

# ANNUAL REPORT 2019

**SUNDAY MARCH 31**

17th Annual General Meeting

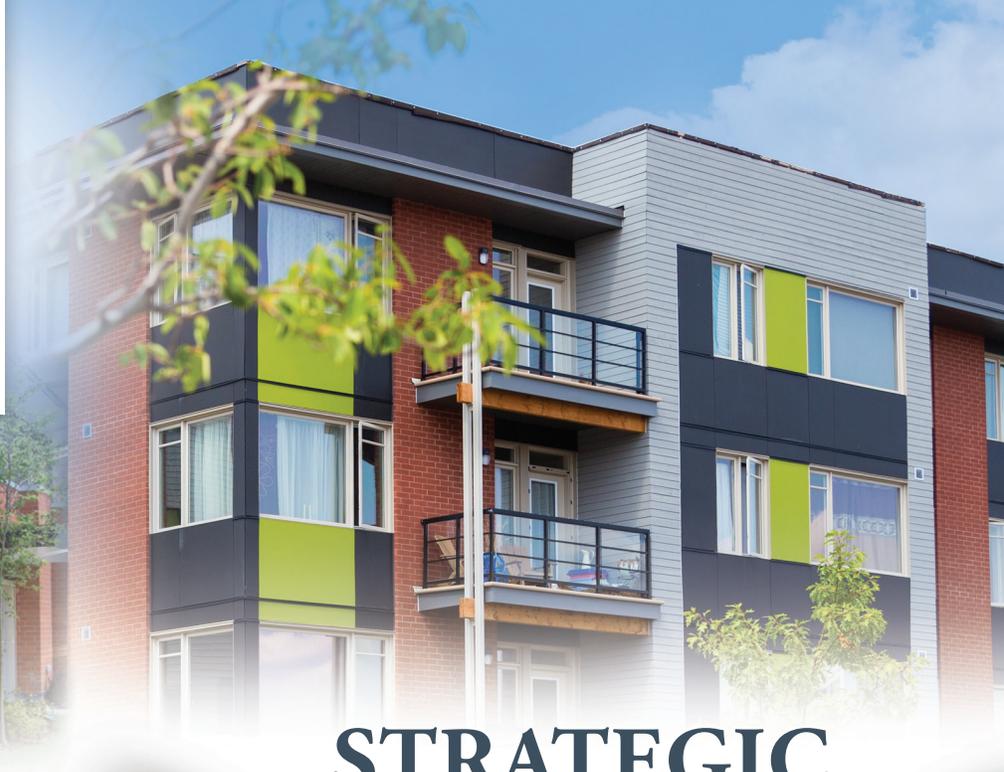


MULTIFAITH  
HOUSING INITIATIVE





## MULTIFAITH HOUSING INITIATIVE



# STRATEGIC PLAN

### **Mission Statement:**

To provide and promote safe, affordable, and well-maintained housing in inclusive communities, and to mobilize resources for these purposes.

### **Vision Statement:**

To lead in developing a greater understanding of, and commitment to, the expansion of innovative housing-related solutions within inclusive communities.

In support of this mission and vision, we are pursuing the following strategic objectives and initiatives:

### **Strategic Objective A:**

*Mobilize and expand our community reach*

#### **Initiatives:**

1. Engage faith groups and other communities in programming that captures the imagination and passion of its members.
2. Increase the interactions between and among different faith groups and other communities.
3. Identify, share, and promote best practices within faith groups and other communities.
4. Identify and engage champions in faith groups and other communities.
5. Research and leverage existing structures in faith groups and other communities.

[www.multifaithhousing.ca](http://www.multifaithhousing.ca)

*Celebrating 15 years of Communities Building Communities!*

### **Strategic Objective B:**

*Ensure our long-term sustainability*

#### **Initiatives:**

1. Manage the funding, construction, and operationalization of new projects.
2. Research and develop competitive staff salaries and benefits packages.
3. Develop and implement a long-range funding plan to support subsidies that MHI extends to its existing tenants.
4. Investigate and implement approaches to the recruitment of, and support to, volunteers and acknowledgement of their contributions.
5. Ensure that the capital expenditure revenue account is adequately funded to meet building maintenance and improvement needs.
6. Strengthen and equip MHI leadership.
7. Enhance our fundraising model, processes, and successes.
8. Promote practices that enhance the engagement of tenants and support their residency.

**MULTIFAITH HOUSING INITIATIVE  
SEVENTEENTH ANNUAL REPORT  
MARCH 2019**

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## MISSION STATEMENT

The mission of Multifaith Housing Initiative (MHI) is to provide and promote safe, affordable, and well-maintained housing in inclusive communities, and to mobilize resources for these purposes.

