



**Counselling Services Canada • Services-conseils Canada**  
Overcoming Challenges Together • Surmontons les défis ensemble

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# Annual Report 2016 - 2017

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Helping our clients develop their underlying  
strengths and find their path to  
social, emotional and  
financial well-being.

## To our Valued Stakeholders:

Effective December 31, 2016, K3C Counselling Centres became Resolve Counselling Services Canada. Fiscal year 2016-2017 was a transitional year for the name of the Agency and therefore both names appear throughout this document.

## Code of Ethics

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Resolve Counselling Services Canada strives to honour the public trust in its staff by setting forth standards for ethical practice as outlined in this code. These standards are not meant to be exhaustive, but rather provide a framework to define professional/staff expectations. The absence of an explicit reference to a specific behaviour or situation in the Code does not mean that the behaviour is ethical or unethical. Staff who are uncertain about the ethics of a particular course of action are encouraged to confer with their Manager and/or the Executive Director of the Agency.

### Principle 1 - Responsibility to Clients

The Resolve Staff Member shall:

- Regard the best interest of the client as the primary obligation
- Respect the intrinsic worth and dignity of the client
- Respect the right to self-determination of the client

### Principle 2 - Confidentiality

The Resolve Staff Member shall:

- Protect the client's right to privacy and confidentiality, except in cases where law
- mandates, where there is intent to harm, or danger to vulnerable persons

### Principle 3 - Professional Competence and Integrity

The Resolve Staff Member shall:

- Carry out their duties and obligations to both clients and fellow co-workers with a high
- level of competence and integrity
- Strive to improve knowledge and job skills and share expertise with colleagues
- Promote excellence by maintaining best practices within the agency

**In addition,** the Resolve Counsellor shall:

- Maintain good standing with their professional association and follow their association's code of ethics, if applicable

# Board Membership

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## Current Members

Susan Conway Williamson, *President*  
Bruce Somers, *Vice-President*  
Dr. Frank Pinch, *Treasurer*  
Stephanie Holmes, *Secretary*  
Gail Fraser  
Shirley Cornell  
R. Guy Ducharme  
Sean Bambrick

## Outgoing members

Judith Pinch  
Julie Parker

## Staff Members

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Abdalla, Gamila  
Bagg, Laura  
Bélanger, Stephane  
Bell, Sonia  
Bittorf, Jeri  
Boven-MacLean, Johanna  
Charlebois, Isabelle  
Desai, Himansu  
Dubé, Nicole  
Earl, Sarah  
Fisher, Amy  
Forster, Donna  
Foster, Norah  
Gauthier, Anne  
Gillis, Debbie  
Michael Gobby  
Hanna, Dorota  
Howell, Brian  
Huntley, Mary  
Irvine-Albano, Kim  
Khanverdi, Kaveh  
King, Mandy

Larsson, Audrey  
Latus, Olivia  
Legacey, Nancy  
Lennox, Lynda  
Liggett, Sarah  
Lorimer, Brendan  
Magill, Elaine  
Mallen, Danielle  
McIntosh-Wales, Lisa  
Melles, Mike  
Ndlovu, Jackie  
Nike, Constance  
O'Reilly, Rachel  
Orr, Dana  
Pagé, Karen  
Parsons, Melissa  
Pearce, Sarah  
Pearse, Janet  
Peck, Ena  
Potvin, Marie Rose  
Quenneville, Danielle  
Raison, Kevin

Robinson, Simon  
Scott, Maribeth  
Spoljaric-Sherwood, Tania  
Stoness, Jillian  
Stouffer-Leuprecht, M  
Thompson, Bruce  
Thompson, Karol  
Thompson, Kathy  
Utting, Tim  
Verk, Kaleb  
Watson, Carrie  
White, Kathleen  
Whittle, Del  
Worsley, Jan

## Accreditation

Resolve Clinical and Credit Counselling programs are accredited by the Canadian Centre for Accreditation:



The Canadian Centre for Accreditation (CCA) is a national, not-for-profit organization offering accreditation specifically tailored to community-based health and social service organizations across Canada. The CCA was formed through the partnership of five Canadian associations of community service providers, bringing together a combined 100 years of accreditation experience.

## Community and Government Partnerships

Resolve Counselling Centres relies on the funding support of many community and government partners including:



United Way of KFLA | City of Kingston | Ontario Trillium Foundation | Ministry of the Attorney General  
Ministry of Children and Youth Services | Ministry of Community and Social Services  
Kingston Military Family Resource Centre | Kingston Community Health Centres  
United Way of Hastings & Prince Edward | Community Foundation for Kingston & Area  
Anna & Edward C. Churchill Foundation  
Generous Private Donors

## President's Report

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2016-2017 has been another year of growth and change for Kingston Counselling Centres (K3C) and its Board of Directors. In November 2016, Donna Forster, who had been the Agency's Interim Executive Director since November, 2015, took over the leadership of K3C as the permanent Executive Director. Donna and the management team and staff in all of our locations, have worked diligently to ensure that our mission, "to provide quality counselling and support in order to encourage individual and family strengths," has always been the central focus of our Agency, no matter what challenges we may have been facing.

