



Cognica

CCA - The Canadian Counselling Association's Newsletter

SPRING

Vol. 39 No. 2 APRIL 2007

LYSE LAFRAMBOISE WILL BE MISSED

Long-time members of CCA will know Lyse as the friendly face of CCA at our national conferences and the voice of CCA when a call was made to our office to ask about membership, certification, CEUs, the conference or the myriad of other items that concern the running of the National Office. Lyse Laframboise joined CCA in 1989 and throughout the next eighteen years became a valuable member of the CCA team. In February of this year, with great sadness, Lyse tendered her resignation to CCA.

Chris Cooper, a former CCA president said in heartfelt words:

"I first met Lyse when she was hired as the office manager at CGCA and I was the Provincial Director from Newfoundland.

Right from the beginning she exuded a warmth and pleasantness that endeared her to everyone. I very quickly learned that Lyse could be relied on for just

about everything. Later, when I was President of CGCA, she was a valuable right hand, one who was always organized and prepared. If a meeting was being planned, Lyse was right off the mark in getting the necessary paperwork done, the participants contacted and the travel arrangements made. No matter how hectic things became she always portrayed a positive outlook. She never complained when asked to do 'just one more thing'. It was always done and on time. She organized executive and board meetings, making sure all documentation was ready for the president. I often wondered that if she knew how challenging the job was, before she actually took on the role, whether she would have accepted our offer. CCA will miss Lyse very much. Over the years she has been my contact and friend. I wish her well into the future, and thank her for all

she has done for me and for our Association in the past."

■ Continued on page 5



Lyse Laframboise

CONTENTS

President's Message	3-4	Students Corner	8-10
President-Elect's Message	4-5	What does 'culture' add to 'empathy'?	11-12
AGM Agenda	6	Canadian Certified Counsellors	15



CCA Conference 2007

Mark these dates on your calendar!

✓ **May 22-25, 2007**

Mark this place on your map!

✓ **Vancouver, British Columbia**

Theme:

**CONNECTING WITH OUR CLIENTS :
Counselling in the 21st Century**

PUBLICATION GUIDELINES

Cognica's mandate is to "reflect the current status of counselling across Canada".

Cognica is published 4 times per year. The submission deadlines for articles and advertising are: December 1, March 1, June 1, September 1

Cognica is published by CCA
Return undeliverable Canadian addresses to:

CCA National Office
16 Concourse Gate, Suite 600, Ottawa, Ontario K2E 7S8
Publications mail agreement no. 40012209
Email: cognica@ccacc.ca • Toll Free: 1-877-765-5565 • Tel: (613) 237-1099 • Fax: (613) 237-9786

Editorial Committee:
Sandra Salesas, Maxine MacMillan, Sharon Cameron, Julie Ouellette

Except where specifically indicated, the opinions expressed in *Cognica* are strictly those of the authors and do not necessarily reflect the opinions of CCA, its officers, directors or employees.

All submissions are welcome for consideration. Those accepted will be subject to editorial review prior to publication.

PRESIDENT'S MESSAGE

TAKING STOCK

The big news of this Cognica is to announce the retirement of our longest serving CCA employee. Many of us can remember when Lyse ran CCA by herself. She has been a source of support and continuity for every member of the CCA leadership team. On behalf of all of our membership, I want to wish the very best to Lyse and her husband Ray for a happy and successful retirement.

At press time, we are preparing for the Vancouver conference and our AGM. It is with great pride that we will be able to report that the state of our association is strong and the best days for CCA are clearly in our future.

From a management perspective, our Board began in St. John's two years ago with a large budget deficit. As Treasurer at that time, I approached the membership with a request for a fee increase and the promise that improved management practices will be put into place. I am pleased to report at our next AGM that our Association will be recording a significant surplus this year. This is the first time this century that we can report a surplus of revenue over expenses in a fiscal year.

There is more than just a financial bottom line to our accomplishments. We have continued to examine and improve our membership services. This has resulted in a significant growth in the number of members. I had hoped to announce that we have broken 3,000 members, but cannot quite say this on the day we are going to press. I expect we will pass this landmark before the next edition of Cognica.

The strength of the CCA operation owes a great deal to the office staff under the capable leadership of our Executive Director, Barbara MacCallum. Members will know that under Barbara's guidance, we have built a new website, hosted monthly teleconferences with Chapter Presidents, rebuilt our bookkeeping systems to the delight of our auditors, began to charge and claim for GST, physically moved the CCA national headquarters, coordinated our national conferences, implemented a sophisticated membership retention program, established communication lines with our student reps, advocated in support of provincial legislation and third part billing, built and maintained special e-mail information lists, and initiated special projects such as a national validation of the profile of counsellor competencies. Barbara told me when she took on the position of Executive Director that her goal was to help make CCA into a great place to work that provides

exceptional services to our members in both official languages. From every indication, she has been successful and I would like to publicly thank Barbara and her staff for their dedication to our association and many splendid accomplishments.



DR. DAVID PATERSON

In speaking about our Chapter teleconferences, it is important to note that Roger John participated in the last conference call for Chapter leaders. Many of you called me expressing disappointment and concern about the recent announcement that the Aboriginal Circle Chapter may be disbanding. At the meeting in Montreal, there were only two of us there. Thank you Roger for taking on the responsibility of building this important Chapter within CCA.

Another initiative that began in Montreal was the adoption of a new committee for CCA, the bilingualism and biculturalism committee under the chairmanship of Réal LeClerc. I am optimistic that Réal's leadership in this important area will be supported and enhanced by the Board of Directors along with Maria De Cicco, our first bilingual CCA president since Renée Piché.

Maria is blessed with a majority of CCA Board members returning for a second term on the CCA Board. Our board of 2005 to 2007 was a splendid array of personalities. I want to extend publicly my thanks to every member of the board for contributing to what I experienced as an outstanding working group.

I took what I consider to have been a very important trip in February. When Sandi Duffield-King invited me to address the PEICA AGM, I was delighted to take her up on the offer. This was a busy trip, that involved meetings with media, the PEI Minister of Health – The Honorable Chester Gillian, Superintendents from both the Eastern and Western School District, Officials from the PEI Department of Education, and various membership task groups on issues ranging from provincial legislation to the use of "C" level assessment tools. I wish every member reading this could have accompanied me to these meetings and seen, as I did, the professionalism and high level of commitment these members have for our programs and the counselling profession. It was my pleasure to extend a welcome on your behalf to The Psychotherapist Counselling Chapter of PEICA as the newest affiliate member association of the CCA family and to renew acquaintances with CCA national leaders such as Daphane Campbell and of course our national ethics chair, Corrine Hendrickson-Eldershaw.

