



2023 Annual General Report

Strengthening community and
building belonging at Kinbridge
Community Association.



www.kinbridge.ca | (519) 624-3855 | info@kinbridge.ca



A MESSAGE FROM KINBRIDGE CO-EXECUTIVE DIRECTORS & VICE CHAIR

Dear Kinbridge Community,

It is with great pleasure that we present to you the 2023 Annual General Report. As Co-Executive Directors of Kinbridge Community Association, alongside our esteemed Vice Chair, Maresa MacAskill, we are thrilled to share the incredible journey we've embarked on together.

Before delving into the achievements of the past year, we must express our deepest gratitude to our former Executive Director, Joe-Ann McComb. Her exceptional dedication over 18 years has laid a solid foundation for Kinbridge, and we are immensely thankful for her legacy.

Our transition into our roles has been a significant milestone for Kinbridge, and we're proud to have done so with unity and shared purpose. Together, we've crafted a new strategic plan that sets the course for our future endeavours.

We owe a debt of gratitude to our esteemed Board members, whose guidance and unwavering commitment have been instrumental in steering our organization toward success. Their wisdom and support have been invaluable as we navigated through transitions and embraced new initiatives.

None of our accomplishments would have been possible without the support and hard work of our exceptional staff and dedicated volunteers. Their passion and resilience have been the driving force behind every success we've achieved. In 2023, our volunteers contributed a total of 4951 hours, demonstrating their commitment to our community's well-being. We are profoundly grateful for their tireless efforts and contributions.

In our pursuit of Justice, Equity, Diversity, and Inclusion (JEDI) and Truth and Reconciliation (TR), we've made significant strides. Securing funding from the Canadian Red Cross enabled us to provide valuable training opportunities, fostering a more inclusive and understanding community. Kinbridge supported the community in 15 different languages in 2023, demonstrating our commitment to ensuring everyone feels welcome and valued.

In 2023, Kinbridge experienced a surge in community engagement, with 25,023 visits to our centers. Our commitment to fostering belonging and resilience was evident across all our programs and initiatives. From our Newcomer Program, providing tailored support for youth and older adults to navigate their settlement journey, to our dynamic youth programs and social enterprise efforts through YouthForce, each endeavour aims to empower individuals and create pathways to success.





With 98 recreation programs and diverse youth initiatives like the Leaders in Training program and basketball tournaments, we have nurtured a sense of community and personal growth. As we reflect on the year, we are proud to have facilitated connections, alleviated isolation, and provided vital support, embodying the spirit of inclusivity and empowerment at the heart of Kinbridge.

A recurrent priority expressed by our newcomer community was the need for support in securing employment opportunities. In response, we launched the Newcomer Employment Outreach program as a pilot initiative to address this crucial aspect of community empowerment. Through tailored employment readiness support for newcomers and targeted workshops for employers, we successfully met our projected annual targets within the first five months, highlighting the program's effectiveness.

Additionally, the launch of the Cambridge Neighbourhood Table (CNT) has brought our community together over shared meals and conversations. These gatherings, held weekly across multiple locations, embody our vision of nurturing connections within our neighbourhoods.

At Kinbridge, our mission is to facilitate sustainable social supports that help our neighbours reach their full potential, fostering vibrant, healthy communities where no one is left behind. Our values guide every aspect of our work, including our commitment to inclusion, celebration, and adaptability.

Reflecting on the past year fills us with inspiration and gratitude for the collective effort and resilience of our community. Together, we've proven that through collaboration and commitment, we can overcome challenges and effect positive change. As we embrace the next chapter of our journey, we do so with gratitude for the past, determination for the present, and hope for the future.

Your unwavering support and dedication inspire us, and we're eager to continue this journey together, shaping a future where every member of our community thrives.



Taylor Bulstrode
Co-Executive Director



Zeri Zigeta
Co-Executive Director



Maresa MacAskill
Vice Chair

2023 Impact

25,023 Community Centre Visits

RECREATION

9,435 Recreation Program Visits

YOUTH (12-18)

23 Drop in Programs

3,104 visits

75%

of employees are hired from the community!

HIRED

ADULT

7 Seasonal Programs

552 Visits



VOLUNTEERING

381 Volunteers

4,951 hours



FAMILY & CHILDREN

68 Seasonal Programs

1,230 Registered Participants



2023 Impact

EVENTS

261 Youth Participants
for 3 Basketball
Tournaments



900
Participants for
Newcomer Picnics



490

Neighbourhood Day
Participants

SERVICES

809 Outreach
Referral

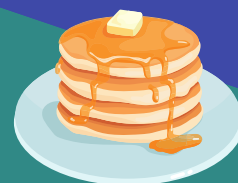
141 OESP
Applications

1,199 Hours of
Gardening

858 Food Cupboard &
Snack pick up

203 Clothing
Cupboard Visits

407 Breakfast with
Santa Participants





2023 Highlights



36

*Youth
Employed*

18

Contracts

511

*Hours
Worked*



In 2023, YouthForce celebrated another remarkable year! With 36 youth employed, we provided opportunities for teens and young adults throughout the Waterloo Region to gain meaningful work experience and develop essential job skills. We secured 18 social enterprise contracts, furthering our commitment to supporting and uplifting the community.