## VISION STATEMENT

To lead in developing greater understanding of, and commitment to, the expansion of innovative housing-related solutions within inclusive communities.

## PATRONS 2018

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; and represent and speak publicly in support of MHI.

| NAME                           | REPRESENTING                          |
|--------------------------------|---------------------------------------|
| Rev. Dr. Andrew Bailey         | United Church                         |
| Rabbi Menachem Mendel Blum     | Jewish – Orthodox                     |
| Donna Boisvert                 | Baptist Canada Conference             |
| Rabbi Elizabeth Bolton         | Jewish – Reconstructionist            |
| Rabbi Reuven Bulka             | Jewish – Orthodox                     |
| The Rt. Rev. John Chapman      | Anglican Bishop                       |
| The Rt. Rev. Peter Coffin      | Anglican Bishop/Armed Forces (Ret'd.) |
| Imam Ziad Delic                | Muslim - Sunni                        |
| Rev. Fred Demaray              | Baptist – CBOQ                        |
| Rev. Dr. Karen Dimock          | PCC – Presbyterian                    |
| Rabbi Steven Garten            | Jewish – Reformed                     |
| Imam Sakhinder Hashmi          | Muslim – Sunni                        |
| Wendy James                    | Baha'i                                |
| Rev. Fr. Jacques Kabangu       | CCCA/ Roman Catholic                  |
| Rev. Martin Malina             | ELCIC Lutheran Dean                   |
| Imam Sammy Metwally            | Muslim – Sunni                        |
| Rabbi Robert Morais            | Jewish – Reformed                     |
| Pandit Ravindra Naryan Pandey  | Hindu                                 |
| Most Rev. Terrence Prendergast | Roman Catholic Archbishop             |
| Rev. David Sherwin             | UCC – Presbytery Minister             |
| Nitya Varma                    | Hindu                                 |
| Rev. Canon John Wilker-Blakley | Anglican/CCCA                         |

## HIGHLIGHTS OF 2018

Mutifaith Housing Initiative continues to move forward in addressing the need for affordable housing solutions in Ottawa.

- The Board of Directors has begun to implement the new strategic plan, adopted in 2017, through the work of new staff and committee workplans. These workplans were designed to support the objectives that mobilize and expand our community reach and ensure our long-term sustainability.
- 2018 was an award-winning year. The Haven was nominated for – and won – the 2018 Ottawa Homebuilders Association Award in the “New Built Community” category. This is the first time that an affordable housing project has won the award. In addition, long-time Development Committee volunteers Barbara Levine and Bruce Marshall were awarded the 2018 Ontario Volunteer Service Awards.
- The land transfer for Veterans’ House has been completed. The development of the site plan continues to progress and MHI expects that shovels will be in the ground this summer.
- Once again, the contributions of our volunteers continues grow. In 2018, the number of volunteers who donated their valuable time increased to 245. The number of hours that volunteers donated increased to 8200, an increase of 17 percent over 2017.
- To meet the expanding responsibilities that MHI now carries, a new committee has been formed – the Governance Committee. The Governance Committee will ensure that appropriate policies, processes and structures are in place to achieve MHI’s objectives.
- Our auditor has confirmed that MHI is financially healthy and sustainable for the long term. Please see the final four pages of this document for a detailed breakdown of our financial statements.
- MHI hosted its first-ever gala in support of Veterans’ House on September 14, 2018. The event was a fantastic success and took place at the Ottawa Aviation and Space Museum.
- MHI welcomes Amanda Smith-Millar as the new Manager of Communications and welcomes back Catherine Morton to her position as the MHI Office Administrator.
- In 2018 the following were named as patrons of MHI: Rabbi Menachem Mendel Blum, Donna Boisvert, Imam Sikander Hashmi, and Rev. Canon John Wilker-Blakley.

## PRESIDENT'S REPORT

In just the past two years, Multifaith Housing Initiative has gone from an organization managing 41 units to one that oversees a total of 139 units that, in turn, are now home to over 400 residents. Today, MHI is a multi-million dollar enterprise playing a significant role in addressing the homeless situation in the Ottawa area. We have come a long way in a relatively short time.

2018 was an especially productive and fulfilling year for MHI. It began with our much-anticipated 98-unit project in Barrhaven, the Haven, completely filled and housing over 300 persons. On top of that, the Haven was completed on time and under budget, and it was also the recipient of the 2018 Ottawa Home Builders Association Award for “New Built Community”, which is a tremendous honour in the very competitive design and architecture world. These major accomplishments were due to the tireless work and excellent planning of our MHI staff and partners.



Being the kind of proactive organization we are, there was no way we were going to sit back on our laurels and bask in the glow of our success with the Haven. Instead, we carefully laid the groundwork for our next flagship project, the 40-unit Veterans' House facility that will be situated on the old Rockcliffe Air Base. Over the course of the past year, we have forged new alliances, created working teams, and launched key initiatives designed to move that initiative forward.

