



2025 Annual Report

Voices of Kinbridge

A Message From Our Co-Executive Directors and Board Chair

"Our work has been guided by the Voices of Kinbridge, including the stories shared across our neighbourhood tables, the aspirations of our youth, and the collective wisdom of our residents!"



Maresa MacAskill
Board Chair



Taylor Bulstrode
Co-Executive Director



Zeri Zigeta
Co-Executive Director

Across the City of Cambridge, the voices of our community are sharing a story of both immense challenge and profound resilience. Seniors are experiencing increasing isolation, youth continue to face barriers to employment and opportunity, and many newcomers are searching for spaces where they feel welcomed and connected. As these challenges grow, so too does the importance of neighbourhood-based organizations deeply rooted in the communities they serve. Kinbridge acts as a steady anchor for those navigating these uncertain times.

In 2025, Kinbridge remained a trusted presence, responding to these realities through programs grounded in belonging and wellbeing. Our work has been guided by the Voices of Kinbridge, including the stories shared across our neighbourhood tables, the aspirations of our youth, and the collective wisdom of our residents.

The Cambridge Neighbourhood Table (CNT) reflects this spirit of connection best. This year, CNT welcomed 5,350 guests and served 8,800 community meals across four locations. While food access is a critical necessity, CNT has evolved into much more than a meal program. It is a symphony of diverse voices, building relationships, and reducing isolation through the powerful act of sharing a table together.

Similarly, the Cambridge Newcomer Outreach Program (CNOP) engaged 3,807 participants this year. By providing essential spaces where residents feel supported and heard as they navigate their new lives in Canada, CNOP ensures every newcomer has a platform to share their story. These initiatives strive to help residents feel more connected, supported, and actively engaged within the vibrant life of our community.

"As Cambridge continues to grow and evolve, so does the opportunity to strengthen how we work together across neighbourhoods to better support residents and respond to emerging community needs."

We also heard a clear call for opportunity from our young people. Through YouthForce, we received 382 applications for just 25 available positions, highlighting a vital need to invest in accessible employment pathways. While our core community programs engaged 10,075 individuals, Kinbridge spaces welcomed more than 23,000 visits this year through programs, services, and community events that brought residents together across our neighbourhoods. Each individual brought a unique voice to our centers.

This impact is only possible because of the collective effort behind it. From our partnership with Greenway-Chaplin to the dedication of nearly 500 volunteers contributing 5,000 hours, this year demonstrated what becomes possible when communities choose connection, collaboration, and shared purpose. Kinbridge also employed 102 staff throughout the year, with more than 50% identifying as youth and over 75% living directly within the communities we serve, reflecting our continued commitment to investing in local leadership and neighbourhood capacity.

As Cambridge continues to grow and evolve, so does the opportunity to strengthen how we work together across neighbourhoods to better support residents and respond to emerging community needs. Kinbridge remains committed to helping build a more connected, inclusive, and resilient city where every resident feels welcomed, supported, connected, and valued.

With gratitude,

Maresa MacAskill

Board Chair

Taylor Bulstrode & Zeri Zigeta

Co-Executive Directors



**Cambridge Newcomer
Outreach Program – Young
Mothers Group**



**Slam Dunk at the Youth
Basketball Tournament**

Who We Are:

Mission

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

Vision

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

Values

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



Overall Achievements of 2025



23,450 Community Connections

18,450 Neighbours supported through programming

3,000 Neighbours fed by our resource centre food cupboards and program snacks

102 Community members employed through Kinbridge, with **50%** of positions filled by youth.

1,713 Neighbours attended 4 community events



Neighbourhood Day



Capacity Canada Awards

Kinbridge was honoured to receive the Youth Employment Award from the Bhayana Family Foundation at the Capacity Canada Board Governance BootCamp in recognition of the impact of YouthForce.

Volunteer Spotlight

Barbara Hesch contributed **433 volunteer hours** to Kinbridge's fundraising efforts through bingo, helping support a more connected and supportive community.



