



Communities Building Communities

**Fifteenth Annual Report
March 2017**



MULTIFAITH HOUSING INITIATIVE

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FIFTEENTH ANNUAL REPORT
MARCH 2017**

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MISSION STATEMENT

The mission of Multifaith Housing Initiative (MHI) is to provide and to promote affordable home space, to encourage harmonious relations amongst tenants of diverse backgrounds, and to mobilize the resources of faith communities and others for these purposes.

PATRONS 2016

Our patrons are leaders of a faith-based group who support the mission and goals of MHI; promote MHI within his or her constituency; network and provide advice to MHI's staff and directors concerning his or her constituency; represent and speak publicly in support of MHI.

- Dr. Anne Squire, Past Moderator of the United Church of Canada
- Fr. Jacques Kabangu, President of the Christian Council of the Capital Area
- Hujjatul-Islam Shaikh Mumtaz Ali, Abo Ther Al Ghafari Mosque
- Imam Mohamad Jebara, Cordova Spiritual Education Centre
- Imam Samy Metwally, Ottawa Main Mosque
- Imam Ziad Delic, South Nepean Muslim Community
- Mr. Nityanand Varma, Past President of the Board of Vishna Shakti Durga Mandir
- Rabbi Elizabeth Bolton, Or Hanesamah, Ottawa's Reconstructionist Congregation
- Rabbi Reuven Bulka, Congregation Machzikei Hadas
- Rabbi Steven Garten, Rabbi Emeritus Temple Israel
- Rev. David Sherwin, Presbytery Minister, Ottawa Presbytery, United Church of Canada
- Rev. Fred Demaray, First Baptist Church Ottawa
- Rev. John Marsh, First Unitarian Congregation, until June 2016
- Rev. Martin Malina, Faith Evangelical Lutheran Church
- The Most Reverend Terrence Prendergast, Roman Catholic Archbishop of Ottawa
- The Rt. Rev. John Chapman, Anglican Bishop of Ottawa
- The Rt. Rev. Peter Coffin, Retired Anglican Bishop Ordinary to the Canadian Forces
- Wendy James, Representative, Baha'i Community of Ottawa

HIGHLIGHTS OF 2016

In 2016, Multifaith Housing Initiative (MHI) completed a critical stage in its development, achieving the strategic goals set out by the Board of Directors in 2012. MHI has tripled the number of individuals and families that it can house, which will more than balance revenue with expenses. MHI has asserted its vision of affordable housing within Ottawa, but has also reached further afield to inspire others. In doing so, MHI has strengthened its relationships with the faith-based and community organizations that make up its members.

MHI's 2016 accomplishments would not have been possible with the generosity of spirit, time and resources demonstrated by these groups.

- The first two buildings at the Haven are nearly complete and tenants have been selected. Construction is expected to be complete on all building by late spring.
- The site for Veterans House has been selected and the land transfer is on track to take place in June.
- 135 volunteers provided over 5500 hours of service, which is an increase of nearly 50 percent in just one year. For perspective, in 2015 MHI volunteers provided 3700 hours of service. The 2000 volunteer hours spent on maintenance, cleaning and painting saved \$70,000 in costs, which is nearly double the savings over 2015.
- The Tenant Relations Team, formerly under the Housing Management Team has become the Resident Relations Committee, reflecting the important work they do.
- The Fundraising Committee formed an ad-hoc Cabinet to provide support and advice in meeting our fundraising goals for completion of the Haven. This year, MHI has raised \$600,000 in donations and pledges.
- MHI was able to pay off the Somerset Garden mortgage, which will generate significant benefits in the future. The robust planning and monitoring tools put in place last year as the construction began have been highly successful.
- The joyful and well attended National Housing Day Celebration and reception came back to the Jean Piggott Place at City Hall.

PRESIDENT'S REPORT

Dear MHI members, Bonjour à tous, As-salāmu 'alaykum, Shalom,



This past year has been one of tremendous activity. Primarily, we moved forward with the construction of our future flagship facility “The Haven”, which will accommodate up to 400 people in 98 units. Over 900 letters were sent out to notify households to complete in-person applications for the Haven, with an estimated 330 families completing them. Apartment Block B will be available for move-in at the beginning of April, and Apartment Block A will be ready for move-in May 1st. The townhouse units will be ready for occupancy by June 1st, and the centre units will be ready by July 1st.

Another important milestone was the launch of *The Cabinet* focusing on fund raising. We believe this will be an ongoing requirement to meet our future ambitions in carrying out the vision for MHI. Finally, important progress was made towards acquiring the land transfer on our next initiative - Veterans House - at the former Rockcliffe Airbase. This undertaking could be a model that may be replicated across Canada to provide housing and other supports for our veterans in need.

The reputation of MHI is spreading, both locally and nationally. Already MHI is being consulted by other organizations, such as the Catholic Archdiocese of Vancouver, who is seeking advice on how to replicate the work we have been doing in providing affordable housing for those at risk of homelessness. MHI is even being encouraged to expand as far as West Carleton to meet the needs of seniors in rural areas.

So this little start up, now 15 years old, is doing quite well. We have exceeded our 2012 strategic plan of reaching 82 units by 2020, for an approximate total of 180 units by that year. Shortly, our new board will be developing a new strategic plan and addressing, on your behalf, the next realistic targets to be set. MHI will continue to do our part in addressing the critical shortage of housing here in Ottawa, based on our mission and values.

The shortage of affordable housing remains critical in our Capital as we celebrate the 150th anniversary of the founding of our country. Moreover, families are increasingly becoming the face of homelessness in Ottawa as highlighted by numerous articles in the media over the last year. In Ottawa’s homeless shelters, one in five clients is a child and the number of households

on the wait list for affordable housing continues to be over 10,000. Along with the leadership provided by our local politicians, we will welcome the announcement of new funding for affordable housing at the federal level.

The detailed accomplishments of our numerous committees are summarized in this report. These achievements couldn't have happened without the dedicated work of volunteers, working under the able direction of very competent chairs and supported by our staff.

Suffice it to say, in closing our fiscal year in October, we remain in a solid financial position in managing our current facilities, meeting our financial obligations on the construction of a \$20M complex of buildings, and in raising another \$500,000 to meet mortgage obligations.

Our public events - Tulipathon and National Housing Day - were extremely well attended and financially successful. The annual Tulipathon fund raiser is essential in assisting MHI to meet the operating costs on our current facilities. We are also honored to be recognized as one of the lead organizations in hosting Canada's National Housing Day in Ottawa each fall.

We are pleased to report that the number of interfaith congregations belonging to MHI has now reached 75 and our active volunteers now total 135.

This leads me to thanking the MHI community that I have worked with during my term of office. All these wonderful people: patrons, members of the board, committee members, volunteers and staff make MHI the success it is.

Our staff is led under the direction of Suzanne Le, a person highly regarded in Ottawa's affordable housing community. We said goodbye to Michelle Robichaud and welcomed Catherine Morton as our new Office Manager early in the summer, and we congratulate Dr. Sahada Alolo, our Community Engagement Manager, in being granted her Ph.D in 2016. Sheldon Leong, our Fund Development Manager, has been busy setting up the Cabinet and in bringing our next tranche of \$500,000. We were also sad to see board member Stéphane Lessard leave us for a position as Consular General of Canada in Denver.

Geoff Lee and Yvonne Ashby work on behalf of Lori Simpson, President of LSM Services, in managing our current units, which is done in a very professional, courteous and sympathetic manner. We also wish to acknowledge Kaeli Van Regan who has come back to help LSM Services with the rental application process at The Haven.

MHI is truly a unique organization and has accomplished so much, come so far and put so much good into our community since its birth an idea developed by a small group of volunteers in 2000 and who incorporated their vision in 2002. We are indeed faith-based and can continue to accomplish much more as exemplified in our rapid growth and achievements. To the continuing board members, again, many thanks for your support, and a warm welcome to the new board members.

And to all of MHI's members and friends who have contributed in your various ways - many thanks for your encouragement and financial support.

God Bless,

A handwritten signature in blue ink, appearing to read "J. Hugh O'Donnell", is written over a light blue rectangular background.

J. Hugh O'Donnell

EXECUTIVE DIRECTOR'S REPORT

"The best preparation for tomorrow is doing your best for today."

– H. Jackson Brown Jr.

This year, 2017, is special to all Canadians as it is our 150th birthday. It also marks the Multifaith Housing Initiative's 15th anniversary and like the rest of Canadians, we have a lot to celebrate and be thankful for. Being an anniversary year, it is appropriate to both look back and note all that we have accomplished, (and we have accomplished a great deal!), and also to look forward, and acknowledge all the work we have yet to do. Indeed the world sits right in front of us, waiting for us to keep doing what we do so well!



The usual rhythm of any year is filled with comings and goings. This year, we will be saying goodbye to our President, Hugh O'Donnell, and Treasurer, Elisha Ram. MHI has benefited greatly by the many years of service, time dedication, and generosity of talents these two men have gifted us with. They will be missed.