■ Continued on page 4

PRESIDENT'S MESSAGE cont'd

■ Continued from page 3

Two years as your president have passed very quickly. While much has been accomplished, there is still much to do. We do not have a scope of practice for counselling and this was something I set out to do. We did not plan and build a national symposium of counselling graduate students. There is no threaded discussion page on our website; we don't have a national clearinghouse of print resources or a national endowment program. We have yet to bring about a second province with title protection for counsellors enshrined in provincial legislation. There is no on-leave or retirement program for our CCC members...

What has been attained is a sustainable fiscal framework, a steady state for our operation, a growing membership base,

an enhanced national presence on important provincial committees such as the Ontario Coalition and the BC Task Group for Counsellor Certification. I believe the strength of CCA has always resided with our members. Our success depends on our ability to bring our people together and focus our energies towards achievable goals. On this, I believe we have been and will continue to be successful.

The best days for CCA are ahead of us!

David Paterson
President 2005-2007



MESSAGE FROM THE PRESIDENT-ELECT

THIS IS JUST THE BEGINNING!

Where does the time go? As I sat down to write my message for Cognica, I realized it would be my last, as your President Elect. It seems that it was only yesterday that I was running for the position of President Elect, and asking for your support. Thank you!

Flash to May 2005, where all the members of the new board met for the very first time in St. John's, Newfoundland to assume their new roles on the CCA Board. And here we are, two years later. Time really does fly... especially when you are having fun while working hard!

These past two years have been a tremendous learning curve and I have had the pleasure of working with a phenomenal group of people, many of whom I consider friends. Let me take this opportunity to formally thank the dynamic and hardworking Executive. I was fortunate to be "book ended" by two seasoned CCA members, David Paterson and Lorne Flavelle. Their experience, humour, history and vision were a welcomed asset. Add to this dynamo: a treasurer, Bruce Bailey, who could put any government and their minister of finance to shame; and, Barb MacCallum, the hardest working, knowledgeable and dedicated Executive Director who has ever crossed my path and you have a winning team! I was truly blessed. But working for CCA would not be complete if we did not have a group of creative and dedicated directors who have volunteered to not only represent you but are committed to a common CCA vision.



MARIA DE CICCO

As your President Elect, I ran on the platform of:

- ◆ raising the profile of counselling in Canada,
- ◆ connecting with the membership, and;
- ◆ providing a variety of opportunities for Professional Development.

All of this was to take place over a six year period.

In my first two years, while learning the ropes I have begun addressing some of these issues. Over the next few years, I will be counting on your involvement and collaboration as I prepare to address these further. Together, we can succeed!!

As a member of the Executive, I was involved in a number of issues and projects, such as ethics and the regulation of counselling. I volunteered to be a liaison person with the Counsellor Educators Chapter, to be a part of the Bilingual and Bicultural Committee and I attended some conference calls with the Chapter Presidents. As a way of allowing you to get to know me, I began writing a President Elect message which appeared in every edition of *Cognica*. I chose to chair the Membership Services Committee that dedicated itself to communication with our members, evaluating services and developing new ones! This committee worked to address the 3 R's of Retention, Renewal and Recruitment of members. The projects undertaken in the first year have been addressed in the summer 2006 edition of *Cognica*.

■ Continued on page 5

MESSAGE FROM THE PRESIDENT-ELECT CONT'D

■ Continued from page 4

Since then, we have continued to channel our energies into the following:

We produced a second edition of the bilingual Student Newsletter written, designed and produced in house. The publication of this newsletter required countless volunteer hours. This second edition included contributions primarily by graduate students.

In today's global village, we at CCA realized that working opportunities can span the country, if not the world! Thus, we produced a Counsellor Mobility document (available on our website) that can assist counsellors or future counsellors wishing to work in another province.

We also polled the membership about possibly changing the name of our Cognica newsletter. We respected the wishes of the majority and left the name alone.

We wanted a new look to our website. Our goal was finally realized in January 2007 as we launched our new site. This site has been in the works for some time so it was great see the final product. Thanks very much to our Executive Director and the National Office Staff who spent many hours getting the new site ready and keeping it up-to-date.

We have also updated a PowerPoint presentation that members will see when they attend a presentation offered by their provincial director.

When undertaking any project, we have continuously enlisted the assistance of former directors, chapter presidents and members to work on various committees and projects. After all, that kind of experience, knowledge and networks are priceless!

Lastly and closer to home, I was invited to present CCA to colleagues at some of the local French School boards, English and French colleges and at McGill University.

Although this is just the beginning, I can assure you that I will continue to address the issues raised in my electoral platform statement. I look forward to serving you, the members of CCA, as your president, and I am counting on your collaboration as CCA continues to embrace challenges and issues, and addresses them through different projects and committees, over the next two years.

In closing, I encourage you to attend this year's conference in beautiful Vancouver. Come meet fellow

colleagues, rekindle old friendships, and meet the members of the board who have volunteered to work hard on your behalf. Participate in professional development opportunities and of course, have fun!!

Remember, as counsellors you owe this to yourself. After all, you know how hard you work. You also know how important it is to be on the cutting edge of theory and practice and how few the opportunities are to meet and share with others, with the busy lives we lead! Thus take in CCA's annual conference and take advantage of all these benefits. To find out more about this year's conference go to www.ccacc.ca.

Here's to our paths crossing in beautiful Vancouver.



Maria De Cicco

Lyse Laframboise cont'd

■ Continued from page 1

In May 2003, Lyse was presented a special award to honour her service to CCA.

Lyse has indicated that she very much enjoyed the work that she did for the association and will miss everyone. She sends her thanks for the support that she has received over the years.



Dr. Glenn Sheppard and Lyse Laframboise

THE TIME IS NOW... TO MAKE A CHANGE!

How has Remuda Ranch managed to become the leading treatment center for eating disorders in the United States, treating more than 7,000 women and girls? It's due, in great part, to our staff of caring, compassionate therapists, who want to bring hope and healing into the lives of their patients.

If you want to do life-changing work for a Christian-based company that embraces cutting-edge treatment techniques go to remudaranch.com/careers. We're looking for the following staff:

Virginia Positions
Assistant Director of Clinical Services
Family Therapist
Expressive Therapist
Primary Therapists (Arizona & Virginia)
Program Therapists (Arizona & Virginia)

Competitive compensation... Relocation assistance available...
Peaceful healing environment... Low patient-to-staff ratios...
Excellent benefits programs...