Barbara Hesch

In 2025, the Cambridge Neighbourhood Table (CNT) continued to bring neighbours together across Cambridge through free, low-barrier community dinners focused on food, connection, and belonging. CNT creates welcoming spaces where community members can enjoy nutritious meals, build relationships, access supports, and participate in neighbourhood programming. Throughout the year, CNT served **5,350 guests** across multiple locations, including more than **1,070 children** and **1,569 seniors**. With the support of volunteers, funders, and community partners like the **Cambridge Foodbank, Langs, The Freedom Centre**, and **St. Andrew's Hespeler**, CNT continued to strengthen neighbourhood connections and foster a stronger sense of community across Cambridge.

Enhancing Community Engagement + Supporting Youth & Families

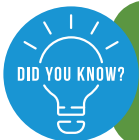
A total of
5,350
participants



1 in 5
participants
were children

Promoting Health & Well-being

More than **500** volunteers contributed
over **3,200** hours to support all CNT sites.



Nearly **30%** of CNT
participants in 2025
were seniors

Connection in Action

"Sandra's" connection to CNT is one of consistency, resilience, and quiet strength. Living out of her vehicle, Sandra finds value in each CNT meal location across Cambridge, where she can access nutritious food, restrooms, familiar faces, meaningful conversation, and a welcoming space where she is known and supported.

Connection in Action

Following a significant family loss, "Daniel" continued attending CNT each week, offering support to others through small acts of kindness, helping with teardown, and contributing to the welcoming atmosphere. His story reflects the power of community connection and the importance of spaces that provide nourishment, belonging, and consistency during difficult times.



CNT Community

Highlight of Achievements



**Cambridge Chamber's Community
Impact: People's Choice Award**

**Continued Growth Across Cambridge:
Expansion to Hespeler Neighbourhood**

December 2025



**Fresh Brand Identity Through
Creative Day for Good**



Our Partners



**St. Andrew's
Hespeler**

Our Funders



88 Meals

4 Locations

5,350 Guests

18 Volunteer Groups

855 CNT Volunteers

**5,312 CNT Volunteer
Hours**





Cambridge Newcomer Outreach Program

The Cambridge Newcomer Outreach Program (CNOP) supported newcomers across Cambridge in 2025 through community connection, settlement support, and employment readiness programs. Funded through Immigration, Refugees, and Citizenship Canada, CNOP helps newcomers build confidence, reduce isolation, strengthen social connections, and access supports that foster successful settlement and integration.

Support Through Community Programs

32 Senior Program sessions with **709** Participant visits

56 Youth Program Sessions with **977** Participant visits

24 Young Mother Program Sessions with **190** Participant visits



Newcomer Connections Event

Fostering Belonging and Inclusion Across Cambridge

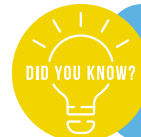
Job Fairs: **170** Job Seekers

Newcomer Picnic: **314** Neighbours

Neighbourhood Day: **928** Neighbours

Connection in Action

"Mahderit," a newcomer young mother, joined Kinbridge while facing isolation and language barriers. Through programs like the Newcomer Mothers Group, she built confidence, improved her English, and strengthened community connections. While staying engaged at Kinbridge, she completed her PSW training and secured a summer job after attending Kinbridge's Newcomer Job Fair.



Kinbridge became directly funded for CNOP in 2025!



CNOP Youth Skating Program

Community Impact

Employment Connections

- Hosted **2** Newcomer Job Fairs with **170** attendees
- **281** Newcomers supported through Employment Workshops
- **238** Newcomers engaged in employment counselling through one-on-one individual support



CNOP Employment Workshop

“Moving to a new country was overwhelming for our family, but Kinbridge helped us feel less alone.”
– Newcomer Program Participant



CNOP Older Adults Session



3,807 Participants

17 Programs

4 Events

Connection in Action

“Salim”, a refugee and participant in the Newcomer Older Adults Program, reconnected with his passion for drawing and calligraphy after years of not practicing due to civil war in his home country. With access to space, materials, and support, he rebuilt his skills and confidence.

In 2025, Salim was selected to participate in Cambridge Studio Tour and Sale, where he showcased his artwork and welcomed visitors into his backyard.

Salim’s journey reflects how the program supports older adults in rediscovering their talents, rebuilding confidence and connection, while engaging meaningfully in the community.

Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada



YouthForce Employment Program

YouthForce continued to create meaningful employment, leadership, and skill-building opportunities for youth across Cambridge, Kitchener, and Waterloo in 2025. Participants gained hands-on work experience while supporting neighbourhood beautification, tenant engagement, and community development projects in partnership with **Waterloo Region Housing (WRH)**, **Camino Wellbeing + Mental Health, Langs**, and **Adventure 4 Change**. Special thanks go to the **Astley Family Foundation** and **WRH**, whose 2025 investment strengthened YouthForce programming, training, and certifications, expanding opportunities for youth participants. YouthForce's supportive mentorship, weekly training, and real-world work experience help young people build confidence, develop workplace skills, and strengthen their connection to the community.

Participant Impact



Connection to Housing

40% of YouthForce staff currently live in WRH communities, while **50%** live in or around other affordable housing communities or have lived in similar housing within the past five years. The remaining **10%** identified other barriers to employment.



First Job

62.5% of participants indicated that YouthForce is their first formal employment opportunity.



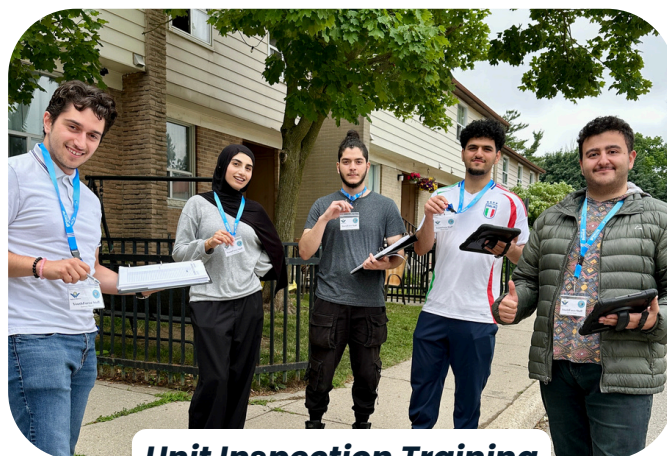
Job Readiness

100% of staff reported feeling more confident and better prepared to apply for jobs, succeed in interviews, and sustain future employment opportunities.



Physical & Mental Health + Social Connections

90% of YouthForce participants experienced improved physical health through outdoor work, movement, and daily routines, while **80%** reported improved mental health connected to teamwork, mentorship, and consistent peer support. In addition, **100%** of participants identified social benefits, including stronger communication skills, new friendships, and expanded community connections.



Unit Inspection Training

Connection in Action

"Through YouthForce, I grew into a more confident leader and learned that leadership is about supporting others through challenges and working together as a team."

– YouthForce Language
Project Supervisor

YouthForce Community Impact



**Garden Training & Plant Identification
with Grand River Food Forestry**

Community Impact in Waterloo Region Housing (WRH)

- Completed **2,693 unit** inspections and maintained **84** housing sites
- Supported **147** tenant gardens and developed new spaces
- **5,868** cumulative hours worked in the summer of 2025
- **40%** of YouthForce Staff are from WRH



New Work Boots



382 Applicants



25 Participants

Project Highlight

Language Survey

YouthForce knocked on **2,710** doors across **82** WRH properties and collected **1,779** surveys with a **70%** response rate. With this work, they identified **75 languages** spoken by tenants.



100% of YouthForce Staff reported feeling more confident and better prepared for future employment

Our Partners



Our Funders



Employment and
Social Development Canada

Emploi et
Développement social Canada

Community Programs

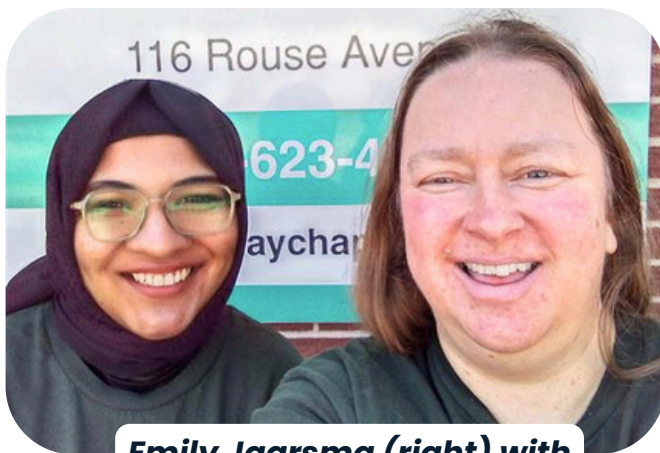
Kinbridge's community programs provide welcoming, place-based opportunities for children, youth, adults, and families to connect, learn, and belong. In 2025, Kinbridge began a new partnership with Greenway-Chaplin Community Centre to deliver more cohesive programming across all three neighbourhoods, strengthening collaboration and improving access to community-driven supports. This year was one of learning and growth as both organizations worked together to align programs, share resources, and respond to emerging community needs. Through recreation, youth, wellness, leadership, newcomer, and community connection initiatives, Kinbridge welcomed more than **23,834** neighbourhood visits in 2025, reflecting the ongoing need for accessible and welcoming community spaces.