2016 was very literally a year of construction for MHI. As the buildings went up and the finishes came into place, anyone attached to this wonderful little organization could not help but be filled with a sense of pride. After all, 98 units is one of the largest affordable housing communities built in Ottawa in recent years, and the first one of its kind build in the west end since the amalgamation of Ottawa. The homes are everything we could hope them to be; bright, airy, and beautiful.

In mid-January Sahada, Sheldon and I paid a visit to the Ottawa Centralized Waiting list on the day they opened their doors to those who wished to formally apply to live at the Haven. That day the Registry experienced their single busiest day in their 19 year history. On a very cold morning, people started lining up at 4:00 am, hoping to fulfill their dreams of having a nice place to live, with good schools, surrounded by outdoor space for their children to play. When we arrived at 10:30, the building lobby was filled with families who were not likely to receive a housing offer from us, as the Registry had already accepted well over 100 applications. We saw the anxious faces of parents, while children played around the lobby. All of a sudden, I was overwhelmed by the feeling that 98 units did not seem to be very much at all. In fact, it is less than one percent of the households on the Registry waiting list.

We still have so much to do and there is so much need. But to those families that will be moving into the housing that MHI has built, we can make some promises. First, we have done

our best to provide you with a really nice place to live and we are committed to continuing to support you as you make it into a home and community. Second, you have a home with us, and are MHI family. We are one big community filled with people of all faiths, ready to embrace and welcome you. And third, if you are looking to contribute to your community in some way, volunteer, or give back, we will help you find a place that will fit. With nine working committees, plus a few ad hoc working groups, we have opportunities that fit a wide variety of skill sets and interests.

Housing offers are now going out of the office daily. We are hearing stories from people who have been waiting years for this opportunity. One family reported to us that they had been on the wait list for over nine years. We can't understand how life changing this is, we were told. To them, this opportunity means everything. On behalf of MHI I can report that it means everything to us that MHI was able to accomplish it.

With Veterans House coming up next, we can't wait to pull those former soldiers who once proudly served our country in off the streets. With the help of our project partners: Ottawa Salus, the Royal Canadian Legion, Soldiers Helping Soldiers, and VETS Canada, homeless veterans will be wrapped in support, and we will do our part to help them become proud people once again. Winston Churchill once said:

"Every day you may make progress. Every step may be fruitful. Yet there will stretch out before you an ever-lengthening, ever-ascending, ever-improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb."

So, in this anniversary year, I urge you to be proud of all that we have achieved together, and use that feeling to help propel MHI forward to do more! Because what we have managed to do this year with the Haven and Veterans House stands as testimony to all that we can achieve when we work in unity, and believe in the justice of our work. And working with all of you, all the people of all the different faiths, at this exact moment in history, magically adds to the joy and glory of our climb!

"It is wonderful what great strides can be made when there is a resolute purpose behind them."
- Winston Churchill

Thank you,



Suzanne Le

BOARD OF DIRECTORS

Hugh O'Donnell – Chair & President
Archna Abrol Bruce Marshall
Bernard Benoît Phyllis MacRae
Sherill Besser James Ralston
Harpal Buttar Elisha Ram – Treasurer
Zaineb Kubba Kimberley Walker – Secretary
Suzanne Le (ex officio) Mike Ward – Vice President
Stéphane Lessard (until July 2016)



Board of Directors AGM 2016

EXECUTIVE COMMITTEE

Suzanne Le – Chair & Executive Director
Bernard Benoît – Member at Large Mike Ward – Vice President
Hugh O'Donnell – President Kimberley Walker – Secretary
Elisha Ram - Treasurer

FINANCE COMMITTEE REPORT

Elisha Ram – Chair & Board Treasurer

Zaineb Kubba – Board Member James Ralston – Board Member

Suzanne Le (ex officio) Don Strange

Michael Phipps

2016 was a unique year for MHI given the construction of the Haven project, which added significant complexity and financial risk to our operations during the year (with the expectation of providing important new revenue streams going forward). The Haven is the first new construction project undertaken by MHI, which until now has secured its units through purchase rather than direct development. Throughout the year, the Committee focused its work on ensuring that MHI had appropriate financial controls and strategies in place to support the construction, without negatively impacting our ability to operate our existing buildings.

In particular, during the construction phase MHI's monthly financial inflows and outflows have been much higher than the organization was previously accustomed to. Inflows were sourced through a combination of funds from the City of Ottawa, donation revenues, and financing. This created a need to closely monitor MHI's financial resources to ensure that the organization is in position to meet its obligations to suppliers at all times, and has adequate plans in place to manage unexpected circumstances. The Committee worked throughout the year with the Executive Director, bookkeeper, and our project consultants to have the necessary measures in place, including detailed budgets, cash flow projections, and financial contingency plans.

MHI critically depends on its properties to generate positive revenue streams, to support its program and overhead costs. In this regard, MHI was able to fully pay off its mortgage on Somerset Gardens in fiscal 2016. This entailed a penalty for early termination of the mortgage, which had a negative impact on this year's financial results. However, the discharge of the mortgage will generate significant benefits to MHI going forward.

In 2016, MHI's existing buildings at Kent, Somerset Gardens and Blake generated total net rental income of \$112,419, compared to \$170,074 in 2014. This decline is largely attributed to the mortgage break penalty referenced above, as well as higher costs for repair and maintenance during the year.

As per the audited financial statements, MHI's general account revenues for 2016 were \$651,036, with matching expenses of \$646,203, for an annual gain of \$4,833. This compares to a gain of \$60,007 in 2015. Note that these figures do not include amortization, or changes in the value of the Capital Assets Fund.

As at October 31, 2016, MHI had total cash balances of \$1,103,314, up from \$556,267 at the same point in 2015. However, this includes the resources in MHI's capital campaign, which will ultimately be used to support the acquisition of new units.



MEMBERSHIP & OUTREACH COMMITTEE

Archna Abrol – Chair

Sahada Alolo Fran Klodowsky

Penny Annand – Secretary Suzanne Le (ex officio)

Fred Demaray Christina Lewis

Elena Goubanova Patrick Marleau

Tyler Hearty Gay Richardson

Manu Khemani Leila Sieg

This past year was a successful year for the Membership and Outreach Committee (MOC) as we held outreach activities, renewed our faith communities' memberships, and increased the overall number of faith organization memberships.

During the course of 2016, some members stepped down from the MOC, including Stéphane Lessard, Jasmine Lessard, Ally Bilenkey, Patrick Marleau and Penny Annand. MOC thanked Stéphane Lessard for his contribution as chair of the committee from January 2015 to June 2016 and Penny Annand for her service as chair (from 2007 to 2014) and then secretary (2015 and 2016). We also welcomed new MOC team members Archna Abrol, Elena Goubanova, and Layla Shanshal.

MHI membership reached 75 faith communities as of December 2016, representing Baha'i, Christian, Hindu, Jewish, Muslim, Quaker, and Unitarian communities. This progress is due to active outreach by MOC members, as well as to the efforts of Sahada Alolo, Manager of Community Engagement, who took on additional responsibilities for membership and outreach in 2016.

MOC members engaged in community outreach activities to accomplish a number of goals: to raise awareness of MHI; to build support for affordable housing, to deepen the connection with existing member communities, and to recruit new members. Some of these include:

- Inviting the Janat Dance Group from Ottawa University and Carleton University to perform at the Tulipathon.
- Archna promoting the Tulipathon on Desi Ottawa radio and Rogers multicultural channel.
- Suzanne addressing the 300 attendees on homelessness and affordable housing at the Mrs. Multicultural Ottawa Beauty pageant organized by Gipsy Creations.
- Elena facilitating a social housing design contest with senior students at the Bishop Hamilton Montessori.

- Gay speaking at St. Andrew's Presbyterian and at Centretown Emergency Food Centre.
- Stephane and Sheldon speaking at the Knights of Columbus Archdiocesan Association meeting.

Elena invited Hannah Marazzi, a Project Manager for the *Faith in Canada 150* project, to the National Housing Day celebration. The *Faith in Canada 150 project* is an initiative dedicated to bringing young Canadians of different faiths together in a national conference in Ottawa on the eve of Canada Day in 2017.

Last year, MOC planned to engage more young people to raise awareness around housing and homelessness. In following through with this goal, Ally, Tyler, and Jasmine engaged several youth organizations to promote MHI and the need for affordable housing. Some of these include: a youth advisory committee at Temple Israel school, a 15-member group at Carleton University, the Muslim Student Association, Longfields School, St. Paul's, Orthodox Jewish School. As a result of this outreach effort more young people participated in the Tulipathon.

National Housing Day

On November 13, 2016 we returned to City Hall for the annual National Housing Day celebration and reception. This year the planning team decided to plan something more of a celebration than the usual with the theme of "A Compassionate City". The event began with classical music played by Brandon Le and then sacred drumming by Theland Kicknowsway. Mayor Jim Watson brought greetings, and then five of our Patrons gave brief reflections on how the idea of compassion is expressed in each faith. As we heard from Hindu, Jewish, Christian, Muslim and Baha'i faiths, we were impressed by the similarities around this concept.