Under Donna's leadership, the management team and staff have embraced the 2017 Strategic Plan and have collaborated to create annual Agency, Clinical Program and Credit Counselling Program Goals and Success Criteria, that are assisting them to move toward the achievement of these goals. On behalf of the Board of Directors, I extend our thank you to all our dedicated employees who strive, each and every day, to tailor their services to meet the specific needs of each child, youth and adult who seeks our assistance to make positive changes in their lives. Your understanding and compassion are recognized and greatly appreciated.

With the retirement of Judith Pinch, our former President of the Board of Directors, I became President just as the 2016 calendar year was nearing completion. What a busy time it has been throughout the last half of this fiscal year. With budget deliberations being a central focus for K3C, we, the Board of Directors, have supported the Agency's endeavours through the ongoing committee work of our Board's Financial Committee, Policy Committee and Membership Committee.

To date, sound financial oversight has been shared, investments have been made, fundraising efforts have been supported, all Board policies and procedures have been revised and approved, risk management strategies have been identified and two new members have been welcomed to our Board. The knowledge and skill that our Board members bring from their varied areas of expertise, coupled with their belief in the positive impact that K3C's quality counselling has on individuals and families in our communities, makes for a Board that is strong and committed to making a difference. Thank you Board members for volunteering to serve in such an exemplary fashion.

As we headed toward the end of the 2016-2017 fiscal year, the excitement throughout K3C built as we all worked together to prepare to celebrate our 50th anniversary with the unveiling of a new website, the re-branding of the Agency and organizing the launches that would draw attention to all that, "**WE'RE HERE. LET'S TALK.**" As we move forth, let our collective skill and talent, combine with our professionalism and dedication, to make our Agency one that will support the changes needed so that we can effectively help others to **RESOLVE** issues with the invitation, "**LET'S TALK TOGETHER.**"

Respectfully submitted by  
**Susan Conway Williamson**  
President, Board of Directors



# Executive Director's Report

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2016-2017 was a challenging and also remarkable year. Once we made the decision to re-brand the agency, there seemed to be an unending number of discussions, consultations and meetings across the agency designed to pull out major themes and agree on a name that would accurately reflect the work done in each of our programs and locations. Mid-winter brought with it a final decision on the new name as well as planning for the launch and all of the associated activities with the re-branding. As we headed into March and year end we slowly transitioned from K3C Counselling Centres to Resolve Counselling Services Canada.

During this year, for the first time our agency introduced a fundraising strategy. Through increased efforts across its Clinical and Credit Counselling programs, the agency was successful in a number of grant writing opportunities. There were several private donors who also supported the agency through providing financial support to its Annual General Meeting, Christmas Party, and also to the Healthy Relationships Program.

The agency continued to strengthen its partnerships with local and regional service providers including the Kingston Military Family Resource Centre, Family and Children's Services of Frontenac Lennox and Addington Counties, Home Base Housing, and Ottawa Catholic Family Services.

Staff throughout the agency remained active on local committees including Habitat for Humanity (Ottawa & Kingston), Kingston Frontenac Anti Violence Co-Ordinating Committee, the Children and Youth Services Planning Table, and the Youth Services Hub Planning Committee.

Our agency supported its provincial partnerships with Family Services Ontario, the Adult Protective Service Worker Association of Ontario as well as the Ontario Association of Credit Counselling Services (OACCS).

I realize it goes without saying but I will finish by recognizing that our successes of the past year would not have been possible without the commitment that our staff make on a daily basis to living out our vision and principles. Our clients receive excellent services because of the passion our staff have for making a difference in the lives of those who reach out for our assistance.

Respectfully submitted,

**Donna Forster**  
MSW PhD RSW

## En Français

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Resolve Services conseils Canada est financé par plusieurs ministères du gouvernement de l'Ontario, y compris les services aux enfants et aux jeunes, au ministère du Procureur général ainsi qu'aux services communautaires et sociaux. Le financement reçu fournit des services à un certain nombre de clients spécifiques et il est entendu que nos services sont fournis en français et en anglais. Notre personnel participe au Comité des services en français, un sous-comité local du Tableau de planification des services à l'enfance et à la jeunesse. Ce comité fournit des informations actuelles sur les services français locaux.

## Our Programs | Clinical Counselling

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### Program Updates

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Our Clinical program has been very active this year and has observed some changes in leadership. Sarah Earl stepped into the Clinical Director position on an interim basis and held that position until she went on maternity leave in February 2017. At that time, Kim Irvine-Albano stepped into the role of Clinical Director. Kaveh Khanverdi was hired as EAP Manager and began that position at the end of this fiscal year.

### Caring Dads

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Caring Dads continues to be a very successful program for K3C (Resolve), including its work in collaboration with Family and Children's Services of Frontenac, Lennox and Addington. Amy Fisher and Kaleb Verk facilitate the program, with client contact responsibilities shared between K3C (Resolve) and Family and Children's Services of Frontenac, Lennox and Addington (FACSFLA). During this last year, two groups were facilitated.

### Women's Program

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The Women's Program remains an active supporter in several community events such as the December 6 Memorial Services, Take Back the Night, International Women's Day Events, and the She Creates Fair. Kathy Thompson is championing a Safety Planning Committee initiative and has provided training for the Kingston and Frontenac Anti-Violence Coordinating Committee (KFACC) members on how to efficiently write a Safety Plan.