A major focus of the Veterans' House project has been the formation of a robust fundraising program, known as our Capital Campaign. It is through the Capital Campaign that we will collect the \$5-million portion of the total project cost MHI is obliged to raise on its own. I am delighted to confirm that we are well underway, and at the same time, have been laying the groundwork for future pledges and donations. On that front, we certainly have to thank the British High Commissioner to Canada, Her Excellency Susan Jane le Jeune d'Allegeershecque, who hosted a well-attended garden party for some of our key donors and supporters this summer at her residence. That event was followed by a fundraising gala dinner with potential donors this past fall at the Canada Aviation and Space Museum that drew a sold-out crowd of 200 persons.

The other major portion of Veterans' House funding will come from Canada Mortgage and Housing Corporation (CMHC) and, specifically, from CMHC's Co-Investment Fund. The application process for the CMHC contribution has proven to be a learning experience for both sides, especially since this is a brand new funding program for CMHC and they, like us, are learning as they go. However, due to hard work on both sides, and especially by our Executive Director, I am delighted to report that the process has advanced to a stage now where the next milestone will be a letter of funding intention from the corporation.

Given the incredible growth MHI experienced in just the past two years, the board recently turned its attention to tightening up MHI's internal operations by establishing a Governance Committee chaired by board member Bill Austin. The mandate of the committee is "to assist the Board to create and maintain healthy governance such that MHI effectively and efficiently achieves its objectives in a manner consistent with: leading edge governance standards, good practices and its culture." This follows on, and compliments, work the board did last year to build a three-year strategic plan that now forms the basis of all major initiatives moving forward. The two strategic objectives of the plan are to "mobilize and expand our community reach" and to "ensure our long-term sustainability." A primary role of the Governance Committee will be to ensure we continue to meet those important objectives.

And the fact of the matter is, we must continually strive to meet those objectives as we work to expand our footprint in the Ottawa affordable housing market. Today, more than 10,000 local households are waiting to for low-rent housing. Depending on the kind of unit required and the degree of urgency, the wait for accommodation can stretch upwards from four to ten years, and that hasn't changed much in the recent past. We, and others doing similar work in the region, have a high hill to climb. But it is certainly worth the effort.

On a personal note, I would like to say what a privilege it has been to serve as vice president and then president of Multifaith Housing Initiative since 2014. Our success, as always, is a tribute to a core group of dedicated volunteers, our benefactors and patrons, a superb staff, key committees, and an engaged board. Because of you all, we have grown to become an integral part of the Ottawa affordable housing community.

Bless you all for supporting the work we do, and that we will continue to do in the years to come.

Sincerely,



Mike Ward  
MHI President

## EXECUTIVE DIRECTOR'S REPORT

*"The most difficult thing is the decision to act, the rest is merely tenacity. The fears are paper tigers. You can do anything you decide to do."*

*– Amelia Earhart*

It is the job of the clergy person, no matter their faith tradition, to attempt to transcribe the divine and make it reachable by Joe Human. They spend their lives studying sacred texts, and theology, and interpreting it so that each and every person can understand how their faith belief could be applicable in their own lives. So that Joe Human can find the sacred in the mundane. In this way, clergy themselves become a tool of the spiritualization of earthly life, and, thereby, shape and change how humanity as a whole moves forward. It is a worthy endeavour.



Likewise, it is the job of MHI to transcribe the struggle of the poor and the homeless – those desperately in need of the basic necessity of secure shelter – and make it understandable by Joe Middle-Class. We have spent much time studying the issues, researching the causes, and modelling different solutions. We have highlighted a new focus on ensuring we communicate what we know to all of our member communities, volunteers, and the public at large. MHI seeks to become a tool as well. We wish to be a tool of change. Change in how society addresses the needs of the poor. A change in, not only the lives of those we are housing, but the lives of all those who our tenants affect, all those who love them. And even a change in how we see those whom we seek to help. It is also a worthy endeavour.

I have always lived by the conviction that we can do anything we set our minds to. In fact, it has been my life's guiding principle. The hardest thing is deciding what to do, and then committing to it. The rest is simply staying on the path, no matter the weather.

The winds of change blew through Ontario in 2018. We had our first real change in power in the province since 2003, and I will tell you that for many in our sector who were here when the Conservatives were last in power, it was a change that was greeted with some apprehension. In addition, this apprehension was being punctuated by a fast moving international political climate that kept everyone on their toes, and maybe left some people feeling uncertain or even fearful for the future. However, the future has always been an exciting place for me, and also for MHI. Filled with hope, it is the place where we turn today's visions into tomorrow's realities. Once the difficult task of deciding what to do has been achieved, all that is left to do is to walk that line from vision to reality.