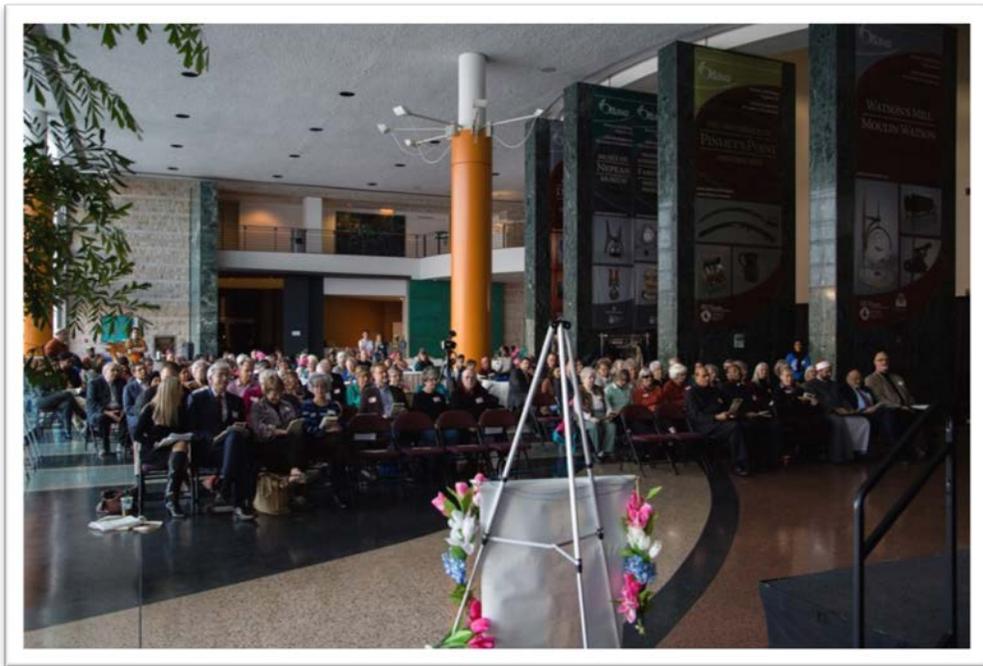
MHI's National Housing Day celebration always includes the presentation of the Dr. Farook Tareen Tulipathon Award given to the faith community which raised the most at the Tulipathon. In 2016, the award went to our friends at Temple Israel. In addition, St. Mark's Anglican Church, St. Leonard's Roman Catholic Church, and Ottawa Muslim Women Organization received recognition for their award-winning Tulipathon banners.

The National Housing Day celebration also recognized the United Church's Ottawa Presbytery for their innovative approach in supporting the MHI mission. The celebration ended with a reception – lovely food and conversation to enjoy, with a lively performance from the Colors of Diversity Marimba Players.

Without that broad-based partnership among local congregations of different denominations, faith groups and traditions, MHI would not be able to deliver on its commitments to expand the supply of safe, well-maintained and affordable housing in Ottawa – a city of compassion. Thank

you to all of our friends and supporters in making Multifaith Housing Initiative's National Housing Day celebration a great success!

As we look to a new and exciting year in 2017, the Chair wishes to thank all members of the Committee for their efforts, including Gay Richardson, Penny Annand and Sahada Alolo for their leadership on membership renewal and recruitment, Elena for leading the team to organize National Housing Day and Fran Klodowsky for keeping the records of our discussions. We are also very proud of other team members for their commitment to MHI.



National Housing Day 2016



HOUSING MANAGEMENT COMMITTEE

Lori Simpson – Chair (LSM Services)

Yvonne Ashby – Tenant Administration Suzanne Le (ex officio)
Bernard Benoît – Board Representative Geoff Lee – Maintenance/Capital Projects
Danielle Dugas Fraser Maclsaac
Brian Kinsley

In January 2016, the Housing Management Committee held a planning session to establish goals for the coming year. Among these were improvements to safety, building maintenance, preventative measures, policy development, grant applications, reporting, stakeholder collaboration and landscaping.



To improve tenant safety and minimize unit or building damages, HMC developed three hand-outs that are given to tenants when they move in. One brochure is on fire safety, another is preventing water damage, and the last is on apartment care.

The committee prepared a draft pet policy which was presented to the Resident Relations Committee for their review and comments. The final draft policy was presented to the Board of Directors and approved at their January meeting.

The Housing Management Committee (HMC) meets each month to review Management Reports, including Arrears, Vacancy Loss and Maintenance. This new and expanded reporting supports the board's efforts to monitor expenses. HMC members provide valuable insights and work to continuously improve housing operations that contributes to MHI's overall success.

Suzanne Le and LSM staff met with the City of Ottawa Rent Supplement Office in June 2016 to improve annual renewal procedures so that MHI could effectively intervene to prevent tenants from losing their subsidy eligibility.

PROPERTY MAINTENANCE TEAM

Danielle Dugas Geoff Lee
Howard Clark Fraser MacIsaac
Brian Kinsley Barb Smith
Suzanne Le (ex officio)

MHI relies on the Property Maintenance Team (PMT) of dedicated volunteers. In 2016, these volunteers generously donated 2000 hours in maintenance, cleaning, painting and other activities, which is an increase of 1100 hours over 2015. The 2,000 the hours contributed in volunteer labour is estimated to have saved MHI \$70,000 in costs.

PMT projects this year included preparing eight units for rental; repainting stairwell walls, unit doors and railings; and preparation for the installation of polyvinyl in the stairwells, scheduled for winter 2017.

PMT extended itself a little into activities directly with tenants, in the form of an evening of planting annual flowers with the children, an opportunity to paint the community garden boxes, and an invitation to knitting lessons to all interested tenants.

RESIDENT RELATIONS COMMITTEE

Tamara Henry – Chair & Representative to VCSC	Sherill Besser – Vice Chair & Board Representative
Sahada Alolo – Volunteer Manager	Mavis Mason
Yvonne Ashby – LSM Housing Manager	Elizabeth Morgan
Susanne Desmarais	Amanda Ramsay
Ed Ellis, Budget Secretary	Sue Taylor
Matt Kirby	Rosemary Williams, Recording Secretary
Suzanne Le (ex officio)	

In 2016 the old Tenant Relations Team transitioned from a working sub-committee under the Housing Management Committee (HMC) to the now-independent Resident Relations Committee (RRC), reporting directly to the MHI Board of Directors. The change reflects the importance of resident relations to the MHI mandate, as well as the expected growth in Resident Relations volunteers in 2017 when The Haven welcomes 98 new households.

Because strong resident relationships are the primary focus of the Committee's volunteers, MHI residents are paired with an RRC volunteer upon move-in. We provide important information from MHI to make their tenancy successful, after which we provide as much or as little support as the residents individually request from their RRC volunteer. This can include attending social



gatherings organized by the Committee or locating resources in the community related to such things as family budgeting, income tax preparation, health care, and personal safety. MHI volunteers are a caring and dependable resource for the residents.

This year the RRC focused on improving communication between residents, volunteers, and other committees within MHI. As such, the RRC Volunteer Guidelines were developed as a reference for new and seasoned volunteers alike to help orient new tenants to their units and how to maintain them in good order. The Blake Tenant Handbook was also handed off to HMC for final development and distribution. Most importantly, we looked closely at the renewal process for municipal rent supplements with the housing management staff and addressed some concerns regarding volunteer confidentiality and resident privacy.

RRC members continue to participate in the Together for Vanier committee, which provides information about community events and resources.

MHI owns 10 units at Somerset Gardens, where we now have three RRC volunteers who support these residents. We host social events every month, and more frequently during the summer, and then in December to help foster a sense of community between our residents and volunteers.

RRC volunteers are available to the 26 households at Blake House and the five units at Kent House. These are older facilities and volunteers are called upon when issues such as noise complaints occur. Volunteers work with residents to ensure courtesy and understanding among neighbours.



Social events contributed significantly to the community spirit this year. In the spring, residents were invited to help paint new garden boxes and plant flowers at Blake House. Attendance was strong and spirits were high at our annual BBQ and December holiday gatherings. Once again Precision Auto Tech donated calendars featuring Canadian landscapes for our gift bags to those unable to attend the December gathering. Children and volunteers were well received at Blake House as they sang carols at residents' doors.



MHI residents and volunteers were thrilled when the Senators Foundation donated hockey tickets to a number of home games. Likewise, a former RRC volunteer generously donated tickets to the Champions baseball games at our September BBQ.

To everyone — donors, supporters, staff, and volunteers — our sincere thanks. We look forward to continuing our work together for the benefit of the

wonderful people we connect with as they make their home with MHI.

DEVELOPMENT COMMITTEE REPORT

Barbara Levine – Chair and Team Leader for the Haven

Alexis Andersen Brian Kinsley

Jean-Pierre Baribeau Marlene Koehler

Kathy Bergquist – Team leader for Veterans House Suzanne Le (ex officio)

Werner Daechsel Bruce Marshall – Board Member

Patrick Francoeur Mike Ward – Board Member

A huge thanks is in order to Mouna Alshaban for your commitment and contribution to the Haven project team; and to Ira Ben-Reuven for your enthusiasm for the multifaith model. We warmly welcome Marlene Koehler, who joined this fall, and Cleber Figueredo and Bill Austin who will join the Committee in 2017. Volunteers are always welcome – there is more than enough work for us to do.