Our Women's Program Team helped to organize and participate in the annual Violence Against Women (VAW) training. This year's topic was on working with women who struggle with addictions while in an abusive relationship. The speaker was Dr. Pamela Stewart. This meeting gathers approximately 80 women throughout eastern Ontario who work in women's shelters and counselling centres.

The Women's Drop-In Group continues to run on Tuesdays and has grown significantly in popularity since its inception a few years ago. Our student, Chelsea Stelmach, has taken over managing this group that was originally well-established by Dana Orr. Thank you Chelsea and Dana! A group of Women's Program counsellors rotates weekly to provide this tremendously significant program to our clients.

Karen Pagé and Jan Worsley continue to facilitate the Managing Powerful Emotions Group for our Women's Program clients. This is a 12 week group that occurs twice a year. The group is currently accessed via counsellor referral.

## **Adult Male Sexual Abuse Survivors**

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We have continued to offer support to adult male survivors of childhood sexual abuse. The Adult Male Sexual Abuse Survivor (AMSAS) program continues to run through Clinical Counselling and offers one-on-one counselling for men who are not "group ready" or who are waiting for the next group to begin. K3C (Resolve) will be busy promoting the group and connecting with community partners for program referrals.

## **Healthy Relationships for Adolescent Males**

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In May 2016, the first Healthy Relationship for Adolescent Males Group took place at K3C (Resolve). A second group was offered in November 2016. Community connections have been ongoing. Kathleen went weekly to the youth drop in program at Kingston Community Health Centre in Napanee to support teens around relationship difficulties. A monthly healthy relationship presentation has been delivered to the youth program at ReStart. In addition to group programs and workshops, Kathleen has seen many young men through one on one counselling to provide support and education around healthy relationship dynamics.

## **Youth in Transition**

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Our Youth in Transition worker, Danielle Quenneville, continues to help young adults who have had previous involvement with Family and Children's Services of Frontenac, Lennox and Addington (FACSFLA) navigate their transition to adult roles and responsibilities. She is increasingly seen as a 'go-to' person for information about youth services in the Kingston area. Danielle has been working with community partners to bring a 'youth hub' to the Kingston area, where she and other youth workers will be able to provide a 'one stop shop' for youth - hosting several services under one roof.

## **Family Court Support Worker**

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Kathy Thompson and Dana Orr shared the position of Family Court Support Worker this year. It continues to be a very busy program, in both Kingston and Napanee. This program provides support and advice to victims of domestic violence as they make their way through the domestic violence court system.



## Partner Assault Response

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The Partner Assault Response (PAR) program has continued to be a very busy service at K3C (Resolve). PAR Coordinator, Kevin Raison, and program staff Lisa McIntosh-Wales, Maribeth Scott, Brendan Lorimer, and Kathleen White have worked steadily over the course of 2016-2017 to accommodate 21 groups—16 of which take place in Kingston and 5 of which are based in Napanee.

The PAR program assists hundreds of clients each year who come through the domestic violence court process for a variety of different criminal offenses ranging from assault, harassment, uttering threats, domestic mischief (i.e. damaging a partner's property), to other related charges.

The program is offered four times a week in Kingston with one group specifically dedicated to women perpetrators. The program is also offered in Napanee one time per week to men and at least one time per year to women. In addition to the typical group setting format for PAR participants, individual counselling may be arranged for participants who struggle with learning disabilities and/or mental health issues which may affect their overall propensity for positive gain within a group-like setting. Although the vast majority of clients are on probation, PAR also assists several clients each year who are on peace bonds or who qualify to pursue an early intervention program. Weekly intakes take place at the probation office as well as at K3C (Resolve) for individuals coming through the system who are not on probation.

Another big function of PAR is the Partner Contact component which involves contacting all of the victims of a domestic violence offence as well as those who are in a new relationship with the perpetrator of an offence. The role of Partner Contact staff is filled very capably by Kathy Thompson. Kathy has been quite involved in a safety planning initiative in the broader violence against women sector as part of an initiative to ensure that safety planning is done with any partner of the perpetrator who may require it. This year, Dana Orr also assisted with the partner contact. Her help was very appreciated.

The PAR Program runs smoothly thanks to the organizational skills of Laura Bagg in the role of Administrative Assistant. Laura inputs the client information into the data base and also does the quarterly statistical reporting for the Ministry of the Attorney General.

The PAR Program is currently under review with the Ministry of the Attorney General in a continued effort to improve the program. A potential future consideration is the concept of differential response as opposed to receipt of all individuals into a single program.

## Adult Protective Service Worker

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The Adult Protective Service Worker Program (APSW) continues to work with a significant number of adults with development disabilities who live independently in the community. A number of our clients have now successfully accessed Passport funding through the local Developmental Service Ontario office. This source of funding allows qualifying individuals to explore new avenues for community inclusion. Community inclusion initiatives may include art classes, memberships to Artillery Park Centre and several other options.

Finally, our commitment to the Kingston and area community continues to be expressed not only through our daily work with clients but also through the many committees our counsellors sit on including Youth Homelessness, Kingston Frontenac Anti-Violence Coordinating Committee (KFACC), Domestic Violence Community Coordinating Committees (DV3C), Rural Visions, and many others.

## **Family Services Employee Assistance Program**

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The Family Services Employee Assistance Program (FSEAP) Kingston has had a busy and transitional year. Kim Irvine-Albano stepped into the role of interim EAP Coordinator, managing the regular needs of the contracts while Sarah Earl stepped into the interim Clinical Director's position.

