



ANNUAL REPORT 2021

Formerly known as the
Saint John Community Loan Fund

We've grown from where we started in 1999.

In 1999, we were a small community loan fund, lending to individuals to help them start a business or get back to work. Today, we manage three major activities: social finance; skills training; and social purpose real estate. Our dedicated team use these different tools to assist in building inclusive, vibrant communities. It is this kaleidoscope of people, ideas, and outcomes that gives us our new name: Kaleidoscope Social Impact. We hope you like it.



Pronounced: [KUH] + [LY] + [DUH] + [SKOHP]

kaleidoscope" is derived from the Ancient Greek word καλός (kalos), "beautiful, beauty", εἶδος (eidos), "that which is seen: form, shape" and σκοπέω (skopeō), "to look to, to examine", hence "observation of beautiful forms."

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VISION

A leader that builds community solutions through impact investing and entrepreneurship.

MISSION

Empower individuals, organizations, and neighbourhoods to achieve prosperity by providing resources, knowledge and opportunities.

PARTNERS

United Way Saint John & Charlotte
Key Industries
Human Development Council
The Work Room
Government of Canada
FK Morrow Foundation
Outflow
New Brunswick Public Library
Living SJ
Envision Saint John
The Learning Exchange
Connexionworks
ACAP Saint John
Pond-Deschande Centre
Ability NB Saint John
Women's Empowerment Network
The Actuarial Foundation of Canada
Carleton Community Centre

C.B. Powell Foundation
Co-Operative Enterprise Council
Saint John City Market
Sloccum & Ferris
Boys & Girls Club Saint John & Grand Bay
YMCA
The Idea Centre
New Brunswick Community College
Community Business Development Corporation
PRUDE Inc.
Stone Soup Café
Read SJ
Catherine Donnel Foundation
Province of New Brunswick
Community Foundation
UNBSJ
The ONE Change
New Brunswick Social Pediatrics

BOARD OF DIRECTORS

President: Terry Conrad, Conrad Strategic
Treasurer: vacant
Secretary: Tim McLaughlin, McInnes Cooper

Director: Stacy Darku, Bridges Institute, Self Employed
Director: Shannon Penny, Canadian Red Cross
Director: Tanya Chapman, Chapman and Associates
Director: Ries Van Beek, IDEA Centre

A MESSAGE FROM THE PRESIDENT AND GM

It has been an unprecedented few months in Canada and around the world. The pandemic has presented challenges for how we work as a board, and how our staff delivers services to our diverse clients. It has not changed our vision to be an organization that develops solutions or our mission to help empower people to achieve prosperity using our three pillars of activity; Social Finance; Training; and, Purpose Real Estate.

We continued to focus on key priorities of improving our programs and their outcomes while scaling our services across the region. The why, however, is most important. Besides the pandemic, we have also witnessed wild fires decimate communities, housing and rental costs doubling, and worst of all, we unearthed the terrible unmarked graves of thousands of First Nation children. Our work and the work of like-minded organizations is critical to creating inclusive, vibrant communities.

This means developing opportunities for people to live securely, independently and to prosper. In the following pages you will read about our work. We are proud of it, but recognize we want to do so much more and it is that aspiration that always brings hope that in fact we can change the world. This has been a challenging year, yes, and yet it establishes a new beginning for us under the banner Kaléidoscope. We believe it is our diversity that brings the greatest beauty and strength to our communities. We look forward to working with you to invest in that diversity.



TERRY CONRAD

President



SETH ASIMAKOS

GM and Co-Founder



KALEIDOSCOPE TEAM

Seth Asimakos, GM and Co-Founder

Guylaine Cyr, Office Manager

Diane Snelgrove, Business Development

Darlene Jones, Financial Literacy Coordinator

Guillermo Marroquin, Financial & Project Analyst

Justin Sweeney, Business Development

Abigail Reinhart, Youth Program Coordinator / Design

Ray Hachey, Property Maintenance Manager

Peggy Thompson, Financial Literacy Facilitator

John Kennedy, Social Finance Officer

THREE PILLARS OF IMPACT



Why three pillars of Social Impact Finance; Training ; and Real Estate? We started with micro-finance and added training in both financial literacy and enterprise development because both of those skills were important to our clients in order to increase success. Developing real estate made sense for a number of reasons; it built neighbourhood assets, created affordable housing, provided better spaces for creative not for profits, and it provided an avenue for sustainability for our organization, which means having the ability to scale and generate greater impacts. Again, it is the Kaleidoscope of tools we use that enables the Kaleidoscope of impacts we imagine. But please, don't hold us to three. We have stuff cooking for a fourth!!

► SOCIAL IMPACT FINANCE

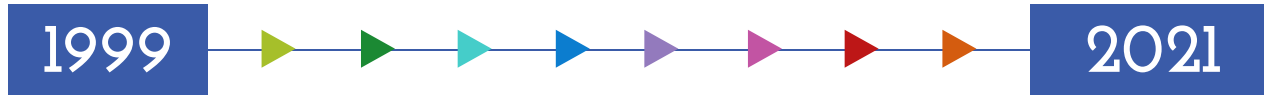
We provide financing that helps create income and build assets, from accessible loans and equity investments to matched savings and assistance accessing government benefits.

► SOCIAL IMPACT TRAINING

Our aim is to build self-reliance through skills development, a unique set of courses that focus on entrepreneurship, budget goals and building assets.

► SOCIAL IMPACT REAL-ESTATE

Our investments create innovative, affordable spaces and rejuvenate neighbourhoods. Our portfolio includes mixed residential and commercial spaces with a social impact.