1-800-445-1900 - remudaranch.com

EOE

AN IMPORTANT NOTICE FOR ALL CCA MEMBERS

As you are aware, CCA has been an extremely active member of The Ontario Coalition of Mental Health Professionals. The Coalition has worked extremely hard towards the regulation of Mental Health Professionals in Ontario. A recent success was that Bill 171 was tabled in the Ontario Legislature on December 12, 2006. Bill 171 proposes to regulate the titles "psychotherapist" and "registered mental health therapist" and provides for a controlled act of psychotherapy. CCA in conjunction with the Coalition is working hard to ensure that its Ontario members have access to these titles and the controlled act.

The introduction of Bill 171 and its passage in Ontario will have implications for counsellors and counselling in all other provinces of Canada.

In order to maintain our presence on the Ontario Coalition, CCA must raise additional funds to contribute to the Advocacy Fund. Attached with this e-mail is the notice that has been sent to all Ontario CCA members.

It is our hope that all CCA members will note the importance of this legislation and contribute toward the fund and your profession. A donation now will support the efforts and ensure that counselling is appropriately represented.

**Please send your Advocacy Fund
Contribution to:**

**CCA Coalition Fund
16 Concourse Gate
Suite 600
Ottawa, ON
K2E 7S8**

Together we can make this happen.

Please consider a donation now!

AON

Wise counsellors are
**perceptive,
prudent...
and insured.**
Be wise. Call Aon.

CCA members can get affordable insurance options for:

- Professional liability
- General liability
- Property

For more information, contact Aon:
1.800.267.9364 • group.programs@aon.ca
www.cca-acc-aon.ca

ATTENTION!

Attention all CCA members

The Canadian Counselling Association will hold its Annual General Meeting on May 24, 2007 from 12:00-1:30 p.m. at the Coast Plaza Hotel, 1763 Comox Street, Vancouver, British Columbia V6G 1P6

Every member is invited.



AGENDA

Welcome

1. Acceptance of Agenda
Motion Required: To accept the agenda as presented (as revised).
2. Minutes of April 2006 AGM
Motion Required: To accept the minutes of the April 2006 AGM as presented (as amended).
3. President's Report
4. Presentation of Board of Directors
5. Financial Report 2006-2007
Motion Required: To receive the 2006-2007 audited financial statement as presented.
6. Approval of 2007-2008 Auditors
Motion Required: That van Berkomp & Ritz LLP be selected as the Financial Auditors for 2007-2008.
7. Constitution and By-Law Changes
Motion Required: To amend the following sections of the by-laws.
See note below
8. Other Business
9. Adjournment
Motion Required: To adjourn the meeting.

By-Law Changes

3.2.1.2 Thirteen elected regional Directors, one per region, except in New Brunswick, Quebec and Ontario where there will be one Francophone and one Anglophone from each province. The Director for British Columbia will also represent the Yukon, the Director for Alberta will also represent the North West Territories, and the Director for Manitoba will represent Nunavut. The Director of a region must have their primary residence or workplace in the region that they serve.

3.4 Election process

3.4.1 The Directors representing each region on the Board shall be elected by mail ballot or acclamation among full, honorary, student, and retired members within each province and territory as appropriate.

3.4.2 The election will take place before the annual meeting in odd numbered years of the General Assembly.

3.4.3 The Director's term of office shall be for two years from the Annual General Meeting at which time they are elected or appointed by the Board if there is no election.

3.4.4 A director may be re-elected to serve a second consecutive term. After two consecutive terms as Director, a member may stand for election in the same region or in a different region according to by-law 3.2.1.2 following a minimum of a two year absence.

3.4.5 A director having served as the representative of one region may upon a change of employment or place of permanent residence to another province or territory serve as the regional director for the latter region, using established protocols for the nomination and election of Directors, immediately upon ceasing service as the representative of the former region.

3.4.6 A regional director, having served consecutive terms in two different regions (for a combined total of 4 years), may stand for election to the Board following a minimum of a two year absence.

3.4.7 When a Director is appointed to replace a board member, this Director will complete the replacement period. He/she will then be eligible for nominations and election for a new 2-year mandate.

The Oasis Within

**Life as an Evolutionary Process: What we attend to is what we get more of!
Using the Life Buoy of Past Positive Future Framing to Pull the Self into Your Circle of Strength™**

By Shelley Brierley, M.Ed. CCC, RCC, CTC, RTC

Most of us, at one time or another, have felt stuck in some area of our lives. We know the experience of finding ourselves in a hole; we remember the struggle to get out and the feelings of frustration and debilitation that can accompany the experience. How did you recognize what you were doing and mobilize yourself? How did you move forward? Some of you are in the helping professions and work with individuals, couples, families and organizations, as I do. How do we support and assist others in reconnecting with their own wisdom, so they can redirect their energy, move forward, being creative, productive citizens once again? This, I believe is the true task of a good therapist.

Life is an evolutionary process. We are creating ourselves daily. This article addresses ways to maximize effective use of energy, to experience the gain one is striving for in life. Two tools I teach which help in your evolution and which I will address in this article are "Positive Future Framing" and "Past Positive Future Framing". Most people associate evolution with history or nature. Actually, it is a "present - inside process" or "an inside job" and yes, we are also part of nature. What we attend to is what we get more of!

In my twenties I became a runner. I had been ill for over a year and recognized I urgently needed to intentionally shift my thinking and my body toward "being alive". I "Positive Future Framed" my target. I remember thinking what my life would be like if I was a runner; healthy, active, energetic, enthusiastic, mentally strong, capable, courageous, interested and participating in my life. Then, I set out, working hard at moving my limbs, breathing properly and sustaining the momentum of the run. At first, all I could think about was getting to the end of the block and losing one more pound! I experienced a lot of pain. It took effort to stay focused keeping my awareness on my target, my "Positive Future Framed" image of where I was going. I persevered, running almost every day, challenging myself each day; to run just a bit further than I had the day before.