Multifaith Housing Initiative is committed to what we are doing, to our communities, and to our mission. We are strong in our unity, and steadfast in ensuring that we will achieve each and every goal we set our minds to. We believe that families deserve better than old motel room shelters, living in substandard or dangerous conditions, and we have dedicated ourselves to

giving them better. We hold that the people of this country owe a duty of care to our veterans who have given so much serving us, and have, for one reason or another, fallen through the cracks. And we have devoted ourselves to doing something about it. The Haven isn't just operational, it's thriving. Veterans' House has taken shape, and we will look ahead to 2019 being another year in construction, as we prepare to break ground on this important project. We have the vision, we own the goals, we are walking the path.

We all recognize our commitment to act is not always going to be an easy road to march along, but when backed by a solid commitment and a strong team, we make an unstoppable force. While we may indeed live in interesting times, it's up to us to make them great times. And we will do so by continuing to act, and continuing to see our commitments through to their successful completion. So, here is looking at everything we have achieved, and have yet to achieve, and knowing, as I do, that MHI is equal to the task.

Thank you,

A handwritten signature in cursive script, appearing to read "Suzanne Le".

Suzanne Le  
Executive Director

## BOARD OF DIRECTORS 2018

|                                  |                                  |
|----------------------------------|----------------------------------|
| Mike Ward – President            |                                  |
| Christian Kratchanov – Treasurer |                                  |
| Kimberly Walker – Secretary      |                                  |
| Archna Abrol                     | Suzanne Le – Executive Director* |
| Bill Austin                      | Awad Loubani                     |
| Bernard Benoit                   | Phyllis MacRae                   |
| Sherill Besser                   | Bruce Marshall                   |
| Fran Klodawsky                   | Jan Mattingly                    |
| John Harrison                    | Neil Raynor                      |

\* = *ex officio*



## EXECUTIVE COMMITTEE

|                                  |                                  |
|----------------------------------|----------------------------------|
| Mike Ward – Chair & President    |                                  |
| Bill Austin – Vice President     | Suzanne Le – Executive Director* |
| Bernard Benoit – Member at Large | Kimberly Walker – Secretary      |
| Christian Kratchanov – Treasurer |                                  |

\* = *ex officio*

## FINANCE COMMITTEE REPORT

|  |                 |
|--|-----------------|
| Christian Kratchanov – Chair & Board Treasurer |                 |
| Christine Kwasse                               | Frederick Pratt |
| Lauren Kupferschmid                            | Elisha Ram      |
| Suzanne Le*                                    | Gabe Spector    |

\* = *ex officio*

*“Finance is not merely about making money.  
It's about achieving our deep goals and protecting the fruits of our labor.  
It's about stewardship and, therefore, about achieving the good society.”  
– Robert J. Shiller*

To achieve the mission of our charitable organization, we have to run our business well. This means, among other things, managing revenues of almost \$2,000,000 and annual expenses just under this amount.

For the year ending October 31, 2018, we were successful in managing our finances. In fact, based on our accounting records, we exceeded our key operational financial goal. Specifically, our rental operations generated an actual surplus of about \$235,000 compared with a budgeted surplus of \$197,000. These accounting records will be audited (as is the case every year) and the exact number is visible in the financial statements found at the end of this report.

This surplus provided financial security for all individuals and their families to whom we provided rental subsidies by enabling us to continue to do so in 2019. The surplus also ensures a ready reserve is ready to meet the maintenance and repair needs of the building. This is in line with our strategic objective B.5 of our Strategic Plan.

For the first time this fiscal, MHI managed 139 units with 450 residents for a full calendar year. Prior to the completion of the Haven, we had 41 units and about 100 residents. As the size of the people we directly serve has more than doubled, our operational demands have also significantly increased. While this was a big challenge for MHI, we passed the test with flying colours. Adding the Haven with its 98 units to our older properties (Somerset Gardens, Blake House and Kent House) was done successfully.

Every month, Finance Committee members meet to review the financial statements, and to compare actual results to the budget. We discuss significant variances, as well as how to best ensure MHI can meet, and if possible, exceed its operating financial goals. Through the MHI Board monthly meetings, we also regularly update the board members on our financial position.

In addition, during the Finance Committee and MHI Board meetings, we discuss how the various risks facing MHI can impact its operation, with particular emphasis on the financial situation. This process takes place in an integrative manner where risks and financial challenges

are considered along with all the other important and relevant factors. The Finance Committee found this approach to be very beneficial, and preferable to the alternative of having a separate discussion focusing primarily on risk management. Our current proven practice will continue in 2019.