6542

INDIVIDUALS BUILT SKILLS



217

PEOPLE BUILT
SAVINGS
TO BUY ASSETS FOR
SELF-RELIANCE

204

PEOPLE GAINED
EMPLOYMENT

261

BUSINESSES LAUNCHED

124

PEOPLE RETURNED
TO SCHOOL

130

PEOPLE
MOVED
INTO
BETTER
HOUSING



FINANCIAL EMPOWERMENT

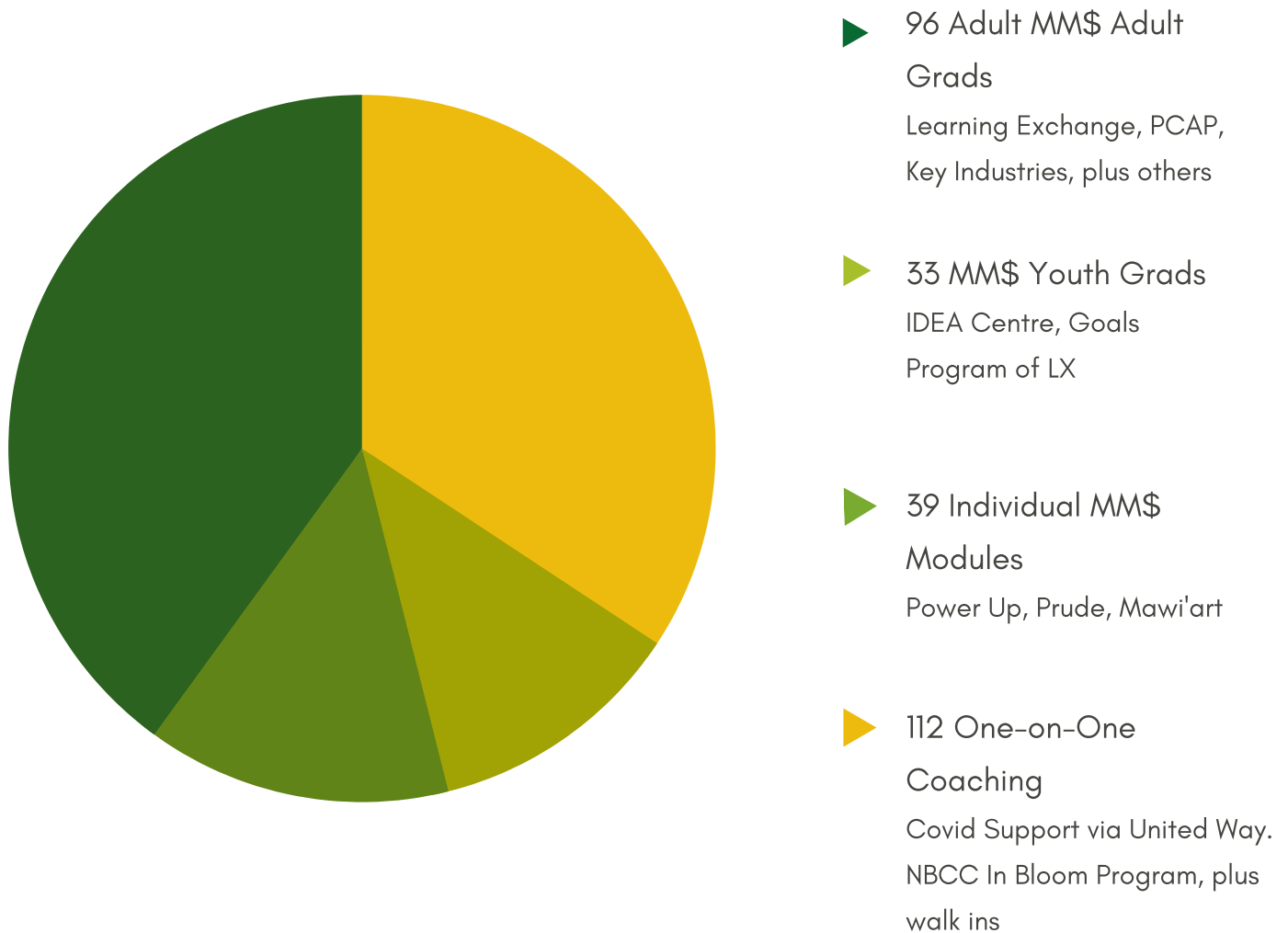
We deliver Money Matters through our community partners at Key Industries, John Howard, Association of Community Living, Learning Exchange, Power Up, Goals, Coverdale, KV Work Room, The Idea Centre and Family Resource Centre. In addition this year we added PCAP, PRUDE Woman's Leadership Cohort, Mawi'Art Indigenous Artist Collective as well as NBCC In Bloom. We also partnered with the United Way to offer additional support to people impacted by COVID- 19 shutdowns.



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INDIVIDUALS IMPACTED

MONEY MATTERS AND COACHING PARTICIPANTS



"A fabulous partnership and a wonderful way for the women to see and learn about the resources around them in SJ. The classes really meant something to the women."