Later, as I became more physically fit, I imagined myself running in some of the ten kilometre runs that were being held in my community. I participated in many of them. I found myself getting stronger mentally and physically. I was excited. I realized I had a whole new circle of friends, places to go and things to do. Then came the Half Marathons. I did one and was fired up. Somewhere on one

of my many ten-mile runs, something happened. I found myself more engaged with the internal process of running and less engaged with the external target of mileage or speed. As I headed out, I found myself aware of breathing the air, enjoying the feeling of adrenaline as it kicked into my veins, conscious of the growing strength in my body. I liked the feel of my skin, which was becoming taut and firm, my mental clarity sharpened, I was easily able to focus. I was conscious of the emotional stamina and balance I perceived, in most areas of my life. I was seeing myself as a capable person. It dawned on me; I was the person I had imagined in my "Positive Future Frame"; healthy, active, energetic, enthusiastic, courageous, interested in life and participating. I had, out of awareness, shifted my focus from the external markers to internal ones and was experiencing my life and my feelings, as I had hoped I would. I saw myself think, act and behave as the person I had imagined, way back when I first mapped my life as a runner. What we attend to is what we get more of! I began training for a marathon; pushing myself to attain this new goal.my knee gave out! In retrospect, I realized my error. I had shifted my focus to an external target, fixating on the marathon, instead of maintaining attention on the moment, listening to my body and what it could handle.

Whether or not we are aware of it, we are evolving. Every one of us is on our own personal evolutionary path. Each thought we have, each decision we make and each action we choose is a step, a two-degree shift. The only question is "in what direction"? For many, the contributions are out of awareness; the focus is on attempting to attain or achieve something external. Ultimately, if we take the inside track, focus on our feelings, thoughts, hopes and awareness, the journey changes. What becomes paramount is experiencing "being the person we wish to be".

Many people are not aware there is an option of either an "internal focus" or an "external focus"! More often, the thoughts, decisions and actions chosen, are made in the spur of the moment, to achieve what I refer to as a "short, quick fix, feeling good behaviour". These are external; the focus on becoming the "image" we imagine or believe will bring us happiness. Note, in this case, even the language is outside in vs. inside out! People allow themselves to be consumed by the "external world". It is bright, loud, exciting, amazing and dramatic! What we attend to is what we get more of!

■ Continued on page 9

■ Continued from page 8

To be an active participant in creating one's evolutionary path, it is important to define where you want to land in "your being"; as an individual, in your relationships and in the organizations of which you are a part. This does not involve an image or a title. It is a state of mind, a way of "being" with you. Setting your internal target is like creating a life buoy you can then use to pull yourself into, what I refer to as your, "Circle of Strength™". It is about getting clear on your references, your wants for yourself, the one and only thing, over which you have any control. It is about being true to yourself, being the person you want to be, regardless of "others" and what at times appears to be the all-powerful "external world".

It is impossible to self evaluate without a target. Being on your "Circle", involves focusing on the "internal track", self evaluating to compare who you are being now with how you wish to see yourself being in your thoughts, words and actions. The difference between the target and the perceived input is what motivates us to think, move, and act! "Now" is the only moment that exists. Only in "this moment" can you choose who you want to be, what you will attend to. What we attend to is what we get more of.

So how do we get to the point where we can be intentional, moving forward, yet staying in the present moment? Where we want to land, and what, when looking back, our behaviour will say about us, when we land, is what I call "Past Positive Future Framing". Define the end and look back at how you got there, all before you set out! To put yourself in the driver's seat, identify what you want to say about yourself, after you have completed your journey, regardless of which aspect you are focusing on; the project, the plan, the action, the relationship, the life. Then consider the variety of two-degree shifts that together create a composite, illuminating your Circle of Strength™. You have had these answers in you all the time. We each have our own answers. The key is in learning to ask the self.

Think of going on a trip. Most people plan from the start, focusing on the external target: I will go to California, visit friends and spend under two thousand dollars. They book their ticket and fly to California. If we choose a different strategy to plan the trip, "Positive Future Frame" it: Ideally, what do you want to happen? Who do you want to be? What do you hope to accomplish? Then you can use Barnes Boffey's Reinventing strategy: If you had a great trip, what would you be feeling, thinking, acting and how would you experience that in your body. Now "Past Positive Future Frame". If you were the person you want to be, what would be the "Ideal Outcome" of your trip? More importantly your thoughts, words, actions as you return home and are

reminiscing about the trip, regardless of what happens on the trip. (Note: Start each question with "Ideally") Ideally as you return home.... What are you saying? What was it about the trip that was so wonderful? Where did you go? What did you most enjoy? What did you do? Not do? What did you see? How did you deal with less than ideal situations and problems as they arose? How did you talk to yourself? Who did you spend time with? How did you use your time? What did you do for exercise? Where and what kinds of foods did you eat? Let's say my answers are as follows (note the past tense usage): Ideally: I drove to California, it was at least a warm 80 degrees the whole trip, I'm feeling very rested because I got lots of sleep, 8 hours a night. I feel fitter, having exercised daily: some days hiking, some walking, swimming, or biking. I stopped at sandy beaches along the drive to exercise, meditate and take time to read. I ate good healthy food, which was home cooked, often by myself. I visited my dear friends in both Mt. Shasta and Yosemite. I made some new acquaintances who helped me focus in different ways on The Spirit, my thoughts and actions. I experienced new places and sights in the way of hikes and museums, etc. When problems arose, I dealt with things staying by present and balanced, considering options available, and trusting that I could figure things out. Each and every day, I worked at staying focused on the present moment. Now, take it up a level, "If all this were true, what would it say about me, my values, and my beliefs?" In my case, I value freedom, learning, experiences, relationships, exercising body, mind and spirit, my self. I believe and value my ability to maintain balance in my life, accept what is, while engaging respectfully with all I come in contact with.

Having defined the "Ideal Outcome", it becomes easier to isolate some of the two-degree shifts I took in creating this outcome while staying true to my identified values and beliefs. In turn, these help me in setting a plan in motion for my actual trip to California: I will take the trip in the winter months, when the weather is usually 80 degrees. I'll drive and stop along the way, making sure I get time for exercise breaks: walking, hiking, swimming or biking. I'll stop driving by 8 pm latest to assure I get a full 8 hours sleep each night. I'll take the #101 through Oregon so I can stop at some of the clean sandy beaches along the Oregon Coast. I'll take the #115 Highway through Shasta, spend a couple of days with my friends there, do some hiking and reading and go on through San Francisco where I can visit museums and cultural sites. Next, I will head to Yosemite to visit my friends for a week: do some hiking, biking, swimming, walking and take time each day for reading. I'll return via the same route. Whatever problems arise, I'll deal with at that time. My focus will be "staying present" since that is the only moment I perceive I have any control of,

■ Continued on page 10

■ Continued from page 9

being grateful and accepting "what is". I will journal daily to keep my awareness on this internal target, evaluating, how I am being effective in this. The internal targets; how we want to feel and think only appear more difficult to address than the external targets or references like our actions, and the attaining of material items, positions, etc. The difference is that generally, people put much less time toward their internal targets.