This year we supported agencies by offering Peer Support Training to a couple different agencies in addition to providing workshops, Critical Incident Debriefings and management support. We acquired a new contract this year in the Durham region, which required us to bring on board several new affiliate counsellors in that region.

Our internal staff team participated in a training on Critical Incident Debriefings, and we invited some of our affiliates to join us in this training. We were able to get to know some of these individuals better while expanding the number of people who are able to support our agencies through crisis.

## **Kingston Military Family Resource Centre**

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Referrals through the Kingston Military Family Resource Centre (KMFRC) for couples and individuals needing longer term therapy due to a Post-Traumatic Stress Disorder (PTSD) diagnosis have increased exponentially over the course of the year. As a result, the partnership between the KMFRC and K3C (Resolve) has strengthened and developed much further. Kaleb Verk is now the onsite K3C (Resolve) representative at KMFRC once per week.

## **Walk-in Clinic**

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We began our Walk-in Clinic in January of this year, offering services to individuals who are looking for some support. After the intake process, clients are invited to attend the clinic, which occurs every Monday from 12-8 p.m. Clients are assessed during this session to determine if one session is sufficient for them, if they would like to continue with a counsellor for some short term counselling, or if they should be referred to another group, program, or agency. Our clinic was implemented to meet the needs of our clients by providing quality service quickly. Supported by data by some other family service agencies, we also anticipate that the clinic will help to eliminate our waiting lists. Janet Pearce agreed to take on this initiative and works the clinic once a week.

## Credit Counselling

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A CIBC poll conducted in 2016, suggests that paying down debt was the top financial priority of Canadians. For the sixth straight year, 26% of respondents named debt reduction as their goal for 2016. Keeping up with bills or getting by came in second with 18% of the respondents. Studies show that debt remains at record highs showing that Canadians are not making the headway they desire. K3C (Resolve) Credit Counselling helped approximately 600 clients on Debt Management Programs reach their goal of debt elimination while another 1600 clients are working towards it. More than 5.7 million dollars was distributed to creditors by our agency in this fiscal year.

The poll also indicated that 48% of Canadians are living pay cheque to pay cheque with many citing they would miss bill payments if their cheque was a week late. K3C (Resolve) Credit Counselling is a valuable asset to those Canadians. We served more than 4266 individuals through financial assessments/ coaching in 2016-2017 with 80% of client surveys stating they “Strongly Agree” that the advice was helpful and met their expectations. We provided education to approximately 1252 individuals going through the Bankruptcy process. This counselling provides the opportunity for individuals to learn good money management strategies in order to have a healthy financial future. We reached a further 4300 people through preventative education and public awareness.

Our credit counsellors have the highest credentials in the industry and serve on various boards and committees in their community. The compassion and dedication they show to their clients is admirable. Our counsellors and our Credit Counselling program are highly respected in the credit counselling industry.

We have diligently worked towards a new name and brand. While we look forward to our fresh look and are excited for this, we will always be proud of the reputation K3C has built through the good work they do to help Canadians reach their goals.

## Services at a Glance

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The number of clients served by Resolve in 2016-2017 have been categorized into the following three service areas and visually depicted in the chart below:

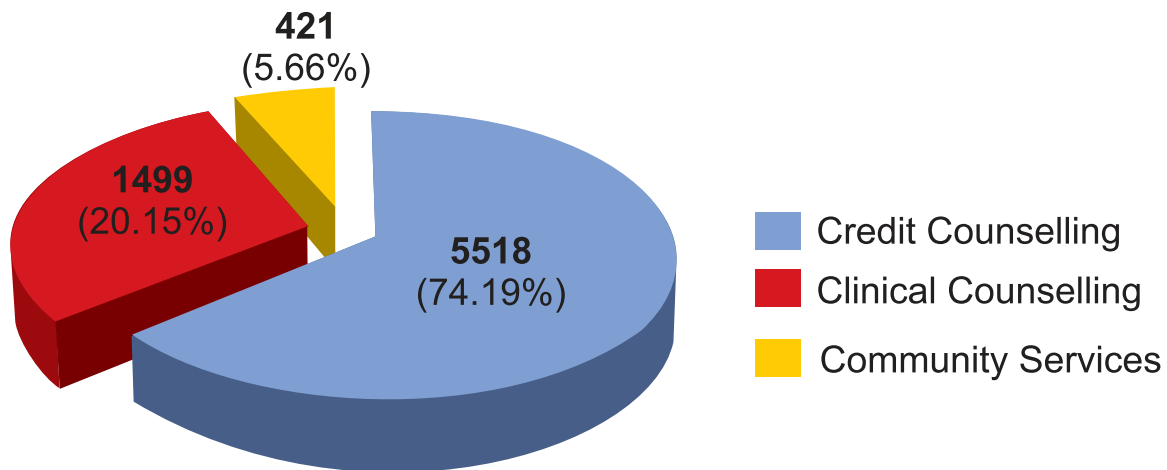
**Credit Counselling:** Includes all satellite locations

**Clinical Counselling:** Comprises Employee Assistance Program (EAP), Family Counselling, Child and Youth Counselling, and Women's Counselling

**Community Services:** Comprises Residential Placement Advisory Committee (RPAC), Adult Protective Services (APS), Partner Assault Response (PAR), Belleville Trusteeship, Student Trusteeship, Youth in Transition Worker, and Family Court Support Worker.