It is still hard to believe but, by year's end, the Haven was about 80% complete. We are on track to finish the first apartment building by the end of February 2017, the second apartment building by the end of March, and the town houses by end of May. As a result of the fierce efforts of Suzanne and Tim Terrell, Cahdco's construction specialist, we are very close to our original construction budget of \$15.8M and we have discussed various options should we exceed it. The DC is also proud to report that the project is on track to meet or exceed the LEED Gold standard for sustainability, which we expect will keep our operating costs relatively low, minimize our tenants' footprint and be a source of pride to the entire neighbourhood.

Despite some disappointments, there has also been important progress in making Veterans House a reality. In the final weeks of 2016 we learned that a suitable property has finally been secured for the project. A centrally located piece of land at the former Rockliffe Air Base has been designated for Veterans House through the federal government program known as Surplus Federal Real Property for Homelessness Initiative (SFRPHI) and will be registered by the City of Ottawa in the next few weeks.

None of this would have happened without the engagement of MHI's numerous outstanding partners in the Veterans House initiative along with the creativity and flexibility of Suzanne Le, MHI's Executive Director. MHI is working closely with key partners like Salus, Soldiers Helping Soldiers, True Patriot Love, the Royal Canadian Legion, Cahdco and a remarkable group of supporters and champions to move this project into being. MHI hired CSV Architects to create the drawings, organized a "plan of care" charrette with key partners to further refine the types of supports that veterans will need, and has started the daunting job of fund-raising, friend-raising and identifying financing options to enable construction to start.

A project team for each initiative, made up of DC members and principal stakeholders, ensures oversight for each project and reports to the whole committee (and thence to the Board) each month. For example, at various stages the Haven project team included the architect, staff of the City of Ottawa, MHI volunteers, sustainability and quality consultants, MHI's project manager Cahdco, and various specialists. Once the Haven shifted from the design phase to the construction phase, the Haven project team 'morphed' into the on-site group, recognizable by their construction boots and hardhats. This group meets every two weeks. Special thanks to Bruce Marshall who has been the DC's committed and constant representative to this group.

As a committee, the DC worked hard to respond to a series of challenges that were new to many of us - everything from delays in the City's approval of the Haven site plan, to obstacles to finalizing the financing, to managing the drop in the value of the Canadian dollar, which negatively affected the construction budget. Many hours were spent reviewing and revising specifications and drawings in an effort to be as frugal as reasonably possible. Suzanne, Alain (our superhuman financial advisor from Dynapro), and the good folks of Cahdco spent much of the first half of the year negotiating the construction loan from Infrastructure Ontario and ensuring that MHI met the Crown Agency's stringent standards. We knew that if we could meet Infrastructure Ontario's eligibility requirements, we could confidently assure our donors and supporters that their money was well-managed. While the experience has sometimes been frustrating and even at times bewildering, it has also been tremendously gratifying. MHI has learned a great deal from the experience at the Haven and expects that many lessons learned will benefit MHI, its tenants and its partners in future projects.

The Development Committee will continue to provide oversight to the Haven initiative until the buildings have been fully commissioned and are ready for occupancy. In addition to this most pressing of priorities, DC members will:

- Continue to support the initiative to finance and build Veterans House through the design and start of construction phases, hopefully this year;
- Help organize a learning event once the Haven is completed to document lessons learned. One possible output could be a document that details the complete project delivery life cycle, as a reference for future initiatives;
- Continue to identify suitable partnerships for future projects based on shared values;
- Increase the diversity of members around the DC table.

Big thanks to everyone involved!

FUNDRAISING COMMITTEE

J. Hugh O'Donnell – Chair

Harpal Buttar – Board Representative Sheldon Leong – Manager of Fund Development

Christine Francoeur Nitya Varma

Suzanne Le (ex-officio) Mike Ward, Board Representative

At last year's AGM, we officially kicked off the Haven Capital Campaign to fundraise \$1 million to support the construction of the Haven. Working with the board members, the Haven Campaign Cabinet (Rubin Friedman, Marcel Gauvin, Barry Hobin, Gar Knutson, and Monica Patten) and volunteers, we have raised \$600,000 to-date! This includes funds raised from the trade and construction industry at a BBQ event at the Haven in September hosted by Campaign Cabinet member and architect Barry Hobin. Thank you to all the individuals, faith groups, businesses and foundations that have given generously to make the Haven a reality. Because of you, we are welcoming our first tenants in April. For some, it will be their first real home ever!

As we enter the second year of the campaign, we continue to work with volunteers and the Campaign Cabinet, chaired by Monica Patten, to reach out to potential supporters in Ottawa and those living outside of the nation's capital who are equally supportive of our commitment to provide affordable housing to the most vulnerable in our city. Faith groups throughout Ottawa have been truly generous with their support and more are planning a variety of fundraising events for the coming months. We encourage you to support them, so stay tuned for information on these events as we will help publicize them on our website and social media outlets as soon as they become available.

Late last year, MHI sent out a direct mail piece encouraging donors to support the Haven Capital Campaign. We are thrilled with the positive net result and in late February, we were still receiving donations with an average of over \$135. Moving forward, it will be something that we will do on an annual basis in the fall.

Finally, with an increasing number of donors, we decided to invest on a donor database management system that will enable us to keep better track of our pledges, donations, and receipts. As our organization matures and becomes more complex, this investment will help facilitate a better donor experience. In the near future, it will also help us revamp our online donation process so stay tuned for that as well.

Thank you again for your generous support and we look forward to celebrating the success of the Haven Capital Campaign with all our donors at a ribbon cutting event this summer.

TULIPATHON TEAM

Ayan Dualeh – Chair Sahada Alolo – Co-chair
Younes Ashour Anisa Shafea
Ria Heynan Feroza Shamim
Hamida Khanani Naima Sidow
Suzanne Le (ex officio) Leila Sieg
Saida Nagti Nazira Tareen
Rehana Qureshi



The 2016 Tulipathon was a great success in participant turnout and funds raised. Sahada Alolo and Ayan Dualeh co-chaired the Tulipathon planning committee with a team of dedicated volunteers. The team worked on planning the event from January through April and executed a flawless event. We are very grateful to Nazira Tareen who hosts the planning meetings at her home. The MHI office helped in spreading the word and distributed pledge forms.

The 2016 Tulipathon was held on Sunday, May 1st. Volunteers arrived early near Dows Lake to set up tents, food and the registration table. Members of our faith communities from Baha'i, Christian, Hindu, Jewish, Muslims, Solstice, and Unitarians all came

out with beautiful sign boards and pledge forms ready to walk in solidarity to raise funds for affordable housing.

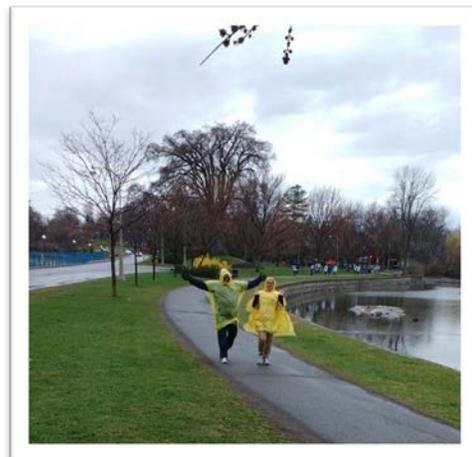
The event commenced with Ayan Dualeh giving the welcome address. She then introduced the MHI Board President, Hugh O'Donnell, who gave a bilingual kick off and acknowledged the



politicians and other dignitaries present. Rabbi Bulka followed by leading a universal prayer and Nuha Yousuf sang the Canadian anthem. Mayor Jim Watson, our guest of honour, and Member of Parliament for Nepean, Chandra Arya also spoke at the event.

This year, we had an exciting Best Banner contest that Mayor Jim Watson judged. St. Mark the Evangelist Church won first place, while the Ottawa Muslim Women Organization came in second, and St. Leonard church won third place. The winners were awarded certificates at the National Housing Day celebration in November.

The 2016 Tulipathon raised nearly \$27,700, about 3% more than the previous year. Congratulations to Temple Israel for raising the most amount of money to win the Dr. Farook Tareen award!



HUMAN RESOURCES COMMITTEE

Phyllis MacRae – Board Representative

Suzanne Le (ex officio)

The Human Resource Committee was called to facilitate a hiring process to replace MHI's Office Administrator, Michelle Robichaud in June. The position was advertised on Charity Village for three days. MHI received over 80 applications. The applications were screened for skills and experience to reach a reasonable number to interview. Phyllis and Suzanne conducted interviews with 5 applicants. In addition to an interview, the applicants who had been screened in were also asked to demonstrate practical skills in computer technical management. In the end, Catherine Morton was selected as MHI's new Office Administrator and began her work with us June 27th, 2016.



COMMUNICATIONS COMMITTEE

Alex Anderson Catherine Morton
Lauren Kupferschmid Kim Walker
Suzanne Le (ex officio)

The Communications Committee (CommComm) has spent the last year learning the local media scene, trying experiments in promotion, and working with others to promote the MHI, fundraising efforts and events. CommComm worked on a number of tasks last year, many of them small, but necessary; while others were more involved and strategic.

