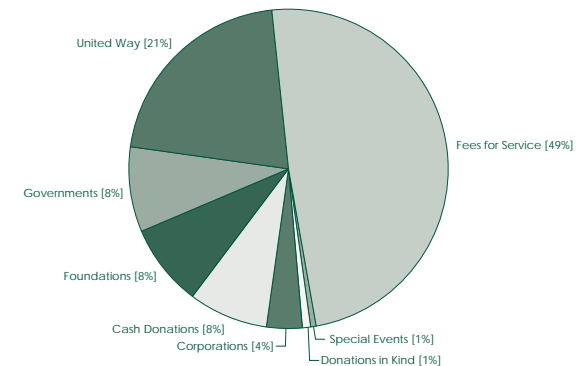
2003 Highlights

- ◆ C.E.O. Robbie Babins-Wagner is invited to Fort Sam Houston, Texas to train U.S. military counsellors in the use of Calgary Counselling Centre's approach to counselling women who are abusive towards their life-partners.
- ◆ Call Centre process is re-developed to operate using digital information. All client data is recorded directly into the Centre's computer network during initial telephone contact.
- ◆ Education and Training program sees its largest student enrollment, ever.
- ◆ The Centre's C.E.O. sits on a provincial roundtable regarding service approach to family violence counselling and coordinated community response to family violence.
- ◆ The Centre's Children's Program Leader sits on a provincial roundtable regarding counselling for families going through the process of separation and divorce, highlighting one of the Centre's flagship programs, Children of Divorce.
- ◆ Children of Divorce group counselling program achieves its highest volume of clients since the program was launched in 1984. Sixty parents and sixty-eight children attended the group during 2003.
- ◆ The Centre launches a capital fundraising campaign with the goal being to secure 1.4 million dollars needed to renovate and expand our facility.
- ◆ The Centre hosts a successful special event featuring Tracey Gold. The event significantly increases community awareness of Calgary Counselling Centre, eating disorders, and the Centre's Eating Disorders Program.
- ◆ Turn for the Better, the Centre's group program for male victims of domestic violence, secures funding for ongoing operation.

Why Our Clients Need Us

Top Twelve Reasons	2003	2002
Couples Counselling	1	1
Depression	2	2
Family Relations	3	4
Family Violence	4	3
Separation/Divorce	5	5
Stress	6	6
Self Concept	7	8
Anxiety/Panic Reactions	8	10
Personal Functioning	9	9
Personal Growth	10	7
Parent Child Conflict	11	12
Eating Disorders	12	11

2003 Revenue Breakdown



REPORT TO THE COMMUNITY



Brian Martin,
Board Chair



Robbie Babins-Wagner,
Chief Executive Officer

For over forty years, Calgary Counselling Centre has made it a priority to respond to the evolving needs of our community and to continually increase our capacity to serve a diverse population. We have accomplished this by consistently providing professional and affordable counselling services that help individuals, families, children, couples, and groups to resolve emotional and social problems and live balanced, healthy lives.

In 2003, we worked hard to keep up with changes in client needs, in our agency, and in the non-profit sector. We addressed challenges as opportunities, and used our core-strengths—accountability, accessibility, flexibility, passion and dedication—to position the Centre in a way that will allow us to serve our community for many years to come. We see it as our responsibility to maintain the healthy business and operational practices that enable us to meet increasing needs for counselling, education and training, research, and community leadership. Most important though, is our ability to maintain a clear sense of vision and direction in an economic and social atmosphere that is rife with flux and uncertainty. Our community, our clients, your friends, family members and neighbours need us to be there for them. We have made that commitment.

In 2003, over 37,591 people walked through Calgary Counselling Centre's doors. The compassionate and professional care provided by our counsellors (there are approximately 70 counsellors practicing at the Centre) allowed our clients to cultivate positive and balanced relationships with their own self,

their families, their friends and their community. With the Centre's help, thousands of clients have developed the purpose and strength to become functioning parts of social, professional and family life in our community.