Amanda Beckwith, Womens Leadership Coach, PRUDE

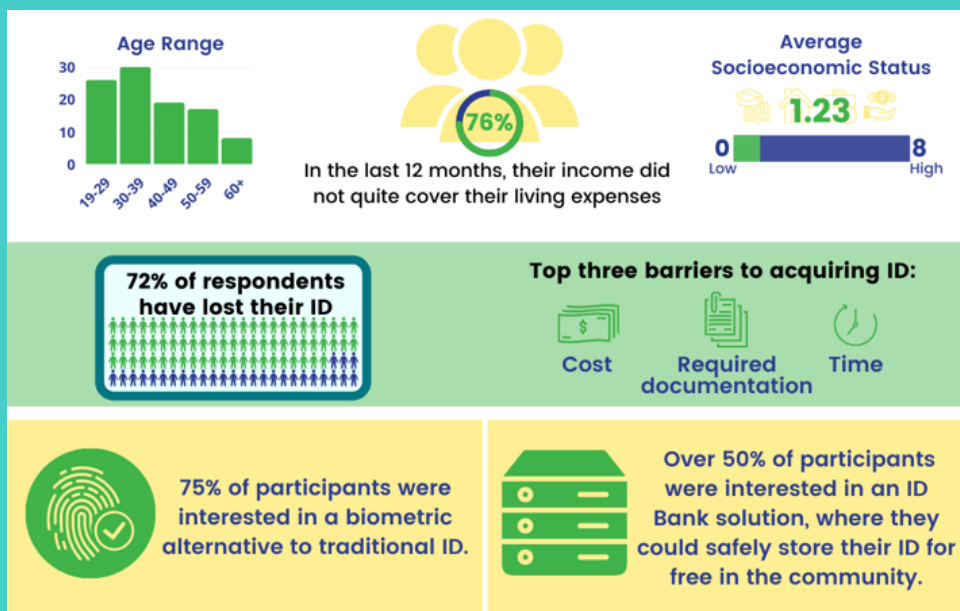
UNITED WAY COVID RELIEF - 75 PARTICIPANTS

With the slow opening in May we started to work with several people who were in receipt of CERB to help them transition back to work.

Alex was working in the retail industry when lockdown happened. He decided to make the transition from retail to administrative work, a diploma he had received from NBCC. He secured a job with Learning Exchange as the administrative support for their social enterprises. Once in a career role Alex came to see us and started to look at his debt and how he could build his future.



The Judi Chisolm award was proudly presented to Carol MacLellan, who is an employee of Stone Soup Café. Carol recently underwent emergency surgery and was off work. She used her emergency fund to keep her household bills paid while she waited for EI. Well done Carol!



Identification (ID) is required to access a variety of services including financial institutions, community programs and healthcare services. Removing the barriers created by ID requirements, and/or improving access to ID, could help promote financial and social inclusion. This study explored this issue and some potential solutions, including biometric banking and ID Banks.

Understanding Financial Inclusion – The Bio-Bank Project

Kaleidoscope, in partnership with NB Social Pediatrics has completed a study exploring the complex issue of financial inclusion for low income citizens. The study looked at personal and systemic barriers to accessing services in banking, health care, and voting; and the potential mitigating solutions to this issue. More than 150 New Brunswick and Nova Scotia residents were surveyed about their experiences with finances, banking, and identification (ID) to better understand if biometrics or ID banks could be effective solutions to promote financial inclusion.

Access to ID was identified as the most significant barrier to receiving services in the community, as most organizations require some kind of ID to access services. Cost, wait times, and lack of “proof of address” were all identified as barriers to obtaining ID. This means that people experiencing homelessness and poverty are often unable to access the services designed to help them. These cyclical barriers could be removed by making ID

more accessible, and addressing ID requirements and other systemic barriers. One of the participants of the survey told us of a scenario involving employment:

“I remember a scenario where we had someone with no ID, he couldn't open a bank account, [the potential employer] couldn't direct deposit his pay, so he unfortunately had to go back and say “I can't work.”

Building on the research findings, ID is a requirement for a number of services, including banking, healthcare, and other community supports. Removing the barriers created by ID requirements could improve financial inclusion and access to valuable services in our region. Of the over 150 participants in the research 75% of participants were interested in a biometric alternative to traditional ID. This may include a fingerprint or eye scan. Another viable alternative that more than half of participants were interested in was an ID Bank solution. An ID bank is a place where people can bring their documents to be safely stored, and access them when needed.

ENTERPRISING WOMEN

Enterprising Women is a 90-hour Business Accelerator Program built for women to create viable business plans to launch their company or scale their passion. The training is taught in a group format, guided by our facilitator Diane Snelgrove. Together, women look through an entrepreneurial lens to guide combining skill, critical thinking, and the grit needed to open a business. As a result of the course, women understand the power of asset building through the spirit of entrepreneurship.



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INDIVIDUALS IMPACTED

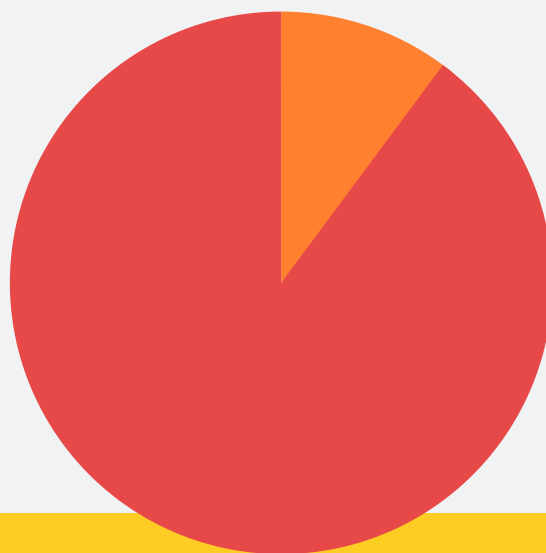
▲ 10 YEARS OF IMPACT

2020 marks the 10th year for the Enterprising Women Program. Today, the program has a strong network of graduates from across Southern New Brunswick. Each time the course opens for new applications past Alumni spread the word, resulting in a waiting list for classes in 2021.

► THE COVID PIVOT

Spring 2020 was going to see new classes active in Sackville and Moncton but due to COVID-19 we quickly transitioned to a digital platform offered to participants living throughout southern NB. Thirteen women dedicated their time to working with us through this new format. By the end of June 2020 New Brunswick was less restrictive and we were able to meet in person to celebrate our graduation, while adhering to the social distancing protocols. In the Fall of 2020 the training sessions were held in person at the Social HUB for six participants as well as a second class online.