CommComm provided speaking points, art, key messaging and presentation support for several community engagement events, including support for the launch of the Haven campaign. We developed a number of articles for release in the media, including one for *Cross-Talk*, the newspaper for the Anglican Diocese of Ottawa.

Many of the MHI pamphlets and printed material that MHI typically distributes at community events were updated. Our Wikipedia site was also revised and updated. CommComm members frequently check newsfeeds on the topics of housing and homelessness. Articles, both positive and negative, are uploaded to our social media. We feel it is important to raise awareness of homelessness and the lack of affordable housing, but also to promote solutions and results.

The website was professionally redesigned last year, but needed more work to become the user-friendly centre of communications that MHI needs it to be. There was an obvious learning curve for our members and stakeholders in finding the information that they were looking for. As a result, Communications asked for feedback and advice from other committee members, and then worked on a page-by-page review for a more finely-tuned revision. Many of the identified concerns were addressed where possible, but there is more work to be done on the architecture that will support a better user experience and more accessible information.

Late last year, CommComm was gifted with the services of a graphic designer to begin the process of developing the Veterans House logo and branding. We have gone through two consultations. The final group of logos is being informally assessed with stakeholders to make sure this choice will be appropriate and stand the test of time.

Finally, in addition to everything else that Suzanne does, over the last year she found time to sit for a number of television and radio interviews, some of which include: CBC, CTV, CFRA and CKCU. These interviews were noticed by the public and we received many positive comments. Many thanks to the MHI community for all the interest and support you have shown our committee. Your advice and comments are always welcome!

Appendix A: MHI History

MHI HISTORY

In early 2000, the Social Justice Commission of the Roman Catholic Archdiocese of Ottawa realized that there was a great need for affordable housing in Ottawa. A committee was formed and began meeting with people who work with the homeless and with those providing emergency shelter. This committee became aware that there were other groups with similar concerns, and so the Interfaith Housing Committee (IHC) was established. Initially, the committee was comprised of representatives from Christian churches and organizations focussed on housing issues. In late 2001, Jewish participation was added, followed by Muslim participation in early 2002. During the course of 2002, Multifaith Housing Initiative emerged as a new organization.

MHI received its letters patent on October 30, 2002. It is a federally registered non-profit organization. MHI was registered as a charitable organization effective January 1, 2003. In April 2003, charitable status was confirmed in Quebec. In October 2004, the letters patent were amended to allow the purchase of housing to be rented to people with low incomes, and the Canada Revenue Agency approved this change early in 2005.



Patrons AGM 2016

Appendix B: Minutes of the Fourteenth AGM

**Minutes of the Fourteenth Annual General Meeting
MULTIFAITH HOUSING INITIATIVE
Temple Israel, 1301 Prince of Wales Drive
April 3, 2016 at 3:00 p.m.**

In conformance with the by-laws, the notice of the meeting (attached) and the Fourteenth Annual Report for Multifaith Housing Initiative, dated March 2016, were circulated to members.

PRESENT: See Attachment 1.

WELCOME and INTRODUCTIONS: Hugh O'Donnell (Board President and Chair of the meeting) welcomed all present to the 14th AGM of MHI. Hugh thanked Rabbi Morais and Temple Israel for hosting the AGM. Gay Richardson was Secretary.

OPENING PRAYERS: Prayers were offered by patrons representing three faith traditions: Rabbi Morais (Jewish); Rev. Demaray (Christian), Imam Delic (Muslim).

APPROVAL of the AGENDA: MOTION: Moved by Bruce Marshall, seconded by Nitya Varma that the agenda be approved with the correction to the agenda title to Fourteenth AGM. Carried unanimously.

APPROVAL of the MINUTES of the 13th Annual General Meeting of March 22, 2015(p.27 of Annual Report): **MOTION:** Moved by Nitya Varma, seconded by Sue Evans that the Minutes of the 13th Annual General Meeting of MHI held on March 22, 2015 be approved. Carried unanimously.

PRESIDENT'S REPORT (p. 5-6 of Annual Report)

Hugh O'Donnell provided a brief summary of MHI's accomplishments over the past year, thanking Kim Walker (Board member) and Michelle Robichaud (MHI Office) for preparation of the Annual Report and highlighting the following, in reference to the Strategic Plan developed in 2013.

- MHI's goal was to double the number of units by 2020. With the development of The Haven and Veterans House, MHI will have nearly 180 units by 2020.
- With Mayor Jim Watson as MHI's Honorary Patron of our fund raising campaign, the engagement of federal, provincial and municipal politicians, and the development of

other contacts, MHI has significantly raised awareness of our work within the community.

- MHI has built the capacity of its staff and volunteers, hiring Sheldon Leong as Manager of Fund Development and continuing with the services of LSM (Lori Simpson, Geoff Lee and Yvonne Ashby). MHI has 105 volunteers who provided 3700 hours of volunteer time in 2015.
- A number of policies were put in place including Finance and Procurement, Violence and Harassment, and a Code of Conduct for MHI Employees.

Hugh noted the success of the Tulipathon, raising over \$25,000, and the National Housing Day celebration. Almost 70 faith communities and faith-based organizations are now members of MHI. Hugh concluded by thanking the Board members, the Executive Committee and MHI's Patrons, noting the addition of four new Patrons: Hujjatul-Islam Shaikh Mumtaz Ali, Rabbi Liz Bolton, Wendy James, and Rev. David Sherwin.

EXECUTIVE DIRECTOR'S REPORT (p. 7-8 of Annual Report)

Suzanne Le thanked everyone for coming, saying that the AGM is an opportunity to celebrate everything that has been achieved this past year and share what is happening in the year to come. Suzanne spoke briefly about the progress with The Haven, noting that the need for affordable housing is great: the waiting list for affordable housing is longer this year than last and families are spending more time in shelters before being housed. The first units in The Haven should be complete in early 2017. MHI is grateful for all the support from volunteers and patrons. In 2017, MHI hopes to start construction on Veterans House and to be housing 40 homeless veterans by early 2018. Suzanne concluded by saying that all this is only possible with the support of our members and volunteers.

TREASURER'S REPORT (p. 44- 46 of Annual Report)

Financial Statements for 2014-2015: Elisha Ram indicated that 2015 was a very successful year financially, ending the year on Oct. 31, 2015 with a surplus of \$32K.

Budget: Elisha Ram presented the budget for 2015-16, highlighting that it is presented on a cash basis. It is fairly conservative, forecasting a small surplus of three thousand dollars. However, not incorporated in this budget is the recent significant financial contribution from the three levels of government allowing MHI to pay off the mortgage on Somerset Gardens, thereby saving about \$19K in mortgage costs for the rest of the year. MHI is very grateful to the City of Ottawa Housing Branch for the proposal that allowed this to happen. MHI is now mortgage-free on 2 of its 3 properties.

AUDITOR'S REPORT

Elisha Ram introduced our auditor, Hedra Saparno, of Collins Barrow, and thanked him. Our auditor stated that, based on the tests carried out, he was satisfied that proper controls are in place, that our books accurately present our financial results for November 1, 2014 to October 31, 2015, and that there are no material misstatements. Elisha Ram thanked Hedra Saparno.

MOTION: Moved by Elisha Ram, seconded by Bernie Benoit that the Auditor's Report be accepted. Carried unanimously.

MOTION: Moved by Elisha Ram, seconded by Mike Ward that Collins Barrow be re-appointed as our auditor for 2016. Carried unanimously.

COMMITTEE REPORTS (p. 9 – 25 of Annual Report)

Hugh O'Donnell asked if there were any questions or comments on the committee reports in the Annual Report or any of the previous reports.

Elisha Ram responded to a question regarding the lack of comparability in the financial statements between last year and the current year. Elisha explained that the presentation needed to be changed to clarify our financial position for our new mortgage lender, Infrastructure Ontario.

Suzanne reported that over 800 cookbooks have been sold and are for sale at the meeting.

MOTION: Moved by Harpal Buttar, seconded by Nitya Varma that the reports be accepted. Carried unanimously.

ELECTION OF BOARD MEMBERS (p. 37 – 42 of Annual Report)

Gay Richardson, chair of the Nominating Committee, thanked committee members Stéphane Lessard and Fran Klodawsky.

MOTION: Moved by Gay Richardson, seconded by Barbara Levine that the following slate presented by the Nominating Committee be elected to the Board: Elisha Ram for a third two-year term; Mike Ward for a second two-year term; and Archana Arbol, Sherill Besser, and Zaineb Kubba as new two-year term Board members.

The chair invited further nominations from the floor. There were none.

The motion was carried unanimously.

Board members continuing for another year are: Bernard Benoit, Harpal Buttar, Stéphane Lessard, Phyllis MacRae, Bruce Marshall, Hugh O'Donnell, James Ralston, Kimberly Walker

HONOURING OUTGOING BOARD MEMBERS

Hugh O'Donnell noted that Amanda Petrousek resigned from the Board in June 2015, when she moved to Edmonton.

Mike Ward presented a plaque to Barbara Levine. Barbara joined MHI 4 years ago and immediately became chair of the Development Committee. When approval was received for The Haven, she also chaired its Working Group, spending endless hours ensuring the project was on track. MHI is delighted that Barbara will continue in these roles after leaving the Board.