All of this would not have been possible without the members of the Finance Committee actively participating in their discussions in a spirit of cooperation, with the aim of optimizing MHI financial management. Healthy discussions of MHI financial situations and challenges are more than half the recipe for financial success. This brought two main benefits: financial security for our tenants, and a strong financial record that encourages needed financial contributions toward the new Veterans' House development project.

Going forward, the main financial challenge will be to ensure the success of the next construction project: Veterans' House. Veterans' House will provide 40 apartments in a three-storey building for homeless veterans who are "living rough" in Ottawa. From a financial perspective, this means ensuring coordination among our fundraising and construction efforts so we have sufficient cash flow through the construction period and beyond.

I am confident the Finance Committee will work effectively with MHI internal and external stakeholders as it explores, confirms, and secures the required funding through its growing network of financial contributors.

## GOVERNANCE COMMITTEE

| Bill Austin - Chair  |                                  |
|----------------------|----------------------------------|
| John Harrison        | Phyllis MacRae                   |
| Fran Klodawsky       | Suzanne Le – Executive Director* |
| Christian Kratchanov |                                  |

\* = *ex officio*

Consistent with our strategic objective of “ensuring our long-term sustainability,” in the fall of 2018, the board asked a number of board members to initiate a review of MHI’s governance practices. An ad hoc task group was established which included: Archana Abrol, Awad Loubani, Bill Austin, Fran Klodawsky, John Harrison, and Suzanne Le.

It had been sometime since governance was reviewed by the board, while MHI has grown and evolved significantly, particularly with the opening of the Haven. There was increasing interest being paid to governance in a variety of circumstances ranging from multiple levels of governments and their agencies, to potential and past donors. The complexity of MHI’s responsibilities had increased and will increase again when Veterans’ House opens its doors. The point was noted that MHI is now a multi-million dollar enterprise and the Board felt it was time for a review.

With an eye on our past, as well as our future, discussions on governance took place at board meetings in the Fall. MHI Board members provided input, suggestions, and reviewed various documents that provided history and context.

The Governance Committee will ensure that MHI meets its legal and fiduciary responsibilities to our stakeholders. It also will make sure that the appropriate organizational policies and structures are in place to deliver results and to protect assets without undue administrative burden.

The mandate of the Governance Committee is to assist the Board to create and maintain healthy governance such that MHI effectively and efficiently achieves its objectives in a manner consistent with leading edge governance standards, good business practices and its culture.

Responsibilities of the GC include:

- Regularly reviewing the governance framework to ensure it is operating as intended;
- Reviewing bylaws and Board policies on a rotating basis;
- Monitoring compliance with MHI’s bylaws and policies;
- Recommending succession plans and processes to recruit and nurture candidates for the Board; and
- Providing to the Board, for its approval and use, an evaluation process to assess the effectiveness and efficiency of the Board and the health of relationships between the Board, Committees and the Executive Director.

## MEMBERSHIP & OUTREACH COMMITTEE

|   |                                     |
|---|-------------------------------------|
| Fran Klodawsky – Chair & Board Representative |                                     |
| Gay Richardson – Secretary                    | Awad Loubani – Board Representative |
| Sahada Alolo – Community Engagement Manager*  | David Spring                        |
| Fred Demaray – Patron Liaison                 | Leila Seig                          |
| Chris Lewis                                   | Suzanne Le – Executive Director*    |

\* = *ex officio*

MOC’s mandate is to build and nurture a strong membership base for MHI and to sponsor events, make presentations, and provide educational materials to motivate faith communities, the general public and their leaders to promote and help provide affordable housing in Ottawa.

During 2018, MOC prepared a workplan to align with MHI’s Strategic Plan Objective A. To this end, we focused on three sets of activities: 1) widening and deepening our relationships with both current members as well as organizations who have not yet joined or are more tentative about MHI; 2) planning and executing National Housing Day to exemplify MHI’s Mission and Vision; and 3) reflecting upon and developing an action plan to more effectively engage MHI Patrons.

Members of MOC and Sahada Alolo, Community Engagement Manager, attended and presented at various member community events throughout the year. These outreach efforts continue to reap benefits and we are now working to further systematize our approach. Beginning in 2019, MOC will be offering to present about MHI at whatever venues our members deem to be appropriate (ie. information fairs, services, etc), with the goal of connecting directly with each member community at least once over a three year cycle. In 2018, 80 faith communities and faith-based organizations joined MHI. As of January 21, 2019, 55 faith communities had already renewed their affiliation with MHI for 2019.

On November 18, 2018, MHI’s National Housing Day celebration consisted of a prayer service as well as a reception at Ottawa City Hall. Sister Jean Goulet gave a moving reflection about MHI’s genesis and evolution. She reminded us about MHI’s founding document, that: “Faith communities have an important and unique role to play among those who seek solutions to the crisis in affordable housing in Canada. We, as people of faith, from a variety of traditions, share spiritual values that motivate us to promote inclusive and healthy communities with the key element being the provision of adequate housing for all.” Imam Delic, Rabbi Garten and Wendy James (Baha’i) each contributed reflections that reinforced this message.