E-WOMEN PARTICIPANTS



▶ **6 participants in person**

▶ **53 participants online**

▼ 25 participants from across southern New Brunswick participated in the online training. It was a unique experience to blend the many communities and watch as a supportive network emerged through digital connections.



▼ ENTERPRISING WOMEN SUCCESS: LIFE DIRT

"I participated in the Enterprising Women program in the fall of 2020. I had just come back to work after 5 months off due to COVID-19 layoffs. Diane provided the encouragement to pursue my idea in a direction where the doors were opening. With the help of the business plan I completed as part of the EW program, I was accepted to the Self-Employment Benefit program through

NB CBDC. I incorporated in March 2021 and since then have been selling boxes of fresh produce and fresh raw juices. This spring I also received a loan that helped to kickstart my business and provide me with some security. I am so grateful for [Kaleidoscope] for both pushing me to move forward with my idea and providing me with the support to take it further." – Myriam Westin

**"I am so grateful for
[Kaleidoscope] for
both pushing me to
move forward with my
idea and providing me
with the support to
take it further."**

Myriam Westin, Enterprising Women graduate
and social impact loan recipient.



We are grateful for the ongoing support and funding from United Way, Sisters of Charity and ACOA for allowing this work to thrive.



STRONG PARTNERSHIPS



For a 3 day workshop, Enterprising Women was offered on Grand Manan Island in MONTH of 2020. enter more text here.

ENTERPRISING WOMEN ADVENTURE

TYPES OF BUSINESSES STARTED

Holistic Nutrition and Massage Therapy
Cleaning Post Construction
Breakfast and Lunch for Kids on the Go
Handmade Doll Clothes
Floral Arrangements
Reiki & Massage
Geneology Research
Hair Salon
Clinical Herbalist
Sweets Shop
Energy Auditor

Yoga and Wellness Teaching
Home Made Scrunchies
Garden Sculptures
Regenerative Ocean Farming
Jewellery Design
Gluten Free Restaurant
Pest Control
Handmade soaps
Photography
Wine vineyard
NB Pottery & Home Decor

Our goal is to become the first Canadian Women Energy Auditing firm, led and run by women. With a female-centric approach to building the firm we look forward to exploring and focusing on high impact with profitable results. Funds raised through this social enterprise will support the Enterprising Women program and future research and development start up social projects of EW.

A photograph of two workers, a woman on the left and a man on the right, wearing high-visibility yellow-green safety vests and hard hats (white for the woman, yellow for the man). They are standing in front of a large array of solar panels mounted on a structure. The woman is holding a walkie-talkie. The image is partially obscured by a large white number '12' and a black banner with white text.

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INDIVIDUALS IMPACTED

SOCIAL ENTERPRISE OPPORTUNITY

In August of 2020 we were awarded funding from the Canadian Women's Foundation for our NEXT Inc. Women Energy Audit Pilot Project. This funding was provided by the Federal Government Investment Readiness Program (IRP) to help social purpose organizations become investment ready to access the new Social Finance Fund.

Industry partnerships were created with Blue House Energy and Enercheck to deliver pre-exam education and training. The Pilot was established to aid women in preparation of the Natural Resources of Canada (NRCan) Energy Audit Certification in Canada. This certification involves two exams through NRCan followed by onsite testing during live energy audits. The pilot was stalled due to closed testing sites until August 2021. We are now moving forward to complete the exams and looking forward to uniting in November 2021 for experiential field test trials using the blower door equipment and learn first-hand from Enercheck.



NextInc.'s future partnership with the Human Development Council.

Next Inc.

BECOME AN ENERGY AUDITOR!

100% FUNDING AVAILABLE!

Join 12 Women on a 6 month Social Mission to become Energy Auditors in 2021!
Tuesday Evenings Online & Local Field Training!



Diane Snelgrove
diane@loanfund.ca
Industry Expert Partners

Enterprising Women will teach you to become a certified Energy Auditor in New Brunswick through our four phase program — **100% Funding Available!**

Within four days of announcing the pilot, 70 applications were received. We interviewed all 70 applicants and selected 12 from NB plus four women from out of province to participate.

IMPACT RESULTS CHAIN

With the IRP grant from the Canadian Women's Foundation came the opportunity to strengthen our organization beside 40 other Not-for-Profit Canadian organizations.

Led by Lift Philanthropy Partners of Canada we attended training programs to establish our ultimate outcome vision, articulate our high-level community impacts, and establish a strong measurement system. The impact measurements system allows us to prove our impact, improve our programs, and focus on results.

Our performance measurement framework is coming to life within our new customer relationship management (CRM) and training program, Outcome Tracker. In partnership with NB Social Pediatrics, Diane is leading the development of our training programs on the platform. Data collected can guide future program focus.

YOUTH EMPOWERMENT

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The Youth Entrepreneurship Success (YES)

Program gives youth an opportunity to build unique skills and think outside the box while learning about entrepreneurship. Youth engage in the community to increase their knowledge of social enterprise, business and giving back while developing their own ideas into a micro-business or community project.

Throughout the summer program youth work together to practice teamwork, create fun marketing strategies, make an action plan, build skills in communication and leadership, grapple with the math of business...the sky is the limit!



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INDIVIDUALS IMPACTED



Rising Youth is a grant program led by TakingITGlobal that helps youth build and develop life skills by giving back to their communities. We worked with youth to access this funding and helped support their impact projects.

SUPPORTING YOUNG CHANGEMAKERS

Youth gave us great reviews on our new activities in the new YES Handbook that was developed during 2020. Our life-size board-game, social enterprise gameshow, and idea box are some examples of how we take hands-on learning to a new level of fun.