Mike Ward presented a plaque to Waj Mian. He noted that Waj loved challenges and had extensive political networks. He was an active member of the Board and was able to facilitate connections for MHI on numerous occasions.

Bruce Marshall presented a plaque to Gay Richardson. He noted that she was a founding member of MHI, staying on the Board as Secretary until 2010 and then returning as President in 2012 followed by Secretary beginning in 2014.

GAY RICHARDSON VOLUNTEER AWARD

Gay Richardson thanked Bruce Marshall and Phyllis MacRae for receiving nominations and making recommendations regarding the award. Two recipients were recommended: Mavis Mason and Rosemary Williams.

Gay highlighted Mavis's engagement with MHI beginning in 2004, her role mentoring tenants as a member of the Tenant Relations Team from 2008 to the present and her significant financial contribution to *A Place to Call Home* which will be used to support The Haven.

Gay highlighted Rosemary's role for three years as chair of the Housing Management Committee beginning in 2008 followed by chair of the Tenant Relations Team for 3 years. During this time, in addition to mentoring tenants, she led the development of a tenant handbook and TRT volunteer guidelines.

In closing, Hugh particularly thanked Eric Saumur for the technical support and Michael McAsey, the photographer.

MOTION: Moved by Bruce Marshall, seconded by Barbara Levine that the meeting be adjourned. Carried unanimously.

CHAIR _____

Hugh O'Donnell

SECRETARY _____

Gay Richardson

Attachment 1

2016 AGM LIST OF ATTENDEES

Faith Group Name	Official Representative	Non-voting
Adath Shalom Congregation	Sherill Besser	
Agudath Israel	Barbara Levine	
Anglican Diocese of Ottawa	Heidi Danson	
Baha'i Community of Ottawa	Wendy James*	
Barrhaven United Church	Mavis Mason	Trish Barlow
Bells Corners United Church	Barbara Bole	David Stafford Peggy Aitchison
Christ Church Bells Corners	Sharron Hamilton	
Cordova Spiritual Education Centre	Mohamed Jebara*	Leila Sieg
Emmanuel United Church	N. Whitham	Janice Peron Pierre Peron Jean-Marie Ashley
First Baptist Church	Martha Musgrove	Elizabeth Demaray Lynn Blatchly
First Unitarian Congregation	Ria Heynen	Werner Daechsel Marjorie Daechsel Marlene Koehler Anita MacLean Mike Wheeler
First United Church	Sue Taylor	Bertie Mo
Fourth Avenue Baptist	Charlene Pries	
Glebe-St. James United Church	Marilyn Hamilton	
MacKay United Church	Bruce Holyoake	
Or Hanesamah	Rabbi Elizabeth Bolton*	
Orleans United Church	Flora Crombie	David MacWilliam
Ottawa Presbytery, United Church	Phyllis MacRae**	
Paroisse Ste. Marie	Patrick Marleau	
Sisters of Holy Cross	Sister Jean Goulet	
The Solseed Movement	Eric Saumur	
South Nepean Muslim Community	Imam Ziad Delic*	
Southminster United Church	Brian Kinsley	
St. Alban's Anglican Church	Lulit Anguile	
St. Barnabas Anglican Church	Yvonne Moses	
St George's Roman Catholic Church	Bonnie Campbell	
St. Basil's Roman Catholic Church	Rosemary Williams	John Williams

St. John the Evangelist Anglican Church	Peggy Lister	Mary Frances Marshall Monica Patten Andrea Spraakman
St. Leonard's Knights of Columbus	Stéphane Lessard**	
St. Matthew's Anglican Church	Marjory Patterson	
St. Paul's Anglican Church Almonte	Sue Evans	
St. Paul's Eastern United Church	Michelle Robichaud***	
Temple Israel	Fran Klodawsky	Rabbi Morais
Unitarian Universalists Fellowship of Ottawa	Patrick Saumur	
Vishva Shakti Durga Temple	Nitya Varma*	Manu Khemani Archna Abrol

* also a Patron

** also a Board Member

*** also a Staff Member

Board Members Voting

Bernard Benoit	Elisha Ram
Harpal Buttar	Gay Richardson
Bruce Marshall	Mike Ward
J. Hugh O'Donnell	Kimberley Walker
Jim Ralston	

Non-Voting

Patrons

Rev. Fred Demaray	Rev. John Marsh
Rev. Martina Malina	

Other Attendees including Volunteers

Mouna Al Shaban	Gar Knutson
Alexis Andersen	Lauren Kupferschmid
Penny Annand	Jan Mattingly
Manal Baahubeshi	Waj Mian
Jean-Pierre Baribeau	Mike Perry
Harinder Buttar	Zaineb Rubba
Pierre Chatelet	Bruce Smith
Ruby Elver	Don Strange
Elena Goubanova	Ellie Topp

Khadija Haffajee	Clarke Topp
Karen Hamilton	Marie Wilhelm
Mazhar Hasan	
Staff	
Sahada Alolo	Geoff Lee
Yvonne Ashby	Lori Simpson
Suzanne Le	
Special Guests Invited for Campaign Launch	
Joselyn and family – MHI tenant	Anita Vandenbeld – MP for Ottawa West-Nepean
Bibi Patel – Community Foundation of Ottawa	
Auditor	Photographer
Hedra Saparno	Michael McAsey

Appendix C: Board of Directors

BOARD OF DIRECTORS FOR 2017

Returning Board Members

Archna Arbol

Archna Arbol has a Masters of Physical Education from Punjab University in India and a Bachelor of Education from the University of Ottawa. In her youth, she was a national gymnast and national soccer player in India. Archna has taught for twenty-five years in Ottawa, currently as an elementary school teacher. She is both a primary school and ESL specialist and has tutored immigrants as a volunteer. Archna is an active member of the Hindu Vishva Shakti Durga Mandir Association (and formerly its Secretary) and is presently Cultural Coordinator with the India Canada Association of Ottawa. She has also served as treasurer, director, and chair of other volunteer organizations. Her volunteer activities were recognized in 2014 when Archna received the Ontario Volunteer Award. Archna recently became co-host on Desi Ottawa (Rogers T.V.), the local multicultural Channel for the Punjabi and Hindu community.

Sherill Besser

Sherill Besser was a senior counsel with the Department of Justice whose practice consisted of regulatory and administrative law until retirement in 2013.

Since retirement, Sherill has volunteered at the Royal Ottawa Hospital and Royal Ottawa Place on a weekly basis. She completed a research project for the Association in Defence of the **Board of Directors AGM 2016**

Wrongly Convicted (AIDWYC) in 2015, and provided consultation services for a government department on a regulatory matter. She is a member of the Board of Directors of House of Hope, which is a community residence facility for adult males offenders who are conditionally released from prison. Sherill is also a member of the Board of Directors of Adath Shalom Congregation.

While employed, Sherill was struck by the number of homeless individuals that she would see on a daily basis while walking to and from work. Since retiring, Sherill has become aware of the challenges faced by persons who are mentally ill and those who have been involved in the criminal justice system in finding suitable accommodations.

Zaineb Kubba

Zaineb Kubba immigrated from Iraq to Canada and began her career working as International Business Coordinator at MMM Group International. After two years, she was appointed as Business Development Manager of the Canada Arab Business Council, a non-profit organization that promotes trade between Canada and the Arab countries. Prior to leaving for Canada, she worked as a translator and free-lance journalist. In her articles, she focused on rights of women and the challenges they faced in their every-day life. Zaineb was also a professor at the University of Baghdad.

Mike Ward

Mike Ward has worked closely with various religious organizations, including as a result of assignments to a number of overseas locations during a career in Canada's Foreign Service. For example, during a posting at the Canadian Consulate in Chicago in the late 1990s, one of his objectives was to build U.S. support for the Canadian government's initiative to ban the international use of landmines. To this end, he established The Chicago Interreligious Campaign to Ban Landmines, a coalition of 25 religious denominations, which also included representatives from the local medical community and civil groups. One outcome of this "grass roots" initiative was The Chicago Weekend of Prayer to commemorate the implementation, at that time, of the Ottawa Convention to Ban Landmines. The Weekend of Prayer succeeded in reaching over 4 million Chicago area residents through the work of individual parishes in the region. Political support came in the form of separate proclamations issued by the Governor of Illinois and by the Mayor of Chicago.

Mike currently sits on MHI's Development Committee. He also serves as a facilitator with The Oasis in Kanata, a community outreach program of Glen Cairn United Church dedicated to providing support for caregivers of people with mental illness. Over the years, he has been closely involved with the work of various Buddhist organizations and is longstanding practitioner of Vipassana Meditation.

Board Member to be Elected for a Fourth Two-Year Term

Dr. Bruce Marshall

Dr. Bruce Marshall is a member of St John the Evangelist congregation and has spent several years on the Parish Council at St John's, three of them as a member of the church corporation. He has been retired since December 2008. Prior to that he was a physician in general practice and heavily engaged in managing HIV disease, addiction and chronic pain. Within the context of HIV disease, he was a member of the Ontario HIV Treatment Network board of directors for several years and was co-chair for two years. He was also chair of the

Ottawa HIV Primary Care Group for fifteen years.