When we have a destination, we have a reference or focal point from which we can create our personal map, so we can break down the distance, into manageable two-degree shifts making the journey possible.

Once we identify the specifics, it becomes easier to know what you are looking for, to recognize it when you arrive and to affirm your success! Many people set targets in a general way, only to find they pass the destination, several times, never recognizing them.

One of my favorite quotes is from John Lennon "Life is what happens while we're making plans". At such times, all we can do is stay focused on being the best we can be in the present moment. It means constantly readjusting the plan to stay focused on priorities, not just for the quick fix feeling good, but for the long term: "How will I have behaved that will allow me to be at peace with myself, regardless of the outcomes?" This question is what I define as the key in illuminating your "Circle of Strength™". The answer holds the essence of your plan. It is your task to act on it.

Deepok Chopra says we are bombarded by thirty million stimuli per second in our immediate environment, from which we choose our reality. This makes it especially challenging to stay focused on who you want to be "from the inside-out" versus focusing primarily on the outside-in stimuli, that "external world" which so many allow to overwhelm them. Relative realizations of "happiness", "peace" and "contentment" are found by focusing inward, listening and hearing the "quiet voice within". Only then can we provide for ourselves the signposts we need in order to move toward becoming the persons we wish to be. And again, remember we get more of the things to which we are attending.

As you can see, I'm not suggesting we forget about external goals. They can be helpful and useful. However, if you focus on the external goals you want to accomplish, you still have to be "somebody" while en route. Better to

define who you want to be so, as you journey forward, you can evaluate how you are doing in being true to your target of "the person you want to be" moving onto your "Circle of Strength™".

Who is successful? Who moves ahead? Buckminster Fuller, the famous inventor who, in his lifetime, created over 2000 patents and among other things, invented the Geodesic Dome said, "There is no such thing as failure!" When things didn't go as he expected them to, he got excited! He perceived it as an opportunity to learn! How do we learn? Years ago, when working with people who had experienced what many in society would describe as a lot of failure, I developed an activity called "Turtle Points". The idea being that in order to move forward one needs to take safe calibrated risks. The key aspect of the activity was to focus awareness on risks. I made up two mottos to go along with the activity: "You only get ahead when you stick your neck out" and "Success is risky and risking". This means, to move forward, you have to take risks each day, no matter how small. Then, to capitalize on the risks taken and propel yourself forward, you have to learn to self validate, give yourself credit for the risk taken, regardless of the outcome. Consider this image: a donkey with an apple tied on a long pole, the pole is fastened to his saddle, such that the pole is out in front of his face about three feet. On the pole hangs an apple. How long will he walk toward the apple if, over and over, he fails to get a bite? Those that move forward are those that get a bite! This is what many of us forget to do when we take risks or set goals for ourselves. The greater the change targeted or the more plans, time and actions involved before the target can be attained, the more important this becomes.

What was the two-degree shift you made today? Give yourself credit for the part you attempted, accomplished or learned. "What's one thing you are pleased with that moved you in the direction you want to go, toward becoming the being you want to be?" Celebrate your successes. Look for and take at least one bite of that apple each day and know there are an abundance of apples out there.... Or should I say "In here"! We only have to look for them.

So you can turn a blind eye.... And you will evolve into "whatever". Or, you can be intentional, focus on your internal powerhouse, define your evolutionary process and create yourself toward becoming the "being" you wish to be! Remember, what we attend to is what we get more of! And of course, the old adage still fits, "An apple a day keeps the doctor away"!!!

What does 'culture' add to 'empathy'?

by S.Collins, N.Arthur, & H.Demish

ABSTRACT

The ability to demonstrate and convey empathy is a well acknowledged skill required of all counsellors. Understanding, validating, and moving into our clients' worlds, while suspending our own judgements and perspectives, is critical in establishing a counsellor/client relationship characterized by trust, warmth, and genuineness. The ability to convey empathy can be challenging when working with clients from diverse cultural backgrounds as both client and counsellor can present with very different and often contrasting worldviews. Finding common ground and establishing a point of empathetic connection can be more difficult. This brief article draws on Collins and Arthur's (2005) work (from their book "Culture-Infused Counselling") in discussing the concept of cultural empathy, its salience in working with clients from diverse backgrounds, and its importance as a core competency skill for all counsellors to develop. Lastly, some practical strategies for enhancing and developing cultural empathy skills are described.

Most counsellors can clearly recall the Rogerian counselling approach with the three necessary and sufficient conditions which lead to client change: unconditional positive regard (full acceptance, non-judgemental), genuineness (authentic and congruent) and, of course, empathy (moving into a client's world) (Rogers, 1951). The ability to convey empathy is critical in communicating to clients that a counsellor truly understands and respects them and wants to help them. To work effectively with clients from cultural backgrounds that differ from the counsellors', counsellors need to carry the concept a step further to develop cultural empathy. "One of the most important aspects in building rapport with clients who are culturally diverse is the demonstration of cultural empathy" (Collins & Arthur, 2005, p. 117). Ridley (1995) defines cultural empathy as "the ability of counsellors to understand and communicate the concerns of clients from their cultural perspective" (p. 91).

According to Ridley, Mendoz, Kanitz, Angermeier, and Zenk (1994), there are two dimensions to cultural empathy: understanding the client's individual and personal meaning and conveying an understanding of the client's idiographic experience. What do the client issues mean to them from their own unique worldview and from their own particular cultural context and how do you as a counsellor step out of your own cultural perspective and move into theirs? How do

you communicate that you understand and appreciate their perspectives and positions and demonstrate your cultural empathy? Ultimately, it is not enough to "get it;" you also need to be able to let clients know that you understand them in ways that are culturally appropriate so that they "get that you get it."