NEW LEARNING MATERIAL

YOUTH PARTNERSHIP INITIATIVE

We partnered with the Co-operative Enterprise Council for the Youth Partnership Initiative (YPI), a program that supports youth across New Brunswick and Nova Scotia with their community service involvement and developing their own social enterprise or cooperative. The focus of the YPI aligns with our youth program and helped us to strengthen our work with youth. Through this opportunity with CECNB, our YES coordinator

completed co-op developer training, LGBTQ ally sensitivity training, youth mental health courses and multicultural workshops. Many great connections were made through the YPI, like Mawi'art, an organization which supports indigenous artists in Atlantic Canada. In the Saint John node, 15 youth aged 15-30 participated in the program with diverse projects ranging from supporting newcomers, to building aquaponics systems. YPI youth from NB and NS participated in our Kaleidoscope training programs with Abi and Darlene.

300

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The last two years we have been working on developing our financing options for investing in affordable housing and social enterprise and entrepreneurs. Our three portfolios now consist of Micro-Works, which continues to finance individual self-employment and employment; Build NB, which finances affordable housing and mixed use spaces; and Launch Social, which finances social enterprise and entrepreneurs. We made our largest loan this past year at \$150,000. We also created a revenue based agreement with a social entrepreneur couple. We made our 300th loan and are approaching \$1 million in money loaned to date. By far we will continue to make more micro loans, but our biggest loans will be through Build NB, as we make an effort to leverage more housing in a market that is becoming out of reach for many.



► MICROWORKS

In Fiscal 2020, we had made 15 micro-loans. In Fiscal 2021, we made 5 micro-loans. A lot of our work this past year was ensuring our current borrowers made it through to the other side of the pandemic by deferring payments and meeting regularly to see where they could pivot. An example was Sam Basque who received a loan to get his class 1 driver's license and fill a growing need for long haul truckers. One of the catch-22 scenarios he has been dealing with is the need to present 2 years driving history. Would love the industry to figure this one out.



Loan recipient Sam Basque behind the wheel of a tandem trailer in Quebec.



SUCCESS STORY: RETURNING TO SCHOOL

Hillary was introduced to Kaleidoscope in 2019. We supported her with taking part in 'New Boots' (NBCC program trades training) which she completed in eight weeks. Job placement after the training was in Partnership was JDI - they hired her and since then she has been working consistently. She is almost done paying back her loan.

► THE WHEELHOUSE

Rehabitat Inc. in partnership with the Teen Resource Centre (TRC) was looking to expand housing options for homeless and at-risk homeless youth. The second and third floor of 36 Richmond Street, the Wheelhouse, would provide seven rooms for the youth with kitchen, bathroom, and laundry facilities. The ground floor would accommodate the Parent-Child Assistance Program. The TRC is a safe place where youth can find support to reach their full potential.



We leveraged the acquisition of the Wheelhouse with a loan of \$72,000



COMMUNITY NEED

Expand housing options for youth who are homeless and at risk of homelessness.
Provide ground floor accessible office space for not for profit.



COMMUNITY PARTNERS

Rehabitat Inc.
Housing Alternatives
Human Development Council
Teen Resource Centre
Parent-Child Assistance Program



AFFORDABLE LIVING

The second and third floors in the building will provide seven rooms for youth.

▶ 11 LAUDER COURT

Rehabitat Inc, a 30-year veteran in affordable housing development, currently owns 122 housing units and 47 rooming house beds scattered throughout Saint John and surrounding areas, proposed we leverage the purchase of an existing 12-unit building to maintain affordable rent, without rent controls in place we felt it is our responsibility to ensure adequate and affordable housing.

We invested \$150,000 to leverage the purchase of the property appraised at \$785,000, with Rehabitat Inc. putting in \$50,000 and Bayview Credit Union financing the balance.



▶ MARKET RESEARCH

According to Canada Mortgage and Housing Corporation, 27,720 individuals in New Brunswick were in core housing “need” in the year 2016. Need is based on 30 % or more of the household before-tax income spent to pay the rent.

In the year 2020, the core housing “demand” based on Social Development NB waitlist and estimated by SJCLF for Edmundston, Fredericton, Miramichi, Moncton, and Saint John was 4,593 individuals being 3,765 non-homeless individuals and 828 homeless individuals. The largest proportion being non-elderly females.

▶ DEVELOPER PLANS

To understand the actual need for our bridge financing by affordable housing developers, we carried out a survey with the NB Non-Profit Housing Association members. Of 15 survey responses, there was an approximate need for \$3.5 million to leverage more than 200 units of housing within the next 24 months. The specifics for those 15 projects are at right. We recognize this just scratches the surface and will be working hard to raise the capital to do more.

- 190 new units for affordable housing are expected to be built. Total cost around \$40.7 million.
- 41 units are expected to be renovated. Total cost of \$ 1.5 million.
- Projects are evenly distributed in NB
- We see the opportunity of serving the construction and renovation in the province financing needs with loans of around \$3 million

LAUNCH SOCIAL

Launch Social was operationalized in 2020, following a successful pilot in 2019. The program faced challenges during 2020. The arrival of COVID-19 made outreach and new business solicitation a challenge, while existing clients needed more attention. Progress on the digitization of the application process and development of an operational manual also slowed when a planned leave and shift in short-term staffing left these efforts with limited resources. Despite these challenges, Launch Social has reason to celebrate 2020:

- two of the five initial investments made during the Launch Social pilot have been paid in full;
- 60% of the original pool of capital has been returned;
- all Launch Social clients remained operational and solvent throughout COVID-19;
- and the program had achieved an 8% return on the initial project capital at the end of this year.