“Working alongside Kinbridge has brought incredible resources, opportunities, and connections into the Greenway neighbourhood. I truly believe we are stronger together, and the more connected our neighbourhoods become, the stronger and more supportive our community will be.”

– Emily Jaarsma, Executive Director,
Greenway-Chaplin Community Centre



Greenway Basketball Program



**Emily Jaarsma (right) with
Conestoga Student Placement**

Locations

**Four (4) locations in
three (3) neighbourhoods**



**Christopher
Champlain
Resource Centre**



**Greenway-Chaplin
Community
Centre**



**Kinbridge
Community
Association**



**Southwood
Resource
Centre**



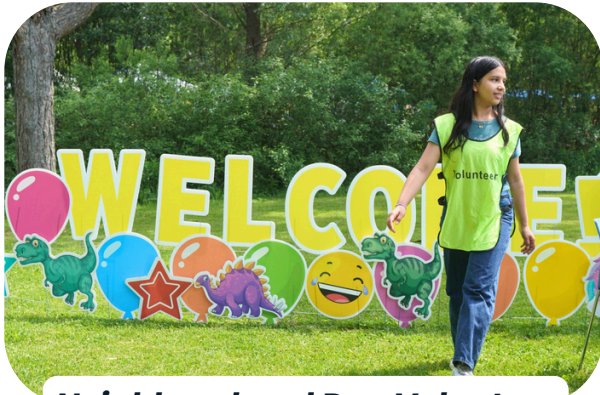
Both Kinbridge and Greenway
are HIGHFIVE Accredited



Events Highlight

Neighbourhood Day

Welcomed **928** community members, alongside **29** community resource booths and **42** volunteers. More than **2,000** complimentary food items and beverages were distributed, while **110** residents accessed the event through the complimentary bus service.



Neighbourhood Day Volunteer

Breakfast with Santa

With **615** guests in attendance, **32** volunteers and **18** staff members helped bring the community together to enjoy **1,070** pancakes, share **326** gifts, and capture **976** moments with Santa.



Our Funders



2,027 Recreation Participants

4,085 Youth Participants

1,402 Adult Participants

497 Volunteers

5,000 Volunteer Hours



Partnership Programs

System Navigator

System Navigators act as trusted advocates, guiding participants through complex systems and connecting them to vital resources.

Focused outreach supports Black, Racialized, and underserved families. Strong partnerships with health, housing, and social services strengthen this work.

265 individuals were supported by our System Navigator, Osman Salih, this year.



After School Program

- **2 After School Programs** operating **5 days** a week in Waterloo Region Housing communities
- Supporting **30 children** through healthy snacks and positive role models
- Creating consistent, engaging spaces that foster belonging, connection, and growth



“*The healthy snacks are great, and we always feel heard and supported. The group gives us space to talk about **mental health and stress**, and Sheri is always understanding, supportive, and willing to help. The group is fun!*”

– **Peer Program Participant**

Peer Health Program

The Peer Health Program of Waterloo Region continued to create welcoming spaces for connection, wellness, and mental health support across the community. In 2025, Kinbridge facilitated **17 peer-led programs** through a team of **4 Peer Health Workers**, resulting in more than **1,400 community connections**. Through conversation, activities, healthy snacks, and peer support, participants built friendships, reduced isolation, and strengthened their mental wellness in a supportive and inclusive environment.