We continue to be dedicated to eliminating barriers to accessing the Centre's services: we have maintained a no-wait-list policy since 1995, we have extended our hands to marginalized individuals and groups through our Diversity Initiative, and we have maintained a fee structure that guarantees no client is turned away because they lack financial ability.

Calgary Counselling Centre is a recognized educational institution and attracts students from many parts of the world. The Centre's Education and Training Program offers many benefits to students: exposure to a diverse staff with a wide breadth of clinical perspectives, a varied and challenging client-base, as well as leading-edge programs and counselling practices. Our commitment to training the next generation of counsellors is critical to improving the overall quality of professional counselling in our community, ensuring that compassionate, professional counsellors will be available to meet increasing needs.

Calgary Counselling Centre is recognized as a leader in providing and developing effective, timely and relevant counselling programs and business operations that meet community and agency needs while complementing the wide range of services provided by the Centre's partner organizations.

We must continue to focus much effort on raising awareness of the Centre and our programs among local stakeholders. The Centre uses creative methods to increase its profile such as

professional workshops, strategic planning initiatives and fund-raising events that relate to our role in the community.

Business Development

The Centre's third annual Speakers Series Event—The Growing Pain of Eating Disorders, an Evening with Tracey Gold—turned out an enthusiastic audience and was a huge success in raising community awareness of eating disorders and the Centre's Eating Disorders Program. Tracey Gold, former star of the popular family television series *Growing Pains* and author of a book detailing her experience with the eating disorder Anorexia Nervosa, took the opportunity to share her story of hope and determination. Respected local broadcaster and community leader Barb Higgins emceed the event.

In early June, the Centre hosted a two-day workshop with Dr. Richard Steckle, international creative power regarding non-profit social enterprise and corporate citizenship. The workshop, attended by Centre staff and volunteers, focused on the development of relevant and marketable social products to meet the emerging needs of our community and its corporate citizens. The outcome was a wide range of product and service ideas, many of which have become part of the Centre's ongoing five-year strategic plan.

The Centre focused considerable effort on researching possible market opportunities for *Let's Talk About Divorce*, our two-part video/workbook program for families dealing with the specter of separation and divorce. Our hard work was rewarded when the educational video distribution company Kinetic Video, based in Toronto, sought the rights to distribute the Centre's product to its established North America-wide network of buyers.

Program Development

Innovative program development continued at the Centre in 2003. Our Managing Depression group program gained momentum and moved from pilot phase into regular operation. Managing Depression was developed to treat men and women suffering from depression, one of the Centre's most frequently identified reasons for seeking counselling. Another of the Centre's groundbreaking programs—Turn For The

Better, a group program for male victims of domestic violence—secured funding for its ongoing operation.

In 2003, we strengthened our ability to turn out consistent and applicable research data and manage large-scale research initiatives with the hiring of a full-time Research Coordinator. Research figures prominently in the Centre's strategic planning and will allow the Centre to position itself as one of the foremost producers of counselling-specific research data, on which to base program development and raise our professional profile.

In order to adapt to our changing client-base and the uncertainties of the non-profit sector, the Centre has developed a five-year strategic plan. This plan will provide the Centre with direction and path, and will strengthen our ability to meet the needs of the community. The planning process has included a benchmark study administered by research consulting company Ipsos-Reid to measure the community's perceptions of the Centre and counselling in general. The goal of the five-year plan will include measurable recommendations as well as the flexibility to change with our community.

In 2003, the Centre initiated a capital fundraising campaign to provide funds to upgrade our existing space. A significant portion of the funds needed to complete the renovation/expansion project are in place and we hope to begin construction in 2004. The capital campaign and subsequent expansion are critical to ensure client and community needs are met.

We would like to thank all of our donors and community partners for their generous support in 2003. Without you we would be unable to continue to offer the quality counselling services and leadership that have become indicative of Calgary Counselling Centre's role in our community.



Brian Martin
Board Chair



Robbie Babins-Wagner
Chief Executive Officer

BLUEPRINT FOR GROWTH

Handling Change and Serving our Future Community

Strategic Goal: Governance

Calgary Counselling Centre will assemble an energetic, diverse and motivated Board that can drive the organization to a higher level. This goal will be achieved through the addition of four new members from the community.