According to Collins and Arthur (2005), the starting place for developing skills in conveying cultural empathy is the counsellors' awareness of their own cultural worldviews and their ability to incorporate the multiple perspectives presented by clients into their understanding of both problems and potential solutions. Counsellors then need to be able to communicate their understanding of clients' issues and worldviews in ways that are culturally meaningful for their clients. Cultural empathy is ultimately used to communicate counsellor understanding of client worlds and to validate client strengths. It can also be used to acknowledge values and beliefs and to help clients understand their issues from contrasting cultural perspectives (Arthur, 2002). Cultural empathy is most useful in helping clients gain a deeper understanding about the cultural influences on their lives, behaviour, and issues (Collins & Arthur, 2005). Some practical guidelines for establishing cultural empathy with your clients are provided below, drawing on the work of Chung and Bemak (2002), Ridley (1995), and Ridley and Lingle (1996).

- ◆ Describe the importance of the role of culture in the counselling process.
- ◆ Communicate a genuine interest in learning more about your clients' cultures.
- ◆ Demonstrate knowledge of the historical and socio-political backgrounds of your clients.
- ◆ Express sensitivity to the oppression, discrimination, and racism that are encountered by many clients, often on a daily basis.
- ◆ Demonstrate your awareness and sensitivity about some aspects of your clients' culture, but do not claim understanding in all areas.
- ◆ Be open about your lack of awareness regarding your clients' cultural experiences.
- ◆ Reflect back to clients your understanding of their experiences and perspectives.
- ◆ Express a genuine appreciation for the cultural differences between yourself and your clients.
- ◆ Affirm the validity of your clients' cultural experiences and worldviews.

■ Continued on page 12

What does 'culture' add to 'empathy'? cont'd

■ Continued from page 11

- ◆ Demonstrate understanding and acceptance of the context of family and community for clients from different cultural backgrounds.
- ◆ Clarify language and other modes of cultural communication.
- ◆ Communicate a desire to help your clients work through personal struggles and challenges.
- ◆ Express awareness of the psychosocial adjustment that must be made by clients who have moved from one environment to another.
- ◆ Incorporate culturally appropriate help-seeking behaviours and interventions into the counselling process.
- ◆ Facilitate empowerment for those clients who feel underprivileged and devalued.
- ◆ Incorporate indigenous healing practices from your clients' cultures when possible.
- ◆ Help your clients learn more about themselves and become more congruent by integrating various cultural identities.

One of the best ways to enhance cultural empathy with clients is to engage in cultural inquiry, which essentially means engaging in purposeful exploration of the meaning of culture and cultural differences. For example, when one of the authors of this article was working with a young (19), Muslim female from Afghanistan (five years in Canada), she attempted to inquire about her level of acculturation and cultural identity in comparison to her parents and older siblings with whom she lived. Because this young woman attended Canadian high school, she had acquired and internalized many of the dominant Canadian youth values and ideas. She had developed a more bicultural worldview in comparison to her family (social context) who had maintained many of the traditional cultural and religious values from their homeland. This created great conflict, particularly since her parents had arranged a marriage for her to their Afghan friends' son. She had never met him, but they had talked on the phone, and she described him as a "drunk."

From a strictly North American and individualistic perspective, the notion of not having free will, independence, and choice of mate could be quite astonishing. Had this author not been aware of the risks of cultural encapsulation, she may have worked towards assisting this young woman in finding the courage, strength, and esteem to assert her voice with the family, perhaps at the expense of alienating her from her valued social context. However, by inquiring about her and her family's dominant cultural identities, the counsellor came to appreciate that this young woman's issues and struggles were not just about the impending marriage, but the potential rejection of her family and community. In this

young woman's world, women remain at home until they marry; she had very few concepts or experiences of operating from an individualistic or independent perspective.

This client presented with unique intergenerational and bicultural issues. Creating space for this young woman to explore her own unique values and those of her family and allowing her to work through which values from each culture she wished to maintain, proved very helpful. In the end, she was able to approach her parents in a culturally appropriate way with her concerns and the marriage was called off with minimal conflict. She had resolved that she would likely marry a man from her own culture, but that she would also likely choose this man herself. Cultural inquiry assisted the counsellor to be more culturally empathetic to this young woman's presenting issues. It also paved the pathway for assisting the client to find her own voice, articulate her own values, and develop her own solutions, drawing from the strengths of both cultures to synthesize her own cultural perspective. By moving into this young woman's worldview and suspending her own cultural perspectives on marriage, the counsellor effectively communicated cultural empathy, which was critical in assisting this client to find a culturally appropriate solution to her presenting concerns.

By explicitly learning about your clients' culture, their level of acculturation, and the potential cultural influences on their presenting concerns, you enhance your understanding of your clients' worldviews. Enhancing your understanding of a client's worldview enhances your ability to convey genuine cultural empathy – so important in building a relationship of trust, warmth, and respect. Ultimately, all clients need to feel understood or they will quickly decide that the counselling process will not meet their needs. Adding culture to empathy enhances our ability to connect meaningfully with clients from all backgrounds and encourages us to grow and learn as culturally competent professionals.

References

- Arthur, N. (2002). Inquiring about culture. Proceedings of the Alberta Regional Consultation on Career Development, Building Tomorrow Today, 37-44. Edmonton, AB: Learning Resources Distributing Centre.
- Chung, R. C., & Bemak, F. (2002). The relationship of culture and empathy in cross-cultural counseling. *Journal of Counseling & Development*, 80, 154-159.
- Collins, S., & Arthur, N. (2005). Enhancing the therapeutic alliance in culture-infused counselling. In N. Arthur & S. Collins. (Eds.), *Culture-infused counselling: Celebrating the Canadian mosaic* (pp. 103-149). Calgary, AB: Counselling Concepts.
- Ridley, C. R. (1995). *Overcoming unintentional racism in counseling and therapy: A practitioner's guide to intentional intervention*. Thousand Oaks: Sage.
- Ridley, C. R., & Lingle, D. W. (1996). Cultural empathy in multicultural counseling: A multidimensional process model. In P. Pedersen, W. Lonner, & J. Draguns (Eds.), *Counseling across cultures* (pp. 21-45). Thousand Oaks, CA: Sage.
- Rogers, C. (1951). *Client Centered Therapy*; La Jolla, CA: Houghton Mifflin.