## Resolve Clients Served in 2016 - 2017

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In addition to counselling services, the staff of K3C (Resolve) host community education events, workshops, group programs, Lunch'N'Learn sessions, and attend community service fairs. Members of our counselling staff are often called upon by local and national media to provide commentary and insight on timely topics of interest concerning mental health, family violence, and debt and money management. Combined, these events and media coverage reach thousands of individuals in the communities we serve.

### Service Outcomes

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Over a number of years, our stakeholders have become exceedingly interested in the outcomes of our programs. As part of our clinical assessment, counsellors use a standardized outcome tool—the Outcomes Questionnaire 45 or OQ-45. This tool provides a brief self-report measure of the initial state of clients' mental health and well-being; and through comparison with responses from the same survey completed in follow-up, provides a measure of any changes in mental health following counselling. The tool is statistically valid and has been used extensively in research and clinical applications. The survey itself is a standardized instrument including 45 questions with a scaled response. Clients complete the survey at their first session and following completion of counselling.

In 2016-2017, our findings show that approximately 52% of clients report improvements while 42% report no significant change, and about 4% report that the situation became slightly worse.

In Credit Counselling, we reported on the Ontario Association of Credit Counselling Services (OACCS) Accumulative Statistical Report that 88% of cases closed in the fiscal year were successful or partially successful. Resolve distributed in excess of \$5.7 million to creditors to repay consumer debt.

In Family Counselling, our findings show that approximately 41% of clients report improvements while 51% report no significant change, and about 8% report that the situation became slightly worse.

In the Women's Program, our findings show that approximately 41% of clients report improvements while 56% report no significant change, and about 3% report that the situation became slightly worse.

In Youth Counselling, our findings show that approximately 50% of clients report improvements while 33% report no significant change, and about 17% report that the situation became slightly worse.

## From the People We Serve

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K3C (Resolve) clients are provided with evaluation questionnaires on the agency program that was accessed. They are asked to voluntarily and anonymously evaluate their counselling experience. Year after year, clients rate their level of satisfaction as high to very high. They are encouraged to provide comments on their overall experience, which in turn we share in our Annual Report.

All of our staff take pride in the quality service they provide to clients at K3C (Resolve) and receive overwhelming feedback from clients. The following comments are therefore a snapshot, and not a complete reflection, of all the positive and encouraging feedback received by our team at K3C (Resolve).

## Clinical Counselling Comments

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***“I felt very comfortable and accepted”***

***“Helped coping with my situation”***

***“This service has served me well”***

***“Extremely helpful and supportive”***

***“Helped me become myself again”***

***“I found the counselling helpful and rewarding”***

***“It helped more than expected”***

***“I feel confident to take on future problems”***

***“Fantastic service”***

***“No pressure environment”***



## PAR Group Evaluation Comments

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**What did you find most/least helpful about the groups?**

***“Although I learned a lot of valuable info, I really found that the sense of humour of our instructors helped with anxiety and made it easier to stay focused. Everything was helpful.”***

***“The down to earth attitudes of the instructors. Explaining things in a new fashion.”***

***“Listening to other people's experiences and talking with the facilitators.”***

***“Content and the facilitators—if different could have been less effective.”***

***“I value my family and children. I also value what people see me as. I want to have people trust and respect me for the good things I have done and forgive me for the bad things about me I have done also.”***

***“I'm looking forward to seeing what a healthy relationship is with some further guidance. I want to be happy and secure with a relationship, baby steps at this time.”***

***“I would really just like to help my kids achieve their goals and support their needs.”***

***“I have talked to individuals about proper steps of healthier way of life and will continue in doing so.”***

***“I have learned a great deal from the PAR program and will be happy to come back later to a class or two to encourage others; there is always a way through it; just work hard and don't kid yourself and cheat; really mean it if you want to succeed through it.”***

## EAP Quality Assurance Outcomes

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***“Private, professional, my counsellor is amazing. I wouldn't be where I am without her. She helped save me.”***

***“ Easy to make appointments, cancel, rearrange days and time to suit work!”***

***“Everything about it is easy-getting in, friendly staff.”***

***“Fast response. Excellent people. Conveniently located.”***

***“Ability to come as needed and discuss my problems/issues”***

***Personalized approach—felt like I was taken as an individual.”***

***“Continued support with many arears of my life.”***

***“A great place to talk about both positive and negative aspects in my life that is well received and not judged greatly.”***

***“Being able to talk openly and feel comfortable to do so.”***

***“Very satisfied with my counsellor. She is why I'm using EAP again when needed.”***

***“Quick; confidential, treated respectfully.”***

***“I enjoyed the personal counselling and the sense of support. I don't feel alone in my struggle.”***

***“Always left each session with practical tools for coping. Relaxed-No judgement atmosphere.”***

***“Extremely High level of Service. Extremely pleased--couldn't say more.”***

## **Credit Counselling Comments**

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***“ Strongly agree with how mycounsellor was and also a very kind person. Thank you for this opportunity.”***