Through a strategic planning process that began in 2001, Calgary Counselling Centre has identified seven strategic goals that will allow the organization to improve and grow with our community.

For Calgary Counselling Centre, growth and change are constant and must be strategically addressed. We believe that it is critical for our organization to reflect the same values and growth as our community. It is important to develop a blueprint that will provide the Centre with the direction and organization it needs to continue to meet community need into the next decade and beyond.

By working closely with counselling staff and with outside consultants, we nurtured an idea of where and what Calgary Counselling Centre needed to be in the future—an increasingly self-reliant organization that meets the needs of clients, community and the greater counselling profession.

To accomplish this goal we started to build a strategic blueprint to address our continued growth and the changing nature of our community. Producing this blueprint will involve evaluation of existing counselling programs, education and training, research, products and potential products, the overall health of the non-profit sector, as well as the effective use of financial and human resources. This blueprint will take final form in 2004 as a five-year strategic development plan.



In 2003, the Centre commissioned a study to provide baseline information regarding various stakeholders' awareness and perception of Calgary Counselling Centre and our counselling services. The study, conducted by Ipsos-Reid, consisted of an omnibus survey and focus discussions with two groups of potential clients, and two groups of students (graduate and post-graduate).

The study provides Calgary Counselling Centre with the benchmark data it will need to measure the impact of initiatives coming out of the finished strategic plan.

The final plan will set operational direction and timelines for the Centre's development over the next five years. The project is partially funded by Calgary Counselling Centre with additional support from the United Way and City of Calgary Family and Community Support Service (FCSS), capacity-building funds.

Calgary Counselling Centre is strongly committed to the goal of becoming financially self-reliant. The Centre hopes to achieve this goal by increasing its ability to generate revenue. This will provide the Centre with the operating flexibility to expand, improve, extend, or adapt services as required to best achieve strategic goals, and to meet the needs of our clients and our community.

RESPONSIVENESS

Meeting the Emerging Needs of our Community

Calgary Counselling Centre understands the significance of a hands-on approach in dealing with the needs of our clients, our funders and our community. We continue to focus on our mission to help individuals, couples, families and groups build better lives by pro-actively identifying and responding to needs as they emerge.

Program Development

The Centre is a leader in developing innovative counselling programs in response to emerging client and community needs. The Centre's counselling programs are flexible and reflective of the community around us. Our programs are at the heart of what we do and what we are striving to accomplish, and therefore must be routinely evaluated and redeveloped, where necessary, in response to changing need.

Managing Depression

Our Managing Depression Program, a group program for men and women who suffer with depression, evolved from pilot phase into a regular, ongoing program. Depression has been consistently cited as one of the most common reasons to seek counselling at the Centre. The new groups filled quickly, client feedback has been positive, and counselling outcome data is encouraging.

Eating Disorders

In 2003, the Centre responded to an emerging need for a counselling program to address binge eating disorder. This disorder has only recently been identified as a serious eating disorder that affects many people, both men and women. The Centre's program will be the first of its kind in Alberta to offer group counselling to people who suffer from binge eating disorder.

Family Violence

We introduced the Roadways to Change manuals to our Family Violence Program. This tool enhances the counsellor's ability to discern whether a client is ready for group counselling by providing an objective analysis of the client's readiness for change, which has been shown to be a critical element in counselling outcome. It also provides the client with a concrete tool that they can take away and refer to as a supplement to counselling.

Education and Training

2003 saw the Centre's Residency program run at full capacity for the first time since it was evaluated and subsequently re-developed. The Education and Training Program continues to be one of the Centre's most vibrant programs, dedicated to the training and development of passionate, competent counsellors who will be well equipped to meet future needs in our profession. In 2003, the Centre had 65 graduate and post-graduate students participate in the program, eight more than in 2002.

Outcome Measurement

The production of reliable research data is critical to the Centre's Outcome Measurement Program. In 2003, the Centre hired a full-time Research Coordinator to manage the vast amount of data produced by the Outcome Measurement program. In addition, this Coordinator position helps support the Centre's research partnership with the Faculty of Social Work, University of Calgary.