That was all after he had retired from thirty years in the Canadian Forces, initially as a mechanical engineer, where he gained much experience both in contract-writing and related legal matters, and later as a medical doctor. He retired with the rank of Lieutenant-Colonel. He had served as Deputy Command Surgeon and Command Flight Surgeon for the Canadian Forces in Europe from 1982 to 1988 and was subsequently posted to Ottawa to serve in the Surgeon General's Directorate of Preventive Medicine from 1988 to 1991. For fun, Bruce is now an ultra-light pilot and instructor.

Bruce is a member of the St. John's Affordable Housing Committee, which developed the Somerset Gardens project and also was a member of the Somerset Gardens Condominium Board for eighteen months. He has been an MHI Board member for the past five years and served on the Development Committee during this time.

Board Members to be Elected for a Third Two-Year Term

Phyllis MacRae

Phyllis MacRae retired from the Public Service in December 2011 after a career as a lawyer with Justice Canada. Her legal career included 10 years working in child protection with the Children's Aid Society of Ottawa-Carleton. Her work with Justice Canada included criminal prosecutions, criminal law policy and work with the Department's offices in the northern territories.

Phyllis and her family are members of Emmanuel United Church in Ottawa and she is an active volunteer on the Church Council, Finance committee, coordination of fundraising activities and social outreach. Phyllis represents her congregation on the Ottawa Presbytery of the United Church of Canada and represents the Presbytery on the Board of MHI. Further, Phyllis has travelled to El Salvador and Louisiana with church groups to build houses with Habitat for Humanity. In May 2012 she and her husband travelled to Zambia with a group of volunteers from the Ottawa legal community to help build an elementary school in a remote rural community. Phyllis joined the Board two years ago and is a member of the Human Resources Committee.

Kimberly Walker

Kimberly Walker immigrated to Canada in 2008. She grew up in the U.S., where she has worked in various social services capacities. In Oregon, she lived in social housing with her children and started a tenant housing union. Kim was then appointed to Portland's Board of Housing

Commissioners. She was instrumental in starting a summer lunch program, changing policy to allow pet ownership, building an on-site child care centre, and moving low-income tenants into home ownership. Since coming to Ottawa, she has worked for the Government of Canada, where she provides policy advice and analysis on immigration and labour market integration issues. Kim graduated from the University of Alaska with a BA in Cultural Anthropology, and holds a MSc in Research Methods from Middlesex University in London, UK. By faith, she is a Unitarian Universalist. Kim joined the Board in 2013 and currently serves on the Executive Committee and is chair of the Communications Committee.

Board Members to be Elected for a Second Two-Year Term

Bernard Benoit

Bernard Benoit is a member of the Ottawa Baha'i Community, serving on the Baha'i Centre Management and Planning Committee since the property was purchased in 2005. In 1996, Bernard and his family moved to Panchgani, India where he volunteered as Project Manager for the construction of new buildings at an adult vocational school. Since becoming a Baha'i in 1979, Bernard has served as a member of Baha'i Spiritual Assemblies (local governing body) in Gatineau, Aylmer and Chelsea, where he and his family have lived.

He is currently president of Bernard Benoit Project Management (BBPM), which he founded in 1999. BBPM is an Ottawa-based project management firm providing planning and management services for all phases of renovation and construction projects, primarily serving public sector clients. The client list includes Public Works and Government Services Canada (PWGSC), the City of Ottawa, Algonquin College, the University of Ottawa, Le Centre Multi-service Francophone de l'Ouest d'Ottawa (CMFO), the James Bay Cree and Montford Renaissance among others. Projects of note include student residences, affordable housing, First Nations housing and community centers.

Bernard has been serving on the Board of Directors of the Condominium Corporation where his business is located since 2009 and has been its president since 2011. Bernard joined MHI's Housing Management Committee in November 2014.

Dr. Harpal Buttar

Harpal Singh Buttar earned a degree in Veterinary Medicine in India followed by M.Sc. and Ph.D. degrees in Pharmacology from the University of Alberta. He spent his 41-year professional career at Health Canada as a Research Scientist in the Bureau of Drug Research and as a Senior Assessment Officer in the Therapeutic Products Directorate, retiring in 2013. Dr. Buttar has had professorial appointments to various university faculties, represented Health

Canada at international conferences and meetings, served on international boards, authored numerous research papers, spoken at many seminars and workshops, and received several prestigious awards recognizing his achievements.

Dr. Buttar's volunteer services and community involvement have been extensive including: President of the Ottawa Sikh Society and Chairman of the Ottawa Sikh Society's Gurdwara Building Fund Raising Committee, President of the National Association of Canadians of Origins in India, President of the India-Canada Association, and founding member and currently Vice President of the Punjabi Heritage Foundation of Canada. Previously, he has served as a representative of the Sikh Community on the Capital Region Interfaith Council (CRIC), and currently he is serving on the Intercultural Dialogue Institute (IDI), Ottawa.

Dr. Buttar has been involved in many multicultural and community service organizations and received numerous awards from both government and community organizations for his volunteer work. He has provided leadership roles in organizing cultural programs, raising funds for the needy and handicapped, holding seminars on community concerns, and initiating collaboration with other ethnic communities of diverse Canadian cultures.

James A. Ralston

James retired from the federal government in July 2014 after thirty-one years of service, including five years as Comptroller General of Canada and ten years with the Canada Revenue Agency where he held positions as the Chief Audit Executive, Chief Financial Officer and Chief Risk Officer. James did his undergraduate studies at the University of Alberta and his graduate studies at the University of Ottawa and Carleton University. He is a Chartered Professional Accountant and Chartered Director. Jim is a member of the Board of Deacons of the First Baptist Church of Ottawa.

New Board Members to be Elected for a Two-Year Term

Christian Kratchanov

Christian Kratchanov has a strong interest in interfaith and multi-cultural initiatives focused on helping people overcome life challenges and succeed. He is a member of the Roman Catholic parish of St Isidore in Kanata. On the professional level, Christian has acquired a rich experience as a private sector management consultant and executive in the Government Canada. Christian has a B.Comm. and an MBA, and is also a Certified Management Consultant and a Certified Internal Auditor.

Jan Mattingly

Jan Mattingly is a recognized and accredited risk management practitioner and international and national thought leader in the area of corporate risk management. Jan holds five various risk management related accreditations and has over 20 years' experience in helping major corporations and government organizations improve the way they manage risk. She has a strong background in the affordable housing/assisted living sector, including in such areas as risk management, business planning, financing, fundraising, and the pre-development and development phases of operation.

Neil Raynor

Mr. Neil Raynor is an aeronautical engineer and business strategist. He is an air force veteran and attended both the Royal Air Force College, Cranwell and the RAF Staff College. Since retiring from the RAF he has held senior executive positions in Canada in the aerospace overhaul and manufacturing industry, airport authorities and for the past 15-years has consulted to the aviation industry. His clients have included all levels of government, airports, airlines and aviation service providers. Currently he is Managing Director of the Lindbergh Group Inc., an Ottawa-based consultancy.

Over the years he has served on the board and committees of a range of not-for-profit organizations including the Halifax Chamber of Commerce, the Halifax Tourism and Convention Centre, the Canadian Airports Council and Soldiers Helping Soldiers.

Neil is a Fellow of the Royal Aeronautical Society. He completed a B.Sc. (with Honours) in Aeronautical Engineering and Design, and received a B.A. in Change Management and Computing from universities in the UK. He received his MBA from Dalhousie University.

Appendix D: 2016 Members

2016 MEMBERS



Adath Shalom Congregation
Agudath Israel
All Saints Westboro Anglican
Anglican Diocese of Ottawa
Archdiocese Knights of Columbus Association
Archdiocese of Ottawa
Baha'i Community of Ottawa
Barrhaven United Church
Bells Corners United
Bethany Baptist
Canadian Martyrs
Centretown Churches Social Action Committee
Christ Church Bells Corners Anglican
Christ Church Cathedral
Christian Council of the Capital Area
Church of the Ascension
Cordova Spiritual Education Centre
Cornerstone Housing for Women
Emmanuel United Church
First Baptist Church
First Unitarian
First United Church
Fourth Avenue Baptist
Glebe St. James United
Good Shepherd Barrhaven Anglican
Hellenic Community of Ottawa – DVM
Human Concern International
Jewish Federation of Ottawa
Kanata United Church
Knox United
Longfields Community Church
MacKay United
Notre Dame Cathedral Basilica
Or Haneshamah
Ottawa Monthly Meeting
Ottawa Muslim Association
Ottawa Muslim Women's Organization
Ottawa Presbytery of United Church
Our Lady of Fatima
Parkdale United
Paroisse Sainte-Marie
Paroisse St. Gabriel Pauvres
Rideau Park United
Sisters of Holy Cross
Solseed Movement
South Gloucester United
South Nepean Muslim Community
Southminster United
St Paul's Eastern United
St. Aidan's Anglican
St. Alban's Anglican
St. Andrew's Presbyterian
St. Barnabas Anglican
St. Bartholomew's Anglican
St. Basil's Church
St. Basil's CWL
St. Elias Cathedral
St. George's
St. John the Evangelist Anglican
St. Leonard's Knights of Columbus
St. Luke's Anglican
St. Margaret's Anglican
St. Mark the Evangelist Anglican
St. Matthew's Anglican
St. Peter and St. Paul's Anglican
St. Peter's Evangelical Lutheran
St. Stephen's Anglican
St. Thomas the Apostle Anglican
Stittsville United
Temple Israel
The King's Daughters and Sons
Trinity United
Unitarian Universalist Fellowship of Ottawa
Vishva Shakti Durga Mandir Association
Woodroffe United