Region of Waterloo



Sheri's Peer Program

Financial Audit

Revenue:

Grants	1,523,890
Registration Fees/Rental	139,480
Fundraising/Donations	110,234
Deferred Capital/Interest	39,676

TOTAL: 1,813,280

Expenses:

Human Resources	1,507,443
Programs	142,402
Facility Costs	21,838
General Administration	75,090
Insurance	12,480
Amortization	48,804

TOTAL: 1,808,057

Excess of Revenue over Expense for year	5,223
Net Assets beginning of year	235,187
Net Assets end of year	240,410



CNOP Skating Program



Neighbourhood Day Fun

Fundraising and Donations



**Food Collection for CNT
by Upper Cuts**

To our donors,

Thank you for believing in Kinbridge and the power of community. Every dollar and in-kind donation you give supports our upstream approach to building a more connected, supportive, and inclusive community where every neighbour has the opportunity to thrive. Your support creates spaces of belonging, connection, and hope across our neighbourhoods every single day.

– Kinbridge Team and Board of Directors



**Backpack Donations Through Waterloo
Region Police Services**



73 INDIVIDUAL DONORS



\$36,000.00

Through over **64 hours** of volunteer support, Kinbridge's bingo fundraising efforts generated over **\$70,000** to help build a more connected and supportive community.



“**We are delighted to support the work of Kinbridge on the behalf of the “Sisters of Notre Dame Legacy Fund” administrator by the Waterloo Region Community Foundation. Thank you to the leadership team and volunteers for your care and commitment to supporting children and families in our community.**”

**– Carl and Debbie Furtado
Community Donor**

Scan the QR code to learn how you can provide your support to Kinbridge programs!



Thank You to Our Community Partners & Funders

Government & Foundations

- Astley Family Foundation
- Cambridge Bingo and Gaming Centre
- Canadian Tire Jumpstart Charities
- Capacity Canada
- City of Cambridge
- Employment and Social Development Canada – Canada Summer Jobs
- Family and Children Services Foundation
- Government of Canada
- Immigration, Refugees and Citizenship Canada
- Lyle S. Hallman Foundation
- Mandarin Charitable Foundation
- Ministry of Children, Community and Social Services
- Ministry of Sport
- Region of Waterloo
- Rivers Family Charitable Fund
- Toyota Motor Manufacturing Canada Inc.
- United Way Waterloo Region Communities
- Waterloo Region Community Foundation
- Canada Revenue Agency

Community Services & Agencies

- Adventure 4 Change
- African Family Revival Organization (AFRO)
- Allison Neighbourhood Community Centre
- Big Brother and Big Sister of Waterloo Region
- Cambridge Food Bank
- Cambridge Muslim Women
- Camino Wellbeing + Mental Health
- Children and Youth Planning Table
- Citizens and Businesses of Cambridge
- City of Cambridge Fire Department
- Coalition of Muslim Women of KW
- Community Justice Initiatives
- Conestoga College
- Conseil Scolaire Catholique MonAvenir
- 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
- Ontario Health Team
- Porchlight Counselling and Addiction Services
- Preston Heights Community Group
- Rangers Reach
- Reception House Waterloo Region
- Resiliency Project
- Region of Waterloo
- Rhythm and Blues Cambridge
- Silver Heights Neighbourhood Association
- Somali Canadian Association of Waterloo Region
- Southwestern Ontario Aboriginal Health Access Centre
- Spectrum
- Starling Community Services
- Strong Start
- The Hummingbird Centre for HOPE
- Waterloo Regional Immigration Partnership
- Waterloo Regional Police Service
- Waterloo Region Housing
- Women's Crisis Services of Waterloo Region
- YWCA Cambridge
- YMCA of Three Rivers
- YWHO Langs

Schools & Faith-Based Groups

- Cambridge Community Church
- Cedar Hill Church
- Forward Church
- Freedom Centre
- The Salvation Army Cambridge Citadel
- St. Andrew's Hespeler
- Trillium United Church
- Waterloo Catholic District School Board
- Waterloo Region District School Board
- Wilfrid Laurier University
- Islamic Centre of Cambridge
- Galt Collegiate Institute



KINBRIDGE COMMUNITY ASSOCIATION

***FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2025***

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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, 2025, 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, 2025, 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 21, 2026