***“ All around informative session, very caring counsellor.”***

***“She gave me understanding of my debts and solutions to resolve it.”***

***“Gave me hope to resolve issues.”***

***“Pointed us in right direction.”***

***“The program has greatly helped my family and budgeting ability.”***

***“I would be in more debt without this program.”***

***“Very thankful with everything that my credit counselling counsellor is doing for me. Thanks.”***

***“It made me aware of options I had no knowledge of.”***

***“I was able to make an informed decision which benefitted me! This is an excellent service – should be taught in school”***

***“Comfortable, non-judgmental, compassionate, caring, stress-relieving, confidence building. I greatly appreciate the information, guidance and genuine compassion and caring I received. Thank you.”***

***“Learning to manage my finances better.”***

***“The advice I received was helpful. I knew what I needed to do and started working on it.”***

***“I lowered my monthly payments and avoided bankruptcy.”***



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Telephone 613-549-1550  
Fax 613-549-6349

## INDEPENDENT AUDITORS' REPORT

To the Members of Resolve Counselling Services Canada (operating as K3C Counselling Centres)

We have audited the accompanying financial statements of Resolve Counselling Services Canada (operating as K3C Counselling Centres), which comprise the statement of financial position as at March 31, 2017, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

*Basis for Qualified Opinion*

In common with many charitable organizations, Resolve Counselling Services Canada (operating as K3C Counselling Centres) derives revenue from fees for service, donations and other miscellaneous activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the entity and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenses, current assets and fund balances.

*Opinion*

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Resolve Counselling Services Canada (operating as K3C Counselling Centres) as at March 31, 2017 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P', with a small arrowhead pointing to the right.

Chartered Professional Accountants, Licensed Public Accountants

June 21, 2017

Kingston, Canada

# RESOLVE COUNSELLING SERVICES CANADA

(OPERATING AS K3C COUNSELLING CENTRES)  
Statement of Financial Position

March 31, 2017, with comparative information for 2016

	Operating Fund	Family Life Enrichment Fund	Capital Fund	2017	2016
<b>Assets</b>					
Current assets:					
Cash and cash equivalents	\$ 504,633	\$ 32,894	\$ 434,287	\$ 971,814	\$ 959,414
Accounts receivable (note 2)	135,153	-	3,639	138,792	200,173
Prepaid expenses	9,797	-	-	9,797	15,601
Due (to) from other funds	508,759	-	(508,759)	-	-
	1,158,342	32,894	(70,833)	1,120,403	1,175,188
Capital assets (note 3)	-	-	650,224	650,224	665,526
Trust assets:					
Cash	209,129	-	-	209,129	190,005
	\$ 1,367,471	\$ 32,894	\$ 579,391	\$ 1,979,756	\$ 2,030,719

## Liabilities and Fund Balances

Current liabilities:					
Accounts payable and accrued liabilities (note 4)	\$ 131,880	\$ -	\$ 5,208	\$ 137,088	\$ 170,441
Current portion of long-term debt (note 5)	-	-	8,013	8,013	7,657
Deferred revenue (note 6)	65,106	-	-	65,106	23,895
	196,986	-	13,221	210,207	201,993
Long-term debt (note 5)	-	-	124,106	124,106	132,119
Deferred capital contributions (note 7)	-	-	34,807	34,807	38,350
Trust liability:					
Client funds	209,129	-	-	209,129	190,005
Fund balances:					
Investment in capital assets (note 8)	-	-	483,298	483,298	487,400
Internally restricted (note 9)	924,356	17,877	(76,041)	866,192	928,835
Internally restricted - EAP					
Contingency	37,000	-	-	37,000	37,000
Internally restricted - endowment	-	15,017	-	15,017	15,017
	961,356	32,894	407,257	1,401,507	1,468,252
Contingent liabilities (note 13)					
	\$ 1,367,471	\$ 32,894	\$ 579,391	\$ 1,979,756	\$ 2,030,719

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director



# RESOLVE COUNSELLING SERVICES CANADA

(OPERATING AS K3C COUNSELLING CENTRES)

## Statement of Operations and Changes in Fund Balances

Year ended March 31, 2017, with comparative information for 2016

	Operating Fund	Family Life Enrichment Fund	Capital Fund	2017	2016
<b>Revenue:</b>					
Kingston and District United Way	\$ 137,640	\$ -	\$ -	\$ 137,640	\$ 125,402
Quinte United Way	21,000	-	-	21,000	17,000
Provincial government	849,033	-	-	849,033	811,718
Donations	1,057,254	-	-	1,057,254	1,119,493
Municipal grants and subsidies	10,420	-	-	10,420	3,163
Grants	35,386	-	-	35,386	16,028
BIA fees	107,440	-	-	107,440	118,896
Fees for service	602,372	-	-	602,372	662,992
Contract revenue	454,814	-	-	454,814	418,808
Interest	4,765	-	2,894	7,659	9,861
Miscellaneous	93,509	-	209	93,718	68,810
Rental income	-	-	68,097	68,097	68,097
Amortization of deferred capital contributions	-	-	3,543	3,543	3,543
	3,373,633	-	74,743	3,448,376	3,443,811
<b>Expenses:</b>					
Salaries	2,120,624	-	-	2,120,624	2,165,695
Benefits	258,427	-	-	258,427	339,076
Equipment maintenance	217,733	-	-	217,733	159,543
Purchased services	164,490	-	-	164,490	135,406
Rent	149,347	-	-	149,347	154,241
Advertising	126,740	-	-	126,740	105,420
Professional fees	83,315	-	-	83,315	127,209
Dues	55,361	-	-	55,361	59,687
Travel	50,198	-	-	50,198	78,989
Telephone	48,382	-	-	48,382	72,150
Supplies	44,671	-	-	44,671	36,563
Training	32,501	-	-	32,501	12,681
Bank charges	18,431	-	-	18,431	16,762
Bad debts	17,856	-	-	17,856	-
HST expense	15,119	-	-	15,119	16,031
Utilities	7,301	-	-	7,301	6,662
Miscellaneous	61	-	-	61	-
Rental expenses - operating	-	-	52,945	52,945	51,784
Rental expenses - amortization	-	-	16,621	16,621	15,230
Amortization of capital assets	-	-	34,998	34,998	25,466
	3,410,557	-	104,564	3,515,121	3,578,595
Excess of expenses over revenue	(36,924)	-	(29,821)	(66,745)	(134,784)
Fund balances, beginning of year	998,280	32,894	437,078	1,468,252	1,603,036
Fund balances, end of year	\$ 961,356	\$ 32,894	\$ 407,257	\$ 1,401,507	\$ 1,468,252