Together, our dedicated team completed over 500 hours of hard work, significantly impacting the lives of our youth employees and the communities we serve. We look forward to another year of growth, empowerment through employment, and positive social change with YouthForce!



**Cambridge
Neighbourhood
Table**

2

Locations

35

Dinners

1,635

*People
Served*



In 2023, Cambridge Neighbourhood Table (CNT) officially launched! CNT is a community initiative inviting neighbours to come together over a shared meal and conversation. In May, we launched the inaugural weekly meal at Forward Church. Then, in November, we expanded to two additional locations: Langs and the Freedom Centre. Now, we offer weekly meals on rotating Mondays and Tuesdays and every Friday, spreading nourishing meals and connections across our community. Over the next two years, our vision is to continue to partner with the community to hold a Cambridge Neighbourhood Table in a different neighbourhood across Cambridge, five days a week!



23

Programs

1,744

Program
Visits

15

Languages
Supported



Ukrainian, Spanish, Portuguese, Farsi, Rohingya, Somali, Punjabi, Arabic, Urdu, Dari, Persian, Chinese, Armenian, Tigrinya, French & Hindi.

The Cambridge Newcomer Outreach Program tailors services for youth (aged 15-30) and older adults (aged 55+), aiming to foster connections and belonging within the community. Over the past year, the program has continued to alleviate isolation by providing essential access to settlement services through 8-week programs and bi-annual "Let's Be Neighbours" gatherings. As a result, participation from both demographics has consistently increased. Programs like Health and Wellness sessions and Conversational Circles have facilitated newcomers' adjustment to life in Canada.



In 2023, we recognized that many participants, particularly older adults and young mothers, have experienced war-related trauma. In response, we have introduced diverse trauma relief programs tailored to their needs. These initiatives include art therapy and collaboration with community health and wellness providers, ensuring participants receive comprehensive support to address these challenges.

Meanwhile, Kinbridge's Newcomer Employment Outreach Program remained steadfast in its commitment to assisting newcomers in Cambridge facing employment barriers, offering support throughout the year. Launched initially as a pilot project in partnership with the Waterloo Region Immigration Partnership, the program nurtured collaborations with diverse community partners and local employers to bridge the gap between employers and newcomer talents. Over the past year, the program facilitated two job fairs focused on newcomers, developed a tailored workshop series to enhance newcomers' skills and capacities, and provided direct job referrals.





Financial Audit 2023

REVENUE

Grants	1,753,048
Registration Fees	120,394
Fundraising/Donations	64,749
Deferred Capital	36,434

TOTAL:	1,974,635
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EXPENSES

Human Resources	1,470,455
Programs	239,453
Facility Costs	21,127
General Administration	171,703
Insurance	10,053
Amortization	45,349

TOTAL:	1,958,366
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Excess of Revenue over Expense for Year	16,269
Net Assets beginning of year	215,572
Net Assets end of year	231,841

Strategy Plan 2024-2026

MISSION

We facilitate social supports that help our neighbours reach their full potential, fostering vibrant, healthy communities in which no one is left behind

What guides Kinbridge's Culture & Decision Making?

VALUES

1. People
2. Celebration
3. Relationships
4. Welcome
5. Inclusion
6. Adaptability

VISION

Our neighbourhood is a community that is connected through relationships, is full of opportunities, celebrates diversity, and provides a safe and inclusive environment.



What does Kinbridge aim to achieve?

What is Kinbridge's desired future?

**Deepening
Our Focus**

**Sustaining
Our Work**

**Measuring &
Communicating
Our Impact**

**Growing our
Community**

Thank you to our Partners

GOVERNMENT & FUNDERS

- Cambridge Bingo and Gaming Centre
- Canadian Red Cross
- City of Cambridge
- Cowan Community Foundation
- Employment and Social Development Canada - Canada Summer Jobs
- Immigration, Refugees and Citizenship Canada
- Immigration Partnership
- Lyle S. Hallman Foundation
- Ministry of Children, Community and Social Services
- Ministry of Heritage, Sport, Tourism and Culture Industries
- Region of Waterloo
- United Way Waterloo Region Communities
- Waterloo Region Community Foundation

