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**Kindle** Communities has a new **Strategic Plan!** While many of the core components of the previous strategic plan remain, the board has broadened its focus to ensure it is attuned to and meeting the needs of the community. With a continued mission to own and manage properties, our new Strategic Plan expands that mission to “reinvest in communities and support organizations” that serve those who live in Guelph and Wellington. This was strategic and purposeful to allow Kindle to expand its presence in the area of housing in the future if the opportunity presents itself.

During our board meetings this past year, presentations by Sarah Haanstra, the Manager at Toward Common Ground, provided data on the **housing situation in Guelph and Wellington**. It is fair to say that adequate and affordable housing is difficult to find for any population – seniors, families and individuals. While Kindle has provided housing for Family & Children’s Services through the purchase of homes for youth in the Care of Family & Children’s Services, we have not looked to be involved in housing in a broader way. Over the period of this Strategic Plan we hope to do just that.

This year we have also had vacancies emerge at the Shelldale Centre which Kindle owns and operates. Two of our partners, Public Health and the Canadian Mental Health Association have moved out of the centre due to budget constraints. This has allowed us to begin to assess opportunities at the centre to add partners that will continue to augment the services and supports provided there. As a result, we have attracted **a new partner** that will assume any remaining space over the coming year. This has prompted Kindle to **consider a renovation** at the centre to accommodate a new partner and to improve the space for the existing tenants. This will be undertaken in the 2019-20 year and we are very excited for the future of the centre.

The Strategic Plan, included in this report, highlights the key actions to be taken by Kindle for the coming years – to maximize revenue at Shelldale – which, in turn, **allows Kindle to reinvest** in, not only the centre, but to leverage assets to take on new projects. As well, we will look to the future to explore new opportunities in Guelph and the County.

The work that has been done over the past decade to support the development of a community hub in the East End of the City has shifted. Kindle is no longer going to play a significant role in such a project given the current political climate and the inability of organizations to commit to leasing space given funding concerns. There is however a plan to explore the use of surplus school space in an East End school to begin a scaled down version of a community hub that has possibility to grow in the future as opportunities arise.

With our new Strategic Plan, the work being undertaken at Shelldale and the possibility of Kindle helping to play a role in assisting with the housing crisis, we are excited for Kindle’s future and its opportunity to contribute to our vision of **“A healthy and caring community where everyone has a sense of belonging.”**

*Mike Hallett, President, Board of Directors and Sheila Markle, CEO*



# 2018-2019 Financial Report

## Statement of Operations

<b>REVENUE</b>	\$ 337,699
<b>EXPENSES</b>	
Repairs and maintenance	(165,389)
Utilities, property management, insurance, property taxes	(97,673)
Amortization	(87,101)
Office and administrative, advertising and promotion	(62,752)
Professional fees	(23,461)
Interest and bank charges	(324)
<b>(Deficiency) of Revenues over Expenditures</b>	<b>\$ (99,001)</b>

## Statement of Financial Position

<b>ASSETS</b>	
Cash, accounts receivable, prepaid expenses	\$ 30,702
Capital Assets	<u>1,962,402</u>
<b>Total Capital Assets</b>	<b>\$ <u>1,993,104</u></b>
<b>LIABILITIES</b>	
Accounts payable, accrued liabilities, deferred revenue	\$ 49,973
<b>NET ASSETS</b>	
Internally restricted	167,652
Unrestricted net assets	<u>1,775,479</u>
<b>Total Liabilities and Net Assets</b>	<b>\$ <u>1,993,104</u></b>

### BOARD OF DIRECTORS (as of March 31st, 2019)

Mike Hallett, Chair; Augusta Tribe, Secretary Treasurer; Jan Lord; Don Fisher; David Estill; Sheila Markle, CEO; Bethany Comeau (ex-officio)

### CONTACT INFORMATION

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**kindle**  
*communities*  
building villages of support



**2018-2019**  
**ANNUAL REPORT**