See accompanying notes to financial statements.

# RESOLVE COUNSELLING SERVICES CANADA

(OPERATING AS K3C COUNSELLING CENTRES)  
Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Excess of expenses over revenue	\$ (66,745)	\$ (134,784)
Items not involving cash:		
Amortization of capital assets	51,619	40,696
Amortization of deferred capital contributions	(3,543)	(3,543)
Change in non-cash operating working capital:		
Accounts receivable	61,381	(84,618)
Prepaid expenses	5,804	2,774
Accounts payable and accrued liabilities	(33,353)	74,961
Deferred revenue	41,211	(3,243)
	56,374	(107,757)
Financing activities:		
Repayment of long-term debt	(7,657)	(7,317)
Increase in deferred capital contributions	-	10,000
	(7,657)	2,683
Investing activities:		
Purchase of capital assets	(36,317)	(61,234)
Increase (decrease) in cash and cash equivalents	12,400	(166,308)
Cash and cash equivalents, beginning of year	959,414	1,125,722
Cash and cash equivalents, end of year	\$ 971,814	\$ 959,414

See accompanying notes to financial statements.

# RESOLVE COUNSELLING SERVICES CANADA

(OPERATING AS K3C COUNSELLING CENTRES)

Operating Fund Statement of Revenue and Expenses by Program

SCHEDULE

Year ended March 31, 2017, with comparative information for 2016

(Unaudited)

	Agency Services	Family Counselling	Employee Assistance Program	Residential Placement Advisory Committee	Women's Counselling	Credit Counselling Services
Revenue:						
Kingston District United Way	\$ —	\$ 79,440	\$ —	\$ —	\$ —	\$ —
Quinte United Way	—	—	—	—	—	—
Provincial government	(3,714)	6,400	—	37,548	255,443	—
Donations	4,197	19,067	—	—	—	1,030,990
Municipal grants and subsidies	—	—	—	—	—	—
Grants	(1)	3,741	—	—	—	3,838
BIA fees	—	—	—	—	—	107,440
Fees for service	—	13,716	—	—	—	550,743
Contract revenue	—	—	454,814	—	—	—
Interest	4,765	—	—	—	—	—
Miscellaneous	3,255	78,971	7,156	—	—	400
	8,502	201,335	461,970	37,548	255,443	1,693,411
Expenses:						
Salaries	326,065	138,863	226,603	26,374	187,624	746,295
Benefits	4,243	17,367	29,897	3,575	25,379	108,480
Equipment maintenance	163,893	—	—	—	—	38,800
Purchased services	5,582	66	132,577	—	3,411	8,173
Rent	12,816	3,699	8,400	3,600	16,800	54,539
Advertising	11,435	70	2,042	—	70	110,892
Professional fees	64,234	—	—	—	—	8,069
Dues	(1,791)	3,105	10,437	—	1,636	37,812
Travel	2,691	1,735	2,830	2,035	3,776	20,856
Telephone	45,292	—	—	—	1,200	—
Supplies	7,998	214	173	—	6,433	20,935
Training	229	1,071	957	—	628	4,161
Bank charges	6,567	—	—	—	—	8,004
Bad debt expense	17,856	—	—	—	—	—
HST expense	15,119	—	—	—	—	—
Utilities	(329)	—	—	—	—	4,000
Miscellaneous	61	—	—	—	—	—
	681,961	166,190	413,916	35,584	246,957	1,171,016
Excess of revenue over expenses (expenses over revenue) before transfers	(673,459)	35,145	48,054	1,964	8,486	522,395
Program recoveries	581,111	—	—	—	—	187,763
Departmental transfers	(1)	(32,454)	(93,603)	(2,118)	(11,003)	(402,432)
DMS transfers	—	—	—	—	—	(187,763)
	581,110	(32,454)	(93,603)	(2,118)	(11,003)	(402,432)
Excess of revenue over expenses (expenses over revenue)	\$ (92,349)	\$ 2,691	\$ (45,549)	\$ (154)	\$ (2,517)	\$ 119,963

# RESOLVE COUNSELLING SERVICES CANADA

(OPERATING AS K3C COUNSELLING CENTRES)

Operating Fund Statement of Revenue and Expenses by Program (continued)