Strategic Goal: Technology

Calgary Counselling Centre will continue to develop the technological expertise and infrastructure to meet community and agency needs into the next decade. Technological development in 2003 included the installation of two new servers to control our increasingly sophisticated data collection and communication system. This will allow us to grow and manage future strategic initiatives involving technology. The purchase and installation of these servers was made possible with grants from the Muttart Foundation. In addition, a full-time Information Technology Coordinator was hired to support our growing technology infrastructure.

MEASURES OF CONNECTION

How do we Know we Make a Difference?

Strategic Goal: Meeting Needs

Calgary Counselling Centre will maintain the counselling programs it currently provides and make improvements as necessary for sustaining a high level of service quality. Additionally, the Centre will work to identify emerging client and community needs and expand our services to meet those needs.

Calgary Counselling Centre realizes the importance of measuring success. Having a reliable, accurate and credible system of measurement allows the Centre to increase the visibility of its contributions to the community, and better promote its value to clients, funders and community partners.

Today, there is much greater client (consumer) choice than there has ever been before in regard to counselling options. Clients can choose among psychiatrists, psychologists, social workers, marriage and family therapists, clinical nurse specialists, professional counsellors, pastoral counsellors, alcohol and drug addiction counsellors, and a host of other providers advertising similar services.

However, this increased breadth of counselling service choice hasn't resulted in greater consumer power. This is because clients face significant barriers to accessing counselling services.

Many counsellors have moved away from the "one size fits all" approach to counselling. The subsequent growth in number of techniques, models and medications being used demand that counsellors (and clients) make increasingly sophisticated choices regarding treatment.

Outcome measurement of counselling reinforces the importance of session-by-session feedback regarding effectiveness and highlights progress, or lack thereof, allowing the client and counsellor to make informed decisions on the course of treatment.

Therefore, it is important that mental health providers like Calgary Counselling Centre develop credible, research-based means to demonstrate the effectiveness, and ultimate value of the counselling they provide.

The Centre must be able to make decisions and take the lead regarding effective counselling treatment. Directing this leadership must involve paying attention to "what works" in clinical practice.

The Centre started to gather counselling feedback data from group programs as early as 1996. As the utility of this data became evident, the Centre needed to consider what might be done to implement the Outcome Measurement system into its general counselling program.

In 2000, the Centre began to evaluate different systems of measuring the success of our counselling programs. Eighteen months were spent looking for the right tools and framework for the Centre's measurement needs. We were looking for something that would show us meaningful results, that was easily managed, and that was cost-effective. We needed a system that would provide adequate measurement, without contributing to the agencies administration costs.

Once an appropriate tool was identified, a small group of senior staff was asked to participate in the study. In all, 161 clients and eight senior clinicians participated in the pilot project. Clients were aware of how the information would be used and were willing participants in the pilot project.

The Outcome Measures Pilot Project revealed several important things, including the following:

- ◆ Counselling experienced by clients at the Centre is effective in producing positive change.
- ◆ The model of counselling *per se* doesn't necessarily impact counselling outcomes. Good counselling promotes positive change; no matter what treatment model is being used.
- ◆ Clients tend to move from being distressed to being non-distressed during the third and fourth sessions, a finding consistent with most other published data using similar methods, clients and questionnaires.

2003 saw the successful completion of the Outcome Measurement pilot program and its subsequent roll out into the Centre's general counselling program.

Currently, every new client is invited to participate in outcome measurement. Clients have responded favourably, in large part because they are able to see their progress session-by-session. This helps them understand the changes they are going through and why. Outcome Measurement is a tangible way to provide clients with immediate feedback regarding their efforts.