Currently, we are reviewing our recommendations to the Board for the appointment of Patrons. We are also reviewing our approach to on-going communications with both Patrons and faith community members.

In addition to Religious Patrons, beginning in 2019, MOC will also deliberate about the possible appointment of Civic Patrons to MHI. These individuals will be community leaders who are highly respected by at least one faith tradition in the Ottawa area and who agree to proactively support MHI's Mission and Vision. There also is interest in exploring opportunities for MHI Patrons to interact with one another in both formal and informal ways.

In 2018, the following were named as patrons of MHI: Rabbi Menachem Mendel Blum, Donna Boisvert, Imam Sikander Hashmi, and Rev. Canon John Wilker-Blakley.

## HOUSING MANAGEMENT COMMITTEE

|                                     |                                  |
|-------------------------------------|----------------------------------|
| Lori Simpson – Chair (LSM Services) |                                  |
| Bernard Benoit – Board Liaison      | Fraser MacIsaac                  |
| Danielle Dugas                      | Christa McIntosh                 |
| Connor Garrett                      | Suzanne Le – Executive Director* |
| Mira Goc                            | Geoff Lee                        |
| Jeannine Gougeon                    | Zabi Tarshi                      |
| Brian Kinsley                       | Mary-Ann Schwering               |

\* = *ex officio*

At the beginning of the 2018 the Housing Management Committee (HMC) listed its goals and objectives for the upcoming year. One of the goals was to obtain a new building condition assessment (BCA) for Blake House. The assessment identifies the condition of the building to determine a timeline and costing for the replacement of structural components and capital items over time. The HMC hired Pinchin Group for the work and in the late fall of 2018, the BCA report was delivered. Unit inspections were also completed at Blake House in February 2018. The Committee used the findings from the unit inspections and the BCA to develop a sound capital spending plan for Blake House going forward.

Last year, HMC completed renovations in several units and prepared many others for unit turnover. Improvements to the housing stock was evident at all properties and the Committee ensured all vacant units were filled without delay.

The HMC also developed a new lease agreement for the tenants at Blake House, Kent House and Somerset Gardens. The new agreement was developed, in part, to revamp the parameters of the subsidy portion of the agreement.

There were some challenges in 2018, including a few difficult evictions that were necessary to ensure the overall health and quality of life for our tenant community. All evictions were successful due to the hard work of MHI’s legal team, MHI staff and LSM staff. Some deficiencies were also addressed at the Haven and the remaining issues will be addressed in the coming year.

The HMC will continue with improvements at all properties. Security at all properties will remain an important focus. Security cameras will be added and intercom systems will be refurbished at Blake House. Cleanliness, upkeep and signage at all properties will be maintained to a high degree. To reduce water consumption, rain barrels will be added to the Haven’s new garden.

Scheduled capital spending will continue at Blake House, including the replacement of the heating boiler, replacing bathtubs and outdated unit electrical panels.

## PROPERTY MAINTENANCE TEAM REPORT

**THE PROPERTY MAINTENANCE TEAM** – Howard Clark, Danielle Dugas (Team Leader), Mira Goc, Brian Kinsley, Fraser MacIsaac, Louise Patry, Babara Smith, and Lawrence Wolofsky.

The Property Management Team (PMT) is an integral part of the Housing Management Committee and is comprised of volunteers that support MHI and LSM staff. In the past year, the flow of work has slowed down, but PMT has continued to serve the Housing Management Committee. Their time and effort have kept the capital and operating spending within the budgeted amounts year after year. PMT has dedicated 800 hours this past fiscal year, representing some \$30,000 in savings to MHI.

Unit preparation was needed in the summer and fall of 2018. PMT refreshed the paint on all stairwells and common areas at Kent House and Blake House this past spring, and re-organized and tidied up the storage rooms. The ongoing work of installing polyvinyl on the staircases at Blake House came to a welcome conclusion this spring. This labour-intensive project began two years ago when the carpets in all six stairwells were removed.

With our shared work, the friendship among the PMT has grown deeper and we are richer in good memories and shared satisfaction (not to mention weary muscles and bones).

## RESIDENT RELATIONS COMMITTEE

|   |               |
|---|---------------|
| Sherill Besser – Chair & Board Representative |               |
| Sahada Alolo – Community Engagement Manager*  | Mavis Mason   |
| Edward Ellis – Budget Secretary               | Karen Shiller |

\* = *ex officio*

**THE HAVEN RESIDENT RELATIONS TEAM** – Hanan Al Charif, Sarah Church, Carole Dailey, Diane Ford-Robinson (Vice-chair), Nancy Hazen, Hisham Javed, May Jebara, Anita Latour, Jojo Loum, Lina Maleki, Muna Mohammed (Chair), Glen Robinson.