COMMUNITY SERVICES & AGENCIES

- Adventure for Change
- AFRO
- Allison Neighborhood Community Centre
- Blair Road Neighbourhood Association
- Cambridge Food Bank
- Camino Wellbeing + Mental Health
- Children and Youth Planning Table
- City of Cambridge Fire Department
- Coalition of Muslim Women of KW
- Community Justice Initiatives
- Crime Prevention Council
- Family and Children's Services of the Waterloo Region
- Fiddlesticks Community Centre
- Food Bank of Waterloo Region
- Greenway Chaplin Community Centre
- Hespeler Village Neighbourhood Association
- House of Friendship
- Idea Exchange
- Langs
- Launch
- Lutherwood Employment Services
- Ontario Health Team
- Porchlight Counselling and Addiction Services
- Preston Heights Community Group
- Reception House Waterloo Region
- Resiliency Project
- Region of Waterloo
- Rhythm and Blues Cambridge
- Silver Heights Neighborhood Association
- Somali Canadian Association of Waterloo Region
- Southwestern Ontario Aboriginal Health Access Centre
- Spectrum
- Strong Start
- The Hummingbird Centre for HOPE
- Waterloo Regional Police Service
- Waterloo Region Housing
- Women's Crisis Services of Waterloo Region
- YWCA Cambridge
- YMCA of Three Rivers

SCHOOLS & FAITH-BASED GROUPS

- Cedar Hill Church
- Central Public School
- Chalmers Street Public School
- Forward Church
- Freedom Centre
- Glenview Park Secondary School
- Holy Spirit Catholic Elementary School
- Moffatt Creek Public School
- Monsignor Doyle Secondary School
- Saint Vincent de Paul Catholic Elementary School
- Stewart Ave Public School
- Tait Street Public School

**NEW
WEBSITE**



@kinbridge



@kinbridgeca



@kinbridge-community-association



www.kinbridge.ca | (519) 624-3855 | info@kinbridge.ca

KINBRIDGE COMMUNITY ASSOCIATION

***FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2023***

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INDEPENDENT AUDITORS' REPORT

To the Members of
Kinbridge Community Association
Qualified Opinion

We have audited the accompanying financial statements of ***Kinbridge Community Association***(the Association), which comprise the statement of financial position as at December 31, 2023, and the statements of operations and net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Association derives revenue from public donations and fundraising 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 Association and we were not able to determine whether any adjustments might be necessary to donation revenues, excess of revenue over expenses, assets and net assets.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance 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.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITORS' REPORT (CONTINUED)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- ☐ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ☐ Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- ☐ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ☐ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- ☐ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Cambridge, Ontario
May 16, 2024

Chartered Professional Accountants, authorized to practise public
accounting by the Chartered Professional Accountants of Ontario

KINBRIDGE COMMUNITY ASSOCIATION

STATEMENT OF OPERATIONS AND NET ASSETS YEAR ENDED DECEMBER 31, 2023

	2023 \$	2022 \$
Revenue		
Grants	1,753,058	1,463,874
Registration fees	120,394	88,549
Fundraising	20,468	14,809
Donations	6,855	5,213
Interest	2,560	8
Bingo	34,866	646
Deferred capital funding recognized (note 5)	36,434	36,434
	1,974,635	1,609,533
Expenses		
Salaries and benefits	1,470,455	1,191,414
Professional fees	22,798	14,167
Interest and bank charges	3,403	4,257
Cleaning	9,959	3,895
Utilities	9,147	8,693
Food	52,535	22,574
Gifts, recognitions	4,983	2,376
Honorariums	25,840	7,875
Insurance	10,053	8,816
Repairs and maintenance	2,707	8,396
Miscellaneous	38,580	39,791
Office supplies	29,114	20,805
Advertising and promotion	13,137	15,890
Consulting	57,916	19,675
Supplies	36,092	28,463
Telephone	21,515	20,385
Training and development	12,123	7,078
Travel	34,691	22,593
IT Support	25,773	39,599
Transportation	21,449	7,975
Other	10,747	3,297
Contracted services		80,406
Amortization		45,575
	45,349	
	1,958,366	1,623,995
Excess (deficiency) of revenue over expenses before undernoted item	16,269	(14,462)
Government loan forgiven		20,000
Excess of revenue over expenses for year	16,269	5,538
Net assets, beginning of year	215,572	210,034
Net assets, end of year	231,841	215,572

The explanatory financial notes form an integral part of these financial statements.