Fred LaForge and the Farmer's Truck was one of the first Launch Social investments. Fred decided to improve on the food truck by creating non-diesel refrigeration. Environmental and sound friendly. His main objective was to create a truck to bring wholesome food to food deserts. He has succeeded in building the truck body and has sold them in the US to food security organizations. He paid his loan back and we are looking at the next investment, to help him scale.



" [Kaleidoscope's] commitment to entrepreneurs dedicated to social impact has been a major catalyst in our personal and professional development."

Corey Dugas and Joanna Killen, social impact loan recipients

SLOCUM & FERRIS

Launch Social also made its first investment outside of the pilot cohort in 2020. We made an agreement for the purchase of future revenue that kept a cultural icon of the city of Saint John in operation. Launch Social provided 40% of the purchase capital needed to see Slocum & Ferris transition and revive after a lengthy shutdown due to COVID-19. This 126-year-old dining establishment was a cultural fit for Launch Social, and the social inclusion of onsite training and a partnership with a local NPO for delivery made it a great deal for the program.



Joanna Killen and Corey Dugas, proud new owners of cultural icon Slocum & Ferris of the Saint John City Market. Incorporated in 1895 and still operating in 2021!

NB SOCIAL ENTERPRISE COUNCIL

Kalēidoscope is at the table with a dozen other leaders from across the Province to determine how best we can collectively grow social enterprises in the not for profit sector to support social and economic inclusion. We will be looking for action around developing procurement policy, as well as support for capacity, research, and financing.



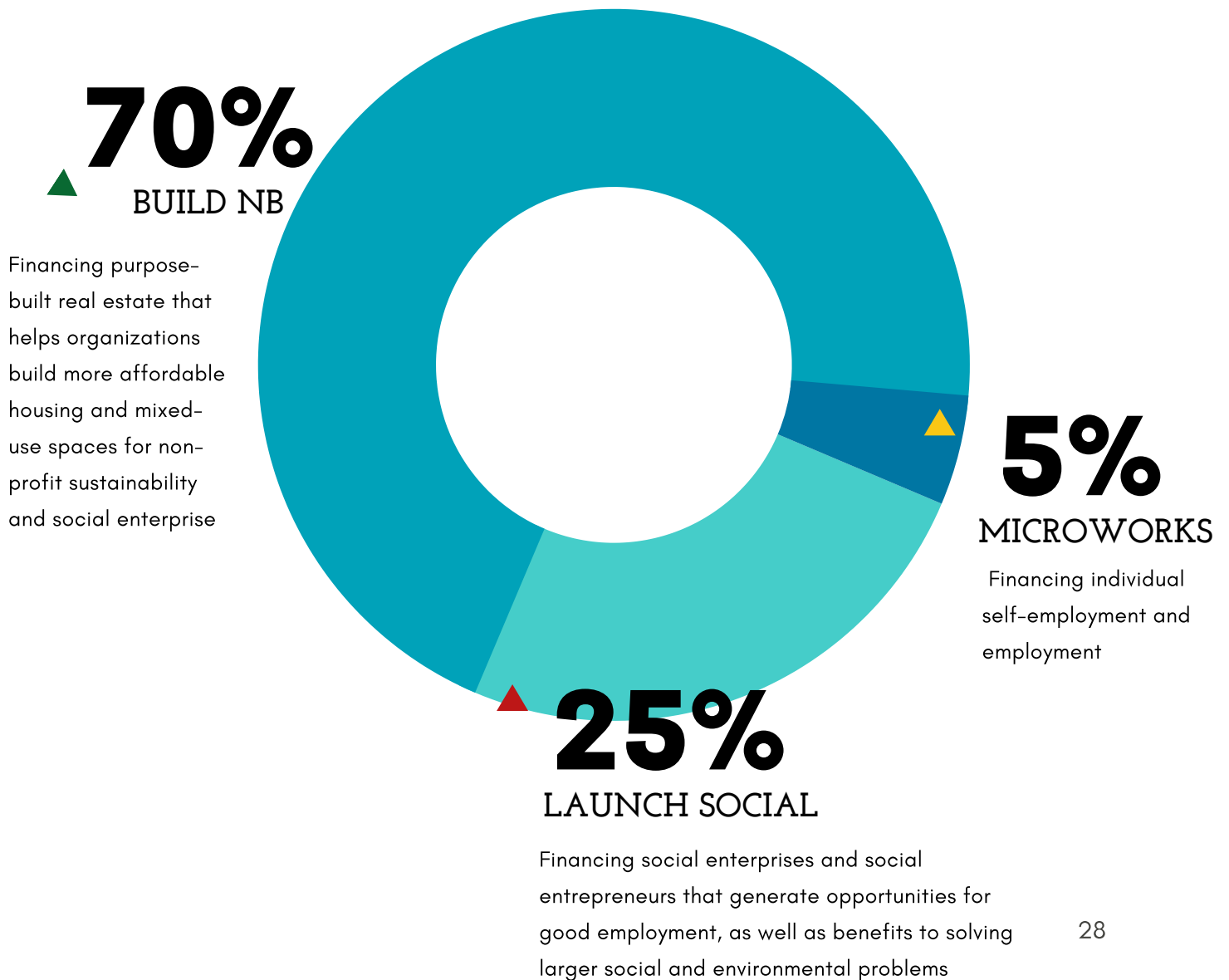
TABLE OF IMPACT INVESTMENT PRACTITIONERS

At the national level we have played an important role in co-founding the Table of Impact Investment Practitioners. The Table of Impact Investment Practitioners is a community of practice for social finance intermediaries. In close collaboration with Quebec's CAP Finance, the Table encompasses a pan-Canadian, pan-sector network, comprising community loan funds, worker coops, social enterprise funds, values-based financial institutions, Indigenous-led investment firms, and microloan funds spearheaded by and serving racialized, underserved and vulnerable communities. Together the TiiP members contributed towards "Impatient Readiness: The State of Social Finance in Canada, 2021", in which we co-authored the Atlantic section. TiiP members meet monthly to share best practice and advocate for growing the sector with the Government.