The Resident Relations Committee (RRC) developed a list of objectives at their last annual retreat. The objectives were integrated into a work plan that took into account the MHI strategic plan. We are happy to report that all the items have been completed or are ongoing.

The mandate of the Resident Relations Committee (RRC) is to help residents succeed in managing their responsibilities as residents and thus minimizing their risk of housing loss. The RRC promotes practices that engage tenants and support their residency in MHI properties.

RRC volunteers facilitate neighbourly relations within MHI buildings, and help connect residents with the Ottawa community as a whole, as needed. RRC volunteers try to address concerns raised by tenants before they become issues and facilitate conflict resolution solutions between residents when needed. Through support and activities, the Resident Relations Committee and Resident Relations Team (RRT) foster relationships that help those we serve.

In addition to contact by RRC volunteers, new residents of Blake House receive a welcome package, a comprehensive document that was completed this year. Relevant sections of the welcome package will also be distributed to existing residents.

The RRC encourages resident participation in activities to build a sense of community. There was a summer BBQ and a Christmas party at Blake House, as well as the planting of garden boxes. Two potluck dinners were held at Somerset Gardens, one shortly before Christmas. In December, gift bags were distributed to all residents of Blake Boulevard, Somerset Gardens, the Haven, and Kent Street properties. The Kent and Haven gift packages included grocery cards, which were generously donated by our supporters and members for residents who lost power and suffered food loss following the tornado in September.

Residents and volunteers at the Haven participated in a number of community events, including the Passover event, a summer barbeque to celebrate the official opening of the Haven, and the annual Christmas party. All of the events were successful and enjoyed by those in attendance.

The RRC has implemented guidelines to support new volunteers through mentoring. Members also received training on rent subsidies, evictions and the duty to accommodate. At the Haven, a counsellor from the Catholic Centre for Immigrants delivered a presentation on cultural

sensitivity, refugee sponsorship, and the citizenship process to help the RRC better understand and interact with residents.

Volunteers developed the “Barrhaven Resource Guide”, which includes extensive information on health, legal, and financial resources in Barrhaven and the greater Ottawa region, and also created a welcome package for new residents at the Haven.

The RRC also developed a consent form that, if signed by a tenant, authorizes the disclosure of information when a tenant is at risk of eviction. It is hoped that this will lead to better outcomes for residents. To this end, the RRC will develop a document that explains its role in clear terms so that tenants who aren’t engaged with the RRC may see the benefit of a tenant-volunteer relationship.

### **HAVEN COMMUNITY BUILDING TEAM**

**THE HAVEN COMMUNITY BUILDING TEAM** – Sahada Alolo, Donna Boisvert, Jane Burgess, Dianne Cardin, Harvey Goldberg, Nancy Hazen, Liz Neiman, Leila Seig, Carla Van Delen, Mara Watson

The Haven Community Building (CBT) team of volunteers help to promote diverse multicultural, multifaith and inclusive community through a positive learning experience; and also to encourage resident's participation in community events and improve their residency experience.

The CBT enlisted the help of Rabbi Blum of the Ottawa Torah Centre Chabad to help us celebrate the Passover, the Jewish festival of freedom. Rabbi Blum and Fran Klodawsky facilitated a hands-on matzah baking workshop. Participants also learned about the Passover seder and the exodus from Egypt, sang Passover songs and enjoyed matzah bread.

With funding from the South Nepean Muslim Community, the Muslim ladies of the Haven helped to plan an event to mark Eid. The ladies at the Haven organized the children to design Eid themed games, arts and crafts projects and decorations for the community room. The day was marked with storytelling about Eid, followed by a question and answer session for the children and a feast.

We ended the year with a fun-filled Christmas party supported by Sequoia Church, Barrhaven United Church, Knox United Church and Salvation Army Church. The three-day event started with volunteers and children creating arts and crafts, Christmas tree ornaments, and room decorations. The following evening, members of Sequoia church decorated cookies with the children, after which each child received a box of cookies to take home. The actual Christmas event opened with caroling on the Haven grounds by members of Salvation Army Church. The children of the Haven dressed up in costumes to act out the Nativity. The choir group from Barrhaven graced the occasion with Christmas hymns. Apple cider, hot chocolate and lots of cookies were served.

In 2019, we will continue to celebrate religious events while working towards the integration of the residents of the Haven both internally amongst themselves and with the Barrhaven municipal community service providers.