KINBRIDGE COMMUNITY ASSOCIATION

**FINANCIAL POSITION
DECEMBER 31, 2023**

	2023 \$	2022 \$
ASSETS		
Cash and term deposits (note 6)	930,788	1,080,097
Accounts receivable	141,521	68,312
Prepaid expenses	17,187	14,686
Current assets	1,089,496	1,163,095
Capital assets (note 3)	813,127	853,978
	1,902,623	2,017,073
LIABILITIES		
Accounts payable and accrued liabilities (note 4)	114,872	68,568
Advance program funding	866,668	1,007,257
Current liabilities	981,540	1,075,825
Deferred capital funding (note 5)	689,242	725,676
	1,670,782	1,801,501
NET ASSETS		
Net assets	231,841	215,572
	1,902,623	2,017,073

APPROVED BY THE BOARD:_____
Director_____
Director

KINBRIDGE COMMUNITY ASSOCIATION

STATEMENT OF CASH FLOWS YEAR ENDED DECEMBER 31, 2023

	2023 \$	2022 \$
<i>Cash flows from operating activities:</i>		
Excess of revenue over expenses for year	16,269	5,538
Items not involving cash:		
Amortization	45,349	45,575
Deferred capital funding recognized	(36,434)	(36,434)
	25,184	14,679
Net change in non-cash working capital balances relating to operations:		
Accounts receivable	(73,209)	(50,639)
Prepaid expenses	(2,501)	597
Accounts payable and accrued liabilities	46,304	15,342
Advance program funding	(140,589)	50,953
	(144,811)	30,932
<i>Cash flows from investment activities:</i>		
Net additions to capital assets	(4,498)	
<i>Cash flows from financing activities:</i>		
Repayment of long-term debt		(125,000)
<i>Net decrease in cash</i>	(149,309)	(94,068)
Cash, beginning of year	1,080,097	1,174,165
<i>Cash, end of year</i>	930,788	1,080,097
Cash position includes:		
Cash	862,979	1,014,830
Term deposits	67,809	65,267
	930,788	1,080,097

The explanatory financial notes form an integral part of these financial statements.

1. Nature of Business

The Association was incorporated by letters patent under the laws of the province of Ontario to provide affordable, accessible, recreational, social and educational programs/services to the residents of Cambridge. The Organization changed its legal name from Christopher Champlain Community Centre to Kinbridge Community Association during fiscal 2009.

As Kinbridge Community Association is a registered charity under the Income Tax Act, its income is not taxable and it is eligible to issue official income tax receipts for charitable donations.

2. Summary of Significant Accounting Policies

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Use of estimates

The preparation of these financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the current period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known.

(b) Amortization of capital assets

The Association amortizes capital assets using the following methods and annual rates which will amortize the assets over their estimated useful lives:

Furniture and equipment	20% Declining-balance
Leasehold improvements	25 years Straight-line

(c) Revenue recognition

Contributions are recorded using the deferral method under which restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(d) Contributed services and materials

Donations of materials and services are not reflected in these financial statements because of the impracticality of the record keeping and valuation of them.

(e) Financial instruments

All financial assets and liabilities are recorded at amortized cost less any discovered impairment.

KINBRIDGE COMMUNITY ASSOCIATION

EXPLANATORY FINANCIAL NOTES
YEAR ENDED DECEMBER 31, 2023

	2023	2022
	\$	\$
3. Capital Assets		
Cost		
Furniture and equipment	70,418	65,920
Leasehold improvements	1,046,279	1,046,279
	1,116,697	1,112,199
Accumulated amortization		
Furniture and equipment	55,550	52,395
Leasehold improvements	248,020	205,826
	303,570	258,221
Net Book Value	813,127	853,978
4. Accounts Payable and Accrued Liabilities		
Accounts payable and accrued liabilities	89,396	53,137
Government remittances payable	25,476	15,431
	114,872	68,568

5. Deferred Capital Funding

From 2015 to 2019, the Association received a total of \$903,345 in grants and donations from various charitable organizations and individuals. These funds were used to assist with the construction of leasehold improvements and are being amortized into income over the term of the lease in place with the City of Cambridge. In 2023, \$36,434 was recognized as income and deferred capital funding at December 31, 2023 was \$689,242.

The City of Cambridge provides space at no annual cost to the Association until 2041.

6. Term Deposits

The Association holds a cashable GIC of \$67,809 at December 31, 2023, bearing interest at 4.70% with a maturity date of April 28, 2024.

7. Financial Instruments

The entity is exposed to various risks through its financial instruments. The following analysis provides a measure of the entity's risk exposure and concentrations at the year end date.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The entity is exposed to this risk mainly in respect of its accounts payable and accrued liabilities.

Trade accounts payable and accrued liabilities are generally repaid within 30 days.

Credit risk

The entity is not exposed to significant credit risk.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The entity is mainly exposed to interest rate risk.

Interest rate risk

The entity is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the entity to a fair value risk while the floating-rate instruments subject it to a cash flow risk. The entity is exposed to this type of risk as a result of investments in fixed-rate term deposits.