WE'RE BUILDING A \$10 MILLION POOL

Kaléidoscope is building a larger pool for social impact in NB. This past year we hit our target of doubling our pool, and we intend on continuing to do so until we reach and exceed our first major goal of \$10 million. We will be looking for investors who believe that their money can do good while growing their asset base. We look forward to speaking with leaders from the Foundation sector, accredited individual investors, and all levels of government as we build the NB Social Impact Fund.



SOCIAL PURPOSE REAL ESTATE

The Saint John Community Loan Fund, now Kalēidoscope, launched in 1999 and shared space with the Human Development Council on the 3rd floor of the City Market until 2008. Both organizations had grown, and it was necessary for us to find a new space. Reflecting on the work we do with clients; to help them create income, build assets and attain greater self-reliance, we chose to do the same for the organization. It was then that we decided to purchase a vacant three unit in the Waterloo Village at 133 Prince Edward Street, creating a ground floor office space for us and two affordable apartments above. We continue to invest in the Village to develop needed assets, whether it is quality and affordable office space for enterprising not for profit organizations, or affordable residential units. These investments create stability for our organization, and build community assets that leverage social impact.



▼ THE SOCIAL ENTERPRISE HUB

The award-winning Social Enterprise Hub (HUB) is home to amazingly motivated individuals who are all working everyday to build opportunity, create change and inspire innovation. The HUB welcomed new tenants: NB Social Pediatrics and their program PCAP, which has now outgrown their space on the first floor. PCAP relocated into

the Wheelhouse. Both the Human Development Council and the Learning Exchange continued to grow, so we shifted spaces and built new ones to accommodate their staff. We installed zero emissions carpet in the board room, and hung new way-finding signs. Outside, we built an observation deck on the roof, installed our tag line on the building and created some new green space in the backyard. The Sustainer container across the street in Chown Field continued to be managed by ACAP and the Waterloo Village Association.

► SOLAR ROOF:

The HUB's 60 solar panels created 40,124 kWh of energy which is 9% of our energy need, reducing 28 tonnes of CO₂ from our atmosphere. The solar panels save us 10% of our power bill.

OUR PEAK PRODUCTION:

July 2019 was our best month yet, with 44% of our energy needs produced from solar!



► THE HUB GREEN TEAM

Working with the Waterloo Village Association, the Team has organized four community clean-ups and started some new initiatives like plastic recycling and snack wrapper recycling. The Green Team worked together with the Saint John Bike Share program to help promote 'bike-to-work' day during our active transportation week at the Hub. A group of individuals are working toward environmental sustainability at the HUB: staff from ACAP, the Learning Exchange and Kaleidoscope.

► SHARE EV PROJECT

The SJCLF is an eco-friendly organization that strives to leave a low carbon footprint during its operations. In the coming months, we are interested in acquiring and sharing an Electric Vehicle (EV). The popularity of EVs stems from supportive policies and a wider range of brand choices with falling battery prices. We will take advantage of the incentives available in the province since July 2021 that makes it possible to get rebates to those who purchase or lease an EV.



40 EXMOUTH

We enjoy taking vacant properties and making them live again. 40 Exmouth was a vacant two-unit building we gutted and completely renovated with the Urban Youth Employment and Education Services pilot program (UYES!) and led by social enterprise contractor Catapult Carpentry. Youth learned on the job, while also earning an income for themselves and their families.

► PORTFOLIO

In 2007 we renovated our first building at 133 Prince Edward. It contains two affordable apartments with two newcomer families, all of whom work or are going to school. This building also has space for three offices now occupied by the non-profit organizations READ SJ, and Vision Loss Rehabilitation NB.

In 2016, we completed the building known as the Social Enterprise HUB. After purchasing vacant lots, we created a three-story 15,000 square foot building providing quality affordable space for enterprising non-profits, social enterprises, and micro-enterprises.

Located at 40 Exmouth, our third project completed in fall 2019, provides affordable housing to one of the supervisors of the renovation itself, and to a young single dad and graduate of the Learning Exchange.



▼ MAINTAINING THE ASSETS

This year we onboarded our very first property maintenance manager, Ray Hachey! This is a great step for us, and tenants have been seeing the difference. Ray immediately looked at our three properties and got a TO DO list going for the Social Enterprise Hub and our two affordable housing buildings. He has built an observation deck on the Hub roof for visitors to see the Solar Installation; cleaned all the HVACs so we can all breathe fresher air; improved the waste system; built shelving and a new entrance at 133 Prince Edward; built a new patio for the Stone Soup Café, and; a new planter to add some green in front of the parking lot. Come visit and see the difference!



Construction is planned to begin April 2022.

FUTURE PROJECTS

A group of Waterloo organizations have come together to envision a new mixed residential and commercial development at the corner of Richmond and Waterloo Streets. The House of Merritt will provide quality, safe, secure, and affordable housing for 12 women. Avenue B and Fresh Start offices below will provide support that ensure long term housing that improves quality of life. This will be a vibrant mixed use development at the corner of Richmond and Waterloo.

We are finalizing land transfer and the Saint John Planning Advisory Committee has recommended re-zoning. Key partners on the project are the Human Development Council, Avenue B, and Fresh Start Services for Women.

House of Merritt is given its name in honour of Lois Merritt, an impassioned community leader who founded Fresh Start Services for Women.