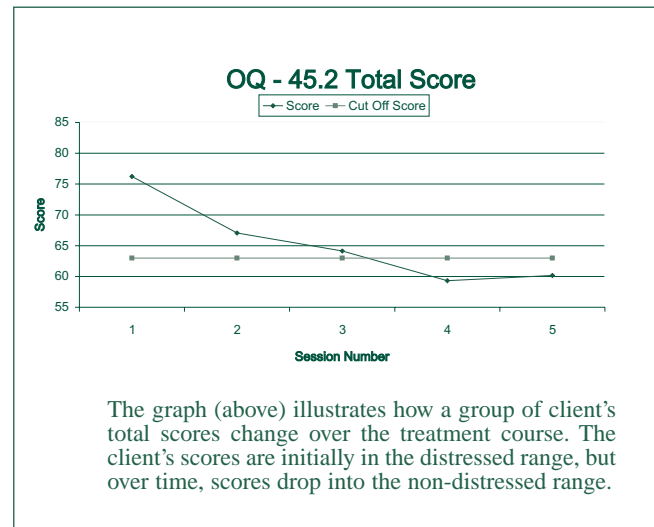
Outcome Measurement data is extremely valuable to funders as well. It shows how their investment makes a difference at an individual level, program level and community level.

Perhaps the most important role Outcome Measurement plays at Calgary Counselling Centre is its capacity to teach counsellors what works with a particular client and what does not. Counselling can be adjusted in accordance with session-by-session feedback. The approach to counselling can be re-evaluated quickly if there is no positive change after one or two sessions. This may prompt a different type of treatment, a different counsellor or a new discussion about counselling goals.

The system Calgary Counselling Centre has implemented allows the client to benefit from the best possible treatment, based on a system of measurement that is time and resource effective.

Strategic Goal: Research

Calgary Counselling Centre will become a Centre for Excellence in research as it applies to professional counselling and service evaluation. The Centre is currently involved in 18 research projects and is committed to growing its ability to produce meaningful and credible research results.



DIVERSITY

Extending A Helping Hand

Strategic Goal: Awareness

The Centre will increase its recognition and organizational identity within the community by means of creative communication and outreach initiatives.

The community will become aware of *Calgary Counselling Centre* and its counselling, research, professional education and training programs. This will allow potential clients to better utilize the Centre's services and programs.

Calgary Counselling Centre is dedicated to finding ways to serve those individuals and groups that experience linguistic or cultural barriers in connecting with social support services in our community. The key objectives of Calgary Counselling Centre's Diversity Program are:

- ◆ To provide effective counselling to a community that is increasingly diverse.
- ◆ To connect with marginalized groups and individuals, such as ethnic or racial minorities, newcomers to Canada, the physically disabled or developmentally challenged, and gay and lesbian people.
- ◆ To maintain a vibrant working relationship with other community agencies who serve marginalized groups and individuals.
- ◆ To build diversity within the Centre.

In 2003, the Centre nearly doubled its ability to provide first language counselling from 13 to 22 languages, including: Blackfoot, Albanian, Bosnian, Serbo-Croatian, Croatian, Cantonese, Mandarin, Chiu Chow, Dutch, English, French, Finnish, German, Spanish, Swedish, Portuguese, Melanesian Pidgin, Hindi, Farsi, Punjabi and Urdu.

The Centre continued to increase connection and exchange with international educational institutes. Three students from mainland China's Fundan University and the Shanghai Children's Medical Centre spent two weeks at the Centre as a

part of their international practicum experience. The Centre also hosts Residents from India, Argentina, China, and Iran.

2003 saw the formation of the internal Diversity Group to acknowledge, discuss and learn about diversity issues as they relate to counselling and engaging and assisting clients.

We have built lasting relationships with many local cultural and ethnic groups. In 2003, the Centre provided counselling support and information forums for the Chinese Cultural community, Kidney Foundation, Ismaili-Muslim community, Calgary Coalition on HIV and AIDS, Calgary Immigrant Women's Association, Calgary Immigrant Aid Society, Calgary Coalition on Family Violence, Arthritis Society of Calgary, and Kiwi 'Tata (CUPS).