AUDIT SUMMARY FOR 2016

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2016

Statement of Operations				
For the year ended October 31				
	General Fund		Capital Asset Fund	
	2016	2015	2016	2015
Revenue				
Rental	\$ 446,328	\$ 438,065	\$ -	\$ -
Other contributions		39,338	-	-
Trillium Contribution		31,260	-	-
Donations and fundraising	140,995	111,506	-	-
Interest	7,442	2,440	600	729
Principal Memberships	7,501	6,100	-	-
Amortization of deferred contributions related to mortgage repayments	48,770	18,204	-	-
Other	-	1,928	-	-
	<u>651,036</u>	<u>648,841</u>	<u>600</u>	<u>729</u>
Expenses				
Projects	-	39,338	-	-
Donations and fundraising	12,244	37,744	-	-
Insurance	5,124	3,952	-	-
Marketing and Communications	998	1,140	-	-
Management services	43,360	42,813	-	-
Office	29,630	25,914	-	-
Professional fees	28,577	24,898	-	-
Rental operations	333,909	267,991	37,326	28,370
Salaries and benefits	192,361	145,044	-	-
	<u>646,203</u>	<u>588,834</u>	<u>37,326</u>	<u>28,370</u>
Excess (deficiency) of revenue over expenses before below items	4,833	60,007	(36,726)	(27,641)
Amortization of RRAP loan	6,404	6,404	-	-
Amortization of tangible capital assets	-	-	(103,179)	(
Amortization of deferred contributions related to capital assets	-	-	46,525	46,525
Excess (deficiency) of revenue over expenses for the year	\$ 11,237	\$ 66,411	\$ (93,380)	\$ (83,500)

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2016 report of the Auditors, Collins Barrow Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2016

Statement of Financial Position				
October 31	2016			2015
	General Fund	Capital Asset Fund	Total	Total
Assets				
Current				
Cash	\$ 1,081,477	\$ 21,837	\$ 1,103,314	\$ 556,267
Accounts receivable	24,022	254,996	279,018	681,333
Prepaid expense	8,215	-	8,215	6,488
	<u>1,113,714</u>	<u>276,833</u>	<u>1,390,547</u>	<u>1,244,088</u>
Assets under construction	-	11,798,568	11,798,568	1,142,601
Tangible capital assets	-	6,277,197	6,277,197	6,374,075
	<u>\$ 1,113,714</u>	<u>\$ 18,352,598</u>	<u>\$ 19,466,312</u>	<u>\$ 8,760,764</u>
Liabilities and Net Assets				
Current				
Accounts payable and accrued liabilities	\$ 62,394	\$ 2,109,667	\$ 2,172,061	\$ 298,575
Deferred contribution	259	-	259	259
Deferred contributions for capital fund	1,161,694	-	1,161,694	664,256
Current portion of promissory notes payable	-	89,000	89,000	33,000
Current portion of long-term debt	-	2,234,973	2,234,973	32,267
Interfund (receivable)/payable	(487,017)	487,017	-	-
	<u>737,330</u>	<u>4,920,657</u>	<u>5,657,987</u>	<u>1,028,357</u>
Promissory notes payable	-	321,000	321,000	344,000
RRAP loan	1,069	-	1,069	7,473
Mortgages payable	34,618	1,507,393	1,542,011	1,872,243
Deferred contributions related to assets under construction	-	7,630,347	7,630,347	1,017,355
Deferred contributions related to capital assets	-	1,502,902	1,502,902	1,549,427
Deferred contributions related to mortgage repayment	455,111	-	455,111	503,881
	<u>1,228,128</u>	<u>15,882,299</u>	<u>17,110,427</u>	<u>6,322,736</u>
Fund Balances				
Capital reserve		21,837	21,837	39,663
Internally restricted for capital fund reserve	9,244	-	9,244	9,244
Internally restricted for investment in tangible capital assets		2,448,462	2,448,462	2,467,475
Unrestricted	(123,658)	-	(123,658)	(78,354)
	<u>(114,414)</u>	<u>2,470,299</u>	<u>2,355,885</u>	<u>2,438,028</u>
	<u>\$ 1,113,714</u>	<u>\$ 18,352,598</u>	<u>\$ 19,466,312</u>	<u>\$ 8,760,764</u>

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2016

Statement of Changes in Fund Balances									
For the year ended October 31									
	General Fund				Capital Asset Fund				
	Capital Fund Reserve	Unrestricted	2016 Total	2015 Total	Invested in Capital Assets	Capital Reserves	2016 Total	2015 Total	
Balance, beginning of year	\$ 9,244	\$ (78,354)	\$ (69,110)	\$ 2,963	\$ 2,467,475	\$ 39,663	\$ 2,507,138	\$ 87,714	
Deficiency of revenue over expenses for the year	-	11,237	11,237	66,411	(56,654)	(36,726)	(93,380)	(83,500)	
Invested in capital assets									
Principal repayment of mortgages payable and promissory notes	-	(31,340)	(31,340)	(116,292)	31,340	-	31,340	116,292	
Contribution of land	-	-	-	-	-	-	-	2,364,440	
Additions to capital assets	-	(6,301)	(6,301)	(3,292)	6,301	-	6,301	3,292	
Net Transfer from Unrestricted to Fundraising Reserve	-	-	-	-	-	-	-	-	
Net Transfer from Capital Reserves to Unrestricted	-	(18,900)	(18,900)	(18,900)	-	18,900	18,900	18,900	
Balance, end of year	\$ 9,244	\$ (123,658)	\$ (114,414)	\$ (69,110)	\$ 2,448,462	\$ 21,837	\$ 2,470,299	\$ 2,507,138	

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2016

Statement of Cash Flows		
For the year ended October 31	2016	2015
Cash flows from operating activities		
Excess of revenue over expenses for the year		
General fund	\$ 11,237	\$ 66,411
Capital asset fund	(93,380)	(83,500)
Adjustments for		
Amortization of capital asset	103,179	102,384
Amortization of deferred contributions	(46,525)	(46,525)
Amortization of RRAP loan	(6,404)	(6,404)
Amortization of deferred contributions related to mortgage repayment	(48,770)	(18,204)
	<u>(80,663)</u>	14,162
Changes in non-cash working capital items		
Accounts receivable	402,315	(620,510)
Prepaid expenses	(1,727)	2,913
Accounts payable and accrued liabilities	1,873,486	234,649
Deferred contribution	-	(41,805)
Deferred contributions for capital fund	497,438	295,907
	<u>2,690,849</u>	<u>(114,684)</u>
Cash flows from investing activities		
Assets under construction	(10,655,967)	(1,142,601)
Additions to tangible capital assets	(6,301)	(36,732)
	<u>(10,662,268)</u>	<u>(1,179,333)</u>
Cash flows from financing activities		
Addition to long term mortgage interest payable	6,223	6,223
Addition to mortgages payable	2,207,994	-
Mortgage financing and transaction fees	-	-
Mortgages payable payments	(341,743)	(30,769)
Contributions to land	-	33,440
Additions to deferred contributions	6,612,992	1,539,440
Additions to promissory notes payable	38,000	5,000
Promissory notes principal repayments	(5,000)	(20,000)
	<u>8,518,466</u>	<u>1,533,334</u>
Increase (decrease) in cash during the year	547,047	239,317
Cash, beginning of year	556,267	316,950
Cash, end of year	\$ 1,103,314	\$ 556,267

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Appendix E: Projected Budget

PROJECTED BUDGET FOR 2017-18

REVENUES	
Grants	\$ -
Fundraising activities *	\$ 46,000
Revenues associated with rental properties	
Kent Street	\$ 38,700
Somerset Gardens	\$ 104,100
Blake Blvd	\$ 310,700
Other revenues	\$ 9,900
Total revenues	\$ 509,400
EXPENDITURES	
Salaries and benefits	\$ 94,300
Less: Allocation to the fundraising reserve	\$ (19,100)
Staff and office expenses	\$ 30,600
Board expenses	\$ 1,900
Legal, bookkeeping and other professional fees	\$ 25,300
Membership	\$ 1,300
Tenant relations	\$ 2,000
Expenditures associated with rental properties	
Kent Street	\$ 27,400
Somerset Gardens	\$ 70,500
Blake Blvd	\$ 241,500
Total expenditures	\$ 475,700
SURPLUS/DEFICIT	\$ 33,700

* Projected fundraising revenues do not include the current capital fundraising campaign.

* This budget does not include the revenues and expenditures associated with the Haven project.

Note: these figures represent the projected MHI budget as at October 2016, and are subject to change throughout the year as approved by the Board of Directors.