EQUITY, DIVERSITY AND INCLUSION

We believe in the importance of Equity, Diversity, and Inclusion (EDI) because it supports the short-term goals as well as the long-term strategic objectives of the Kaleidoscope. We are committed to recognizing and reducing systemic barriers and mitigating biases of all kinds to develop an inclusive policy, create an EDI Strategic Plan, execute the plan, and measure the results.



► EQUITY

Equity is defined as the removal of systemic barriers and biases enabling all individuals to have equal opportunity to access and benefit from the program.

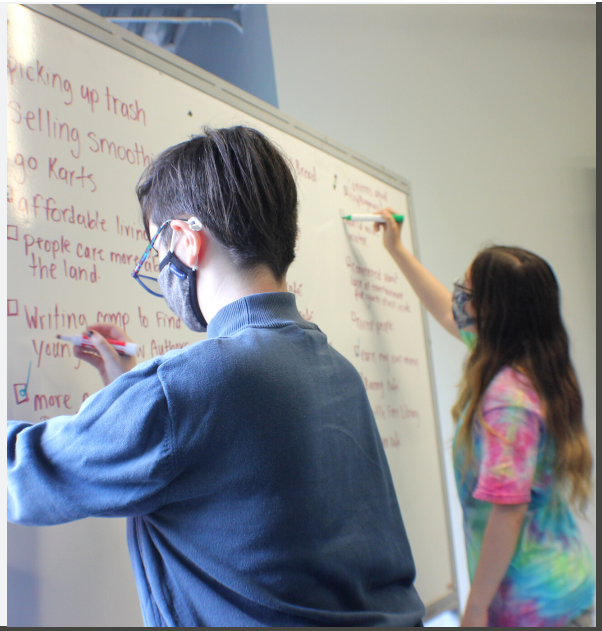
► DIVERSITY

Diversity is defined as differences in race, colour, place of origin, religion, immigrant & newcomer status, ethnic origin, ability, sex, sexual orientation, gender identity, gender expression and age.

► INCLUSION

Inclusion is defined as the practice of ensuring that all individuals are valued and respected for their contributions and are equally considered and/or supported. This allows for more unanimously approved courses of action where varying points of view will be considered so as to benefit a broader scope of individuals. Ensuring that all team members are integrated and supported is fundamental to achieving social impact excellence.

Conducting an assessment will help the organization identify where the current gaps lie within the governance structure in terms of cultural competency and how the board and senior management should proceed to include/improve EDI aspects on the agenda.

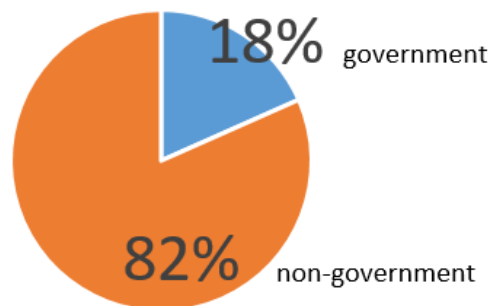
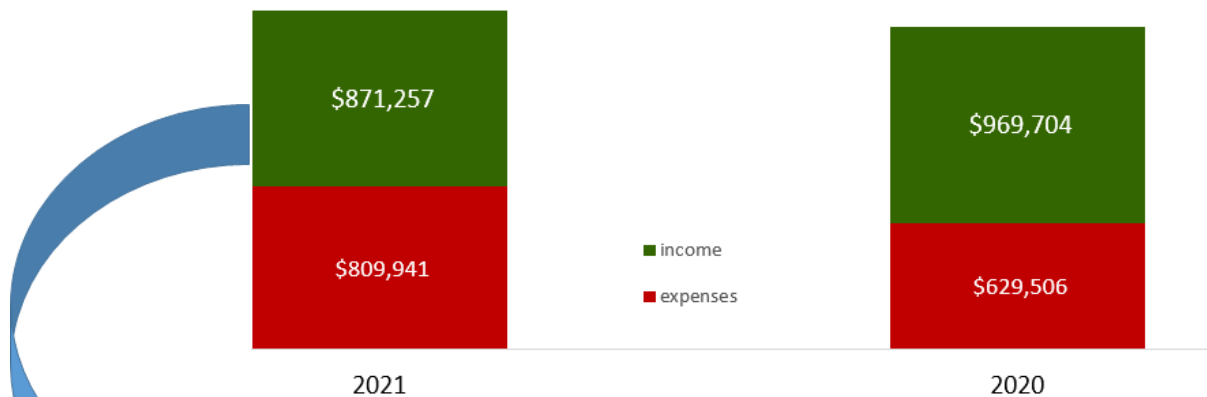


EDI COMMITTEE OUTCOMES

- ▶ Identify strengths and weaknesses in the organization to develop an EDI strategic and action plan for improvement. Prepare: Strategic plan, action plan for improving EDI practices.
- ▶ Review and assess the existent EDI-related information and practices, recommend and implement changes to them.
- ▶ Develop an educational plan for staff, Committee members, and Board of Directors so there is a clear understanding of Equity, Diversity, and Inclusion among all levels in the organization.
- ▶ Determine communication strategies and ways to share results and the impact of EDI across the organization's members and external stakeholders.
- ▶ Determine measurement strategies and framework to demonstrate the impact.



Income and Expenses 2021 vs 2020



Leverage

We believe diversity in income is critical for sustainability. We continue to generate over 80% of our revenue through non-government means with the largest percentage through rents, plus important contributions from the United Way, Living SJ, and two angel donors. This also demonstrates the degree to which government funds are leveraged in the community.

Equity \$560,389

Increasing income, building assets, and creating equity leverages sustainability. It enables further investment in community innovation, assets and wellness. We emphasize the same with our clients: increase income, build assets, create equity to invest in your future and your family's future. It's no different for an organization, or a community.