Board of Directors 2007-2009

The new board assumes
its responsibilities in May 2007

President: Maria De Cicco
President-Elect: Dr. Ron Lehr
Past-President: Dr. David Paterson
Newfoundland – Labrador: Dr. Lynda Younghusband
Prince Edward Island: June Sanderson
New Brunswick Anglophones: Maxine MacMillan
New Brunswick Francophones: Réal LeClerc
Nova Scotia: Dr. Linda Wheeldon
Québec francophones: Michel Turcotte
Quebec Anglophones: Janice Tester
Ontario Anglophones: Hope Wojcik
Ontario Francophones: Mona Chevalier
Manitoba/Nunavut: Lorna Martin
Saskatchewan: Connie Gerwing
Alberta/Northwest Territories: Dr. Kris Magnusson
British Columbia/Yukon: Dr. Blythe Shepard

NEW! Certificate Program in Solution-Focused Counselling

SUMMER INTENSIVE – JULY 2007 - CALGARY

Earn Certification as a **Solution-Focused Practitioner** or as a **Solution-Focused Therapist** with the Canadian Council of Professional Certification (CCPC). Solution Talk™ gives you 60 hours of classroom instruction and supervision towards your certification. You do not need to be part of the Certification program in order to register for a workshop of your choice.

We are very proud to offer:

- Level 1 ●Level 2
- SFC with Children and Teens
- SFC with Couples and Families
- SFC with Trauma and Suicide
- SFC with Mental and Physical Illness
- Summer Intensive: Levels 1 & 2

Continuing Education Hours: Earn 10 hours per workshop. Solution Talk™ is an approved provider of continuing education by the ASWB, the CCA and the CCPC.

Go to www.solutiontalk.ab.ca for the 2006-2007 workshop schedule across Canada.

Call us about ON-SITE TRAINING.

Toll-Free: 1-866-304-Talk
E-Mail: soltalk@telusplanet.net



If Time Doesn't Heal a Broken Heart, What Does?



THE GRIEF RECOVERY® CERTIFICATION TRAINING PROGRAM

This four day training can teach you to do what time cannot

For additional Information contact the
GRIEF RECOVERY INSTITUTE
at
(519) 586-8825
www.grief.net info@grief.net

2007

Brantford, Ontario, Jan. 26-29, 2007
Edmonton, Alberta, Feb. 23-26, 2007
Toronto, Ontario, Mar. 9-12, 2007
Regina, Saskatchewan, Apr. 20-23, 2007
Halifax, Nova Scotia, May 4-7, 2007
Vancouver, British Columbia, Jun. 1-4, 2007
Ottawa, Ontario, Sept. 21-24, 2007
Winnipeg, Manitoba, Oct. 19-22, 2007
Edmonton, Alberta, Nov. 16-19, 2007
Toronto, Ontario, Dec. 7-10, 2007

Privately Hosted Workshops and
Certification Trainings for communities and groups!
Call for group rates of three or
more participants in a scheduled program.

The Stu Conger Award for Leadership in Career Counselling and Career Development

CCDF awards The Stu Conger Award for Leadership to individuals nominated by peers as leaders in the field.

In addition to the award, a scholarship is granted to a student, chosen by the recipient, who demonstrates leadership potential.

Recipients of the award to date include: Dr. Dave Redekopp (1997), Judy Lynn Archer (1998), Phillip Jarvis (1999), John McCormick (2000), Dr. Vance Peavy (2001), Dr. Roberta Neault (2002), Dr Jacques Limoges (2003), Dr. Danielle Riverin-Simard (2004), Dr. Armelle Spain (2005), Dr. Kris Magnusson (2006).

The nomination deadline for the Stu Conger award is **November 30, 2007**.

For more information about the award, go to www.ccdf.ca



It's time your insurance got Personal

Win 1 of 2 \$25,000 cash prizes...

Just for getting an insurance quote from The Personal**

Take advantage of the benefits of home and auto group insurance!

- Preferred rates on home and auto* insurance because you're a member of the Canadian Counselling Association
- Fast, efficient service, convenient extended hours and easy online access
- 24/7 Emergency Claims Assistance – we'll be there when you need us most

Call today 1 888 476-8737
Or visit us online at
www.thepersonal.com/ccacc
for an auto insurance quote



* Auto insurance not available in Manitoba, Saskatchewan and British Columbia due to government-run plans.

** Go online for full contest details. Existing policy holders are automatically entered in the contest.

Canadian Certified Counsellors

The following CCA members have been recently certified.

Alberta

Patricia Canales
Koreen Kerswell
Mary Elizabeth Layden
Yulan Lee
Janet Roloson
Karoline Sandhurst
Kylie Thygesen

British Columbia

Wendy Belter
Stacey Boon
Brigitte Clark
Tanya Dang
Shelley Dewar
Andy Doyle
Peggy Folkes
Jennifer Gregg
Doris Grieve
Rebecca Hudson Breen
Rosanne Johnson
Ian D Johnson
Men Soun "Valeria" Kim
Lori Newell
Kathryn Palmer
Karen Zemanek

New Brunswick

Tricia Davidson-Chiasson
Cecil Kerfont
Nathalie Lapointe
Patrick McDonough
Jennifer Poole

Newfoundland and Labrador

Kimberley - Ann Kirby
Melissa Martin
Lynda Moss
Paul M. White

Nova Scotia

Andrea Alexander
John R. Andrews
Ian Clark
Trish Fitzpatrick
Allison Macdonell
Derrick McEachern
Matthew Numer
Janet Tomlinson

Nunavut

Julie Charlebois (Heide)

Ontario

Joan Aldis
Lynn Baine
James Robert Campbell
Kerri Caplan
Melissa Coyne-Foresi
Protius Grant
Kelly Johnston
Takanori Kuge
Erin Kuri
Anne Pepper
Sheelagh Teitelbaum
Dawn Toews
Gary Long Hin Tse
Deborah Walchuk
Hayley Walker
David Woods

Prince Edward Island

June Harper
Lorna Hutcheson

Quebec

Rania Marwan Abdul-Rahim
Eleanore Ballentine
Pierre Beaudin
Maryse Cere
André Paul Morin
Phei Phei Oon
Silvy Richard

Saskatchewan

Jennifer Keane

Yukon

Susan Grabner

ENDOWMENT PROGRAM: BUILDING FOR THE FUTURE

The Canadian Career Development Foundation (CCDF) and the Canadian Counselling Association (CCA) are pleased to sponsor an endowment program established to stimulate and support innovation in the field of career development.

This fund is intended to promote imaginative and leading edge initiatives that extend our understanding of critical issues, push the envelope and strengthen our practice, offer new and creative approaches to service delivery and career self-management, and contribute to improved quality of life in Canadian communities.

Each year, CCDF will award up to \$7,500 to a project, or projects that demonstrate potential for the advancement of career development.

Deadline for submissions is October 31, 2007.