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, 2025

	2025 \$	2024 \$
Revenue		
Grants	1,523,890	1,733,543
Registration fees	127,186	119,827
Fundraising	17,873	24,640
Donations	21,148	6,643
Interest	3,242	3,359
Bingo	71,213	36,661
Deferred capital funding recognized (note 5)	36,434	36,434
Rental	12,294	15,408
	1,813,280	1,976,515
Expenses		
Salaries and benefits	1,419,235	1,515,534
Professional fees	24,508	20,566
Interest and bank charges	4,184	3,757
Cleaning	8,546	12,892
Utilities	9,743	9,478
Food	35,570	52,343
Gifts, recognitions	5,559	1,059
Honorariums	4,179	6,798
Insurance	12,480	11,053
Repairs and maintenance	3,549	3,371
Miscellaneous	21,678	34,654
Office supplies	17,891	16,323
Advertising and promotion	7,284	10,349
Consulting	6,367	27,653
Program supplies	42,594	48,460
Telephone	18,284	16,603
Training and development	22,871	24,360
Travel	31,086	40,394
IT Support	29,894	30,074
Transportation	32,014	31,052
Other	1,737	9,013
Amortization	48,804	47,387
	1,808,057	1,973,173
Excess of revenue over expenses for year	5,223	3,342
Net assets, beginning of year	235,187	231,845
Net assets, end of year	240,410	235,187

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

KINBRIDGE COMMUNITY ASSOCIATION

**FINANCIAL POSITION
DECEMBER 31, 2025**

	2025 \$	2024 \$
ASSETS		
Cash and term deposits (note 6)	561,751	561,111
Accounts receivable	51,341	59,227
Prepaid expenses	16,435	14,659
Current assets	629,527	634,997
Capital assets (note 3)	743,965	787,930
	1,373,492	1,422,927
LIABILITIES		
Accounts payable and accrued liabilities (note 4)	69,830	112,247
Advance program funding	446,878	422,685
Current liabilities	516,708	534,932
Deferred capital funding (note 5)	616,374	652,808
	1,133,082	1,187,740
NET ASSETS		
Net assets	240,410	235,187
	1,373,492	1,422,927

APPROVED BY THE BOARD:

_____ Director

_____ Director

KINBRIDGE COMMUNITY ASSOCIATION

STATEMENT OF CASH FLOWS YEAR ENDED DECEMBER 31, 2025

	2025 \$	2024 \$
<i>Cash flows from operating activities:</i>		
Excess of revenue over expenses for year	5,223	3,342
Items not involving cash:		
Amortization	48,804	47,387
Deferred capital funding recognized	(36,434)	(36,434)
	17,593	14,295
Net change in non-cash working capital balances relating to operations:		
Accounts receivable	7,886	82,294
Prepaid expenses	(1,776)	2,528
Accounts payable and accrued liabilities	(42,417)	(2,621)
Advance program funding	24,193	(443,983)
	5,479	(347,487)
<i>Cash flows from investment activities:</i>		
Net additions to capital assets	(4,839)	(22,190)
<i>Net increase (decrease) in cash</i>	640	(369,677)
Cash, beginning of year	561,111	930,788
<i>Cash, end of year</i>	561,751	561,111
Cash position includes:		
Cash	487,426	489,943
Term deposits	74,325	71,168
	561,751	561,111

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, 2025

	2025	2024
	\$	\$
3. Capital Assets		
Cost		
Furniture and equipment	93,854	92,608
Leasehold improvements	1,049,872	1,046,279
	1,143,726	1,138,887
Accumulated amortization		
Furniture and equipment	67,240	60,743
Leasehold improvements	332,521	290,214
	399,761	350,957
Net Book Value	743,965	787,930
4. Accounts Payable and Accrued Liabilities		
Accounts payable and accrued liabilities	69,830	91,438
Government remittances payable	NIL	20,809
	69,830	112,247

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 2025, \$36,434 was recognized as income and deferred capital funding at December 31, 2025 was \$616,374.

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 \$74,325 at December 31, 2025, bearing interest at 3.0% with a maturity date of August 29, 2026.

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. Management mitigates this risk by closely monitoring cash flow requirements to ensure that the entity has sufficient cash to meet operational and financial obligations. 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 rate financial instruments. Fixed-rate instruments subject the entity to a fair value risk. The entity is exposed to this risk as a result of investments in GICs. Management mitigates this risk by investing in short-term GICs.

8. Comparative Figures

Comparative figures have, in some instances, been reclassified to conform with current year presentation.