Calgary Counselling Centre has made great strides in providing service to marginalized groups and individuals. In 2003, the Centre was nominated for the United Way Spirit of Gold Diversity Award, which recognizes an agency that demonstrates commitment to ensuring services are accessible to the diverse citizens of our community. However, there is still much work to be done in this area and we must continue to challenge ourselves to step out of comfort zones, to self-examine and to increase our self-awareness.

In the coming year, the Centre will continue to focus on meeting language capacity needs and enhancing staff expertise in providing counselling services to a diverse clientele. The Centre's recruitment of international students will strengthen existing partnerships and help us reach out to our diverse community.

BUILDING RELATIONSHIPS

Embracing our neighbours

Building healthy relationships is crucial to Calgary Counselling Centre's success in serving our community: the relationships we have with clients relate directly to the success of their counselling, our relationships with funders and donors relate directly to the strength and stability of the Centre and its programs, and our relationships with partners in the community help us understand our unique role in meeting diverse needs.

Since becoming a United Way member agency in 1980, the Centre has not only been the beneficiary of considerable financial support, but also the long-term vision and community focus that is so central to the United Way's function. The value of this relationship is evident in many of the Centre's Strategic goals, such as community inclusion and responsiveness.



Calgary Counselling Centre was an enthusiastic participant in the United Way's 2003 fundraising campaign. The Centre provided ambassadors to speak to over 30 different groups representing various organizations. These speaking engagements focused on the services Calgary Counselling Centre provides and our relationship with the United Way. This concerted effort by the Centre earned nods of appreciation from the United Way who nominated Calgary Counselling Centre for the Champion of the Way Spirit of Gold Award, which recognizes a United Way

agency's outstanding contribution to the annual fundraising campaign.

In addition to strengthening the Centre's relationship with the United Way, these speaking engagements also helped build relationships with individuals and organizations in the corporate sector that might not have otherwise come to understand Calgary Counselling Centre's role in the community.

The Centre's dedication to maintaining relationships with partners in the community, which now number 34 organizations, was further demonstrated by the appointment of a senior staff member to the position of Diversity Coordinator at the Centre, responsible for enhancing connections with partner organizations.

Additionally, Calgary Counselling Centre was one of seven local organizations selected for the Muttart Foundation sponsored Human Resources Cluster Pilot Project, which aims to help organizations on the verge of significant growth cope with expansion and the redevelopment of organizational structure.

The relationships that we build with our many stakeholders represent the cornerstone of the Centre's future growth and our ability to effectively serve our community.

Strategic Goal: Providing Leadership

The Centre will continue to be a leader in the development of effective counselling programs, community partnerships, and the provision of education and training for the next generation of professional counsellors. The students who study and train at Calgary Counselling Centre today are the community's leading professionals of tomorrow, those who will be called on to meet the increasing counselling needs and challenges of the future.

PROFESSIONALISM

Contributions made by our staff in 2003

Strategic Goal: Fiscal Evaluation

Calgary Counselling Centre will continue to apply a policy of stringent fiscal responsibility. In 2003, the Centre conducted a financial analysis of each of the Centre's program areas. The process will be completed in 2004 and applied to future strategic and business planning. As demands on corporate and community funding resources continue to grow, so does the necessity for transparent, practical fiscal accountability.

Publications

Tutty, L. M., Babins-Wagner, R., & Rothery, M. (In press). Group treatment for aggressive women: An initial evaluation. *Journal of Family Violence*.

Research Grants

Rothery, M., Babins-Wagner, R., & Carruthers Roe, L. (2002-2004). Evidence-based decision making in the non-profit social services sector. Social Sciences and Humanities Research Council: \$33,745.00.

Presentations/Conference Papers (Refereed or Invited)

Tutty, L., Babins-Wagner, R. & Rothery, M., (2003, September 20). "Responsible Choices for Men's Groups: Do They Work and For Whom?". 8th International Conference on Family Violence, San Diego.

Babins-Wagner, R., Tutty, L., & McGregor, M. (2003, September 18). "He Said/She Said: Couple's Experiencing Family Violence: Issues and Debates". 8th International Conference on Family Violence, San Diego.