For full details, please download the PDF version of the application form at <http://www.ccdf.ca/PDF/endowment.pdf>.

Please use the Word file at <http://www.ccdf.ca/Documents/endowment.doc> to construct your proposal.

There is no provision for completing and submitting your proposal online.

**CCA Board of Directors /
Conseil d'administration de l'ACC
2005 - 2007**

Executive Committee / Comité exécutif

President/Président: Dr. David Paterson
(president@ccacc.ca)
President-Elect/Présidente élue: Maria De Cicco (maria-de-cicco@cspi.qc.ca)
Past-President/Président sortant: Lorne Flavelle
(lorneflavelle@hotmail.com)
Treasurer/Trésorier: Bruce Bailey
(bruce.bailey@kwantlen.ca)
Secretary/Secrétaire: staff / membre du personnel
Executive Director/Directrice générale: Barbara MacCallum
(dg@ccacc.ca)

Provincial Directors / Directeurs provinciaux

Newfoundland-Labrador/Terre-Neuve et Labrador: Dr. Lynda Younghusband (lyndajanemorris@hotmail.com)
Prince Edward Island/l'Île-du-Prince-Édouard : Corrine Hendricken-Eldershaw (cmeldershaw@eastlink.ca)
New Brunswick Anglophones: Maxine MacMillan (maxine.macmillan@gnb.ca)
Nouveau-Brunswick francophones: Réal LeClerc (Real.Leclerc@gnb.ca)
Nova Scotia/Nouvelle Écosse: Dr. Ron Lehr (ron.lehr@acadiou.ca)
Québec francophones: Michel Turcotte (mturcotte@sympatico.ca)
Quebec Anglophones: Janice Tester (janice.teste@mcgill.ca)
Ontario Anglophones: Hope Wojcik (hope.wojcik@ocdsb.ca)
Ontario francophones: Mona Chevalier (MCheva@lacitec.on.ca)
Manitoba / Nunavut: Lorna Martin (lormartin@gov.mb.ca)
Saskatchewan: Connie Gerwing (gerwing@siast.sk.ca)
Alberta-Northwest Territories / Alberta et Territoires du Nord-Ouest: Loralee Warren (1803wdlw99@telus.net)
British Columbia-Yukon / Colombie-Britannique et Yukon: Bruce Bailey (bruce.bailey@kwantlen.ca)
CCDF President/Présidente FCAC: Barbara MacCallum (bmacallum@rogers.com)

CCA National Office/ Siège social de l'ACC

16 Concourse Gate Suite 600 Ottawa, Ontario K2E 7S8
Tel/tél. : (613) 237-1099 Fax/télec. : (613) 237-9786
Toll Free / Sans frais : 1-877-765-5565
E-mail/courriel : info@ccacc.ca
Website/site internet - www.ccacc.ca

Cognica Ad Rates / Taux publicitaires

	1 Time/fois	4 Times/fois	Size/format
1 page	\$510.00	\$430.00 ea/ch.	6 ½ X 9"
1/2 page	\$325.00	\$270.00 ea.	3 ¼ X 9"
1/4 page	\$215.00	\$165.00 ea.	3 ¼ X 4 ½
Business card / carte d'affaire	\$ 85.00	\$ 55.00 ea.	2 X 3 ½

**Standing Committees / Comités permanents
2005 - 2007**

Appeals Committee/ Comité d'appels - Dr. David Paterson
(Chair/président)
Ethics Committee/ Comité de déontologie - Corrine Hendricken-Eldershaw (Chair/présidente)
Finances - Bruce Bailey (Chair/président)
Membership Services Committee/ Comité des services aux membres - Maria De Cicco (Chair/présidente)
Advocacy & Liaison Committee/ Comité Plaidoyer, durabilité et liaison - Lorna Martin (Chair/présidente)
Certification Advisory Committee/ Comité sur la certification - Michel Turcotte (Chair/président)
3rd party/ Comité sur la tiers parti - Lucy MacDonald (Chair/présidente)
CACEP/CAPFC - Dr. Sharon Robertson & Dr. Bill Borgen (co-chairs/co-présidents)
Bilingualism and Biculturalism Committee / Comité sur le bilinguisme et biculturalisme – Réal LeClerc (Chair/président)

Chapter Presidents / Présidents de chapitres

National Capital Region/Région de la capitale nationale: Susan Carter (sue-carter@hotmail.com)
British Columbia/Colombie-Britannique: Ruth Silverman (rdsilver@alumni.sfu.ca)
Career Development/Développement en carrière: Corrine Hendricken-Eldershaw (cmeldershaw@eastlink.ca)
Counsellor Educator/Formateurs de conseillers: Dr. Glenn Sheppard (glenns@mun.ca)
Creative Arts in Counselling/Arts créatifs en counseling: Nisha Sajjani (nishacca@yahoo.ca)
Feminist Network/Réseau féministe: Donna Bretell (bretell@sask.usask.ca)
Private Practitioners/Conseillers en pratique privée: Lucy MacDonald (lucy@lucymacdonald.com)
School Counsellors/Conseillers scolaires: Sandi Duffield-King (sdking@edu.pe.ca)
Aboriginal Circle/Cercle autochtone: Vacant
Pastoral / Pastorale : Anjali Joseph (anajli_0523@hotmail.com)
Gay, Lesbian, Bisexual, Transgender and Two-Spirited (GLBTT)/ Homosexuels, Lesbiennes, Bisexuels, Transgendérisme et Bispiritualité : Robert Roughley (rob@hoddinott.com)
Social Justice / Justice sociale : Dr. Ron Lehr (ron.lehr@acadiou.ca)

CCA Staff / Personnel de l'ACC

Executive Director/Directrice générale: Barbara MacCallum (dg@ccacc.ca)
Membership/Certification: Denise Manley (member.services@ccacc.ca)
Register/Régestraire: Josée Taillefer (Registr@ccacc.ca)
CEUs/UÉP: Marisabelle Terriault-Elibani (marisabelle12@hotmail.com)
CJC Editor/Redactrice en chef, CJC: Dr. Vivian Lalonde (cjc.rcc@ucalgary.ca)

Insert Rates / Taux des encarts

≤ 30 gr	\$ 700.00
31 - 54 gr.	\$ 805.00
55 - 64 gr.	\$ 910.00
65 - 84 gr.	\$1,020.00
85 - 114 gr.	\$1,290.00
≥ 115 gr.	call for quote/appeler