Year ended March 31, 2017, with comparative information for 2016

(Unaudited)

	Adult Protective Services Program	Student Trusteeship	Children & Youth	Belleville Trusteeship	Partner Assault Program (Kingston)	Partner Assault Program (Napanee)
Revenue:						
Kingston District United Way	\$ —	\$ —	\$ 58,200	\$ —	\$ —	\$ —
Quinte United Way	—	—	—	21,000	—	—
Provincial government	184,800	—	—	—	190,328	59,478
Donations	—	—	3,000	—	—	—
Municipal grants and subsidies	—	10,420	—	—	—	—
Grants	—	—	4,000	17,308	—	—
BIA fees	—	—	—	—	—	—
Fees for service	—	—	3,560	9,820	18,364	6,169
Contract revenue	—	—	—	—	—	—
Interest	—	—	—	—	—	—
Miscellaneous	—	—	—	22	—	—
	184,800	10,420	68,760	48,150	208,692	65,647
Expenses:						
Salaries	124,452	3,538	67,516	14,513	138,148	46,875
Benefits	16,756	661	8,737	2,517	22,321	7,105
Equipment maintenance	2,100	—	—	—	6,000	3,720
Purchased services	—	—	—	507	—	2,201
Rent	13,704	—	—	2,400	22,601	1,944
Advertising	506	—	70	—	847	—
Professional fees	—	—	—	—	10,800	—
Dues	661	—	1,282	—	1,589	402
Travel	4,549	—	56	379	1,824	3,561
Telephone	1,200	—	—	—	—	—
Supplies	4,670	—	154	2,796	1,200	98
Training	2,383	—	25	22,007	885	—
Bank charges	—	—	—	1,460	2,400	—
Bad debt expense	—	—	—	—	—	—
HST expense	—	—	—	—	—	—
Utilities	600	—	—	—	1,200	450
Miscellaneous	—	—	—	—	—	—
	171,581	4,199	77,840	46,579	209,815	66,356
Excess of revenue over expenses (expenses over revenue) before transfers	13,219	6,221	(9,080)	1,571	(1,123)	(709)
Program recoveries	—	—	—	—	—	—
Departmental transfers	(13,260)	—	(13,711)	(5,817)	—	—
DMS transfers	—	—	—	—	—	—
	(13,260)	—	(13,711)	(5,817)	—	—
Excess of revenue over expenses (expenses over revenue)	\$ (41)	\$ 6,221	\$ (22,791)	\$ (4,246)	\$ (1,123)	\$ (709)

# RESOLVE COUNSELLING SERVICES CANADA

(OPERATING AS K3C COUNSELLING CENTRES)

Operating Fund Statement of Revenue and Expenses by Program (continued)

Year ended March 31, 2017, with comparative information for 2016

(Unaudited)

	Family Court Support Worker Kingston	Family Court Support Worker Napanee	Youth in Transition Worker	Consult & Educational Services	2017 Total	2016 Total
Revenue:						
Kingston District United Way	\$ —	\$ —	\$ —	\$ —	\$ 137,640	\$ 125,402
Quinte United Way	—	—	—	—	21,000	17,000
Provincial government	32,500	16,250	70,000	—	849,033	811,718
Donations	—	—	—	—	1,057,254	1,119,493
Municipal grants and subsidies	—	—	—	—	10,420	16,028
Grants	—	—	—	6,500	35,386	3,163
BIA fees	—	—	—	—	107,440	118,896
Fees for services	—	—	—	—	602,372	662,992
Contract revenue	—	—	—	—	454,814	418,808
Interest	—	—	—	—	4,765	6,633
Miscellaneous	—	—	—	3,705	93,509	68,671
	32,500	16,250	70,000	10,205	3,373,633	3,368,804
Expenses:						
Salaries	20,557	10,654	42,547	—	2,120,624	2,165,695
Benefits	3,715	1,856	5,818	—	258,427	339,076
Equipment maintenance	3,220	—	—	—	217,733	159,543
Purchased services	375	—	5,117	6,481	164,490	135,406
Rent	2,700	1,944	4,200	—	149,347	154,241
Advertising	183	275	350	—	126,740	105,420
Professional fees	—	212	—	—	83,315	127,209
Dues	228	—	—	—	55,361	59,687
Travel	1,051	1,030	3,825	—	50,198	78,989
Telephone	—	—	690	—	48,382	72,150
Supplies	—	—	—	—	44,671	36,563
Training	—	—	155	—	32,501	12,681
Bank charges	—	—	—	—	18,431	16,762
Bad debt expense	—	—	—	—	17,856	—
HST expense	—	—	—	—	15,119	16,031
Utilities	480	300	600	—	7,301	6,662
Miscellaneous	—	—	—	—	61	—
	32,509	16,271	63,302	6,481	3,410,557	4,463,348
Excess of revenue over expenses (expenses over revenue) before transfers	(9)	(21)	6,698	3,724	(36,924)	(117,311)
Program recoveries	—	—	—	—	768,874	977,233
Departmental transfers	—	—	6,712	—	(581,111)	—
DMS transfers	—	—	—	—	(187,763)	(977,233)
	—	—	6,712	—	—	—
Excess of revenue over expenses (expenses over revenue)	\$ (9)	\$ (21)	\$ (14)	\$ 3,724	\$ (36,924)	\$ (117,311)





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