Babins-Wagner, R., & Tutty, L. (2003, August 4 & 5). Treating women who abuse intimate partners: Assessment and group intervention. Family Advocacy Training Section, Soldier & Family Support Branch, Department of Preventive Health Services, Army Medical Department Center & School. San Antonio, TX.

Babins-Wagner, R., Tutty, L., & McGregor, M. (2003, July 14). "He Said/She Said: Couple's Experiencing Family Violence: Issues and Debates". 8th International Family Violence Research Conference. University of New Hampshire. Portsmouth, New Hampshire.

Babins-Wagner, R. Outcome Measurement in a Counselling Program: Our Journey and Our Learnings. Outcomes and Best Practices Conference. United Way of Calgary & FCSS. Calgary, Alberta. October 21, 2003

Babins-Wagner, R. Tutty, L. & Rothery, M. The Responsible Choices for Men Groups: Do They Work and For Whom? Outcomes and Best Practices Conference. United Way of Calgary & FCSS. Calgary. Alberta. October 21, 2003

Babins-Wagner, R. Social Action Day Panel Presentation. Faculty of Social Work. University of Calgary. March 3, 2003

Awards

Calgary Counselling Centre is nominated for two awards at the United Way Spirit of Gold Awards—The Diversity Award, and the Champion of the Way Award.

Calgary Counselling Centre Counsellor, and Registered Social Worker, Rob Peters, is nominated for the Jerry P. Selinger Award for Work in the Community at HomeFront's third annual Frontline Practitioners Celebration Breakfast.

FINANCIAL SUMMARY

2003

REVENUE	2003	2002	EXPENSES	2003	2002
Fees for Service			Salaries and benefits	801,357	809,493
Counselling	955,311	799,515	Contract labour	730,495	524,724
Workshops and conferences	735	27,066	Premises including rent	198,270	137,279
	956,046	826,581	General and administrative	124,629	119,207
Fundraising			Legal and other professional	32,258	38,537
Cash donations	163,123	143,605	Equipment lease and maintenance	23,320	12,136
Annual Campaign	75,448	56,602	Promotion	21,737	24,277
United Way of Calgary	64,077	41,647	Amortization	21,531	23,624
Donor Choice			Printing	21,196	17,516
Special Events	12,450	6,700	GST Expense	21,033	15,330
Donations in kind	14,770	0	Interest and bank charges	14,265	10,661
Other	5,426	3,871	Bad debts	12,650	6,804
Membership fees	210	419	Audit fees	8,650	8,750
	335,504	252,844	Workshops and conferences	2,743	6,102
Grants	727,915	705,521	Divorce video development	-	41,184
Total Revenue	2,019,465	1,784,946		2,034,134	1,795,624
Operating fund surplus opening	15,081	70,911	Excess of revenue over expenses for the year	(47,699)	(55,830)
Operating fund surplus closing	(32,618)	15,081			

For more information or to receive a full copy of 2003 Audited Financial Statements, please contact the Calgary Counselling Centre.

OUR DONORS

We salute these organizations and individuals for their generous financial contributions and in-kind donations in 2003. This list represents all donors who gave over \$50.

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Every effort has been made to ensure recognition on this list for all sponsors who donated \$50 or more in 2003. If any errors or omissions have occurred, the Calgary Counselling Centre sincerely apologizes.

OUR PEOPLE

We are proud to acknowledge the contributions made in 2003 by our people: full-time and part-time staff, contract counsellors, residents, group facilitators, interns and volunteers.

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Currie, Heather	Hodgins, Nicole	MacInnis, Lindsay	Roache, Patricia	Weiner, Carole
Davies, Shauna	Hoffer, Judy Lee	MacKinnon, Jennifer	Robinson, Leigh	Wolfe, Lesa
Davies, Travis	Holte, Danny	MacPhee, Angela	Rodrigues, Barbara	



REACHING OUT TO OUR COMMUNITY FOR OVER FORTY YEARS.

“Good counselling means walking with troubled people through deep water, helping them to discover the strength they have and develop it so they can fly on their own again.”

- Calgary Counselling Centre's founder, Reverend Edgar Mullen, PhD.



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