If your community would like to take part in hosting an event special to your faith calendar, please reach out to the office, as we always looking for more member participation in these activities.

## DEVELOPMENT COMMITTEE REPORT

|                        |   |
|------------------------|---|
| Barbara Levine – Chair |   |
| Bill Austin            | Brian Kinsley                             |
| Jean-Pierre Baribeau   | Suzanne Le – Executive Director*          |
| Kathy Berquist         | Arthur Loeb                               |
| Werner Daeschel        | Bruce Marshall – MHI Board Representative |
| Patrick Francouer      | Sami Mohanna                              |
| Elena Goubanova        |   |

\* = *ex officio*

In 2018, a committed and engaged group of volunteers continued to lend their intellect, interest and experience to Development Committee (DC). The focus of this committee aligns tightly with strategic objective B.1. It is central to MHI’s mission of providing safe, affordable and well-maintained housing, particularly when it comes to mobilizing financial and professional resources for specific initiatives, and to overseeing the planning, design, construction and quality control of new buildings as well as acquisitions.

In the past year the Committee’s focus was almost exclusively directed to supporting MHI staff and local partners in planning the design, preparing for construction and seeking funding for Veterans’ House. DC has definitely benefited from the fact that almost all its volunteers worked together to make the Haven a reality, and were able to call upon this expertise and common history as MHI prepares for construction of Veterans’ House to begin in 2019.

Veterans’ House will be the first of its kind in Canada. Not only does this innovative residence align perfectly with the federal government’s 2018 National Housing Strategy, but it will also reduce pressure on the City of Ottawa’s limited supply of supported affordable housing. And with other Haven-style projects in the early feasibility stage, the Development Committee is committed to helping MHI actualize its vision of helping to create more innovative housing within inclusive communities.

Veterans’ House is a wholly unique undertaking for MHI. It is exploring new territory with a remarkable group of partners, convened by MHI to respond to an urgent need, “to expand our community reach ....and develop programming that captures the imagination and passion of its members”. Canadian Forces Morale and Welfare Services, Canadian Mortgage and Housing Corporation, Ottawa Salus, Ontario Command and District G of the Royal Canadian Legion, Soldiers Helping Soldiers, True Patriot Love and others have all come together to create something that has been sorely lacking in Canada – safe, supportive, healing housing for Canadian military veterans.

In March 2018, the transfer of over two acres of land on the former Rockcliffe Air Force Base, from Canada Lands Corporation (CLC) to MHI via a federal government program was successfully completed. Design work with partner organizations, Cahdco (MHI’s development

consultant) and the architectural firm of CVS continued throughout the year. Detailed site plans were finalized and submitted to the City of Ottawa Planning Committee in November 2018 and the VH integrated planning team is in the process of addressing questions and issues raised by the City and CLC.

Like every affordable housing project, securing financing for Veterans' House has been a challenge. In addition to supporting the Capital Campaign directly and indirectly, DC members were involved in reviewing several applications to obtain capital and initial start-up financing for the project, primarily from federal government sources. While there are still many hurdles to cross, DC is optimistic that ground-breaking could take place as early as July 2019, with tentative completion for October 2020 and occupancy beginning in November 2020.

As part of the design process, committee members carefully examined the benefits and costs of using cutting-edge Passive House technology to build sustainable and energy efficient affordable units. Not only is this technology consistent with MHI's most fundamental values, it makes good financial sense. Several committee members were directly involved in an intensive "Savings By Design" charrette, organized in October 2018 and funded by Enbridge. As a result of this work, the Veterans' House building is projected to have energy savings performance of 41% over and above Building Code.

Also during the design phase, DC reviewed a proposed Community Outreach plan for the neighbourhood, and a Development Committee member participated with the Executive Directors of MHI and Salus, and a volunteer from Soldiers Helping Soldiers, in a series of four meetings with a new community association formed on the former base. The purpose of this initiative was to facilitate community awareness and understanding of the project, and to encourage eventual neighbourhood involvement and assistance in integrating residents.

Several DC volunteers were recognized this year for their contribution to creating vibrant inclusive Ottawa communities. The 2018 Ontario Volunteer Service Awards were presented to Bruce Marshall and Barbara Levine for their outstanding vision, commitment, and leadership in promoting affordable housing to the benefit of the community-at-large. These two veterans of Development Committee remind us all of the priceless value of dedicated volunteers. The awards were presented by the provincial Minister at a recognition ceremony during National Volunteer Week in April 2018.

From the early days of planning for the Haven, MHI has eagerly looked forward to a participatory learning process that would draw lessons learned from the development, construction, financing and early operations of the project. In the late summer of 2018, MHI began to work with an affordable housing consultant who will facilitate a workshop with other stakeholders in Ottawa and in the province involved with the development of affordable housing. Various partners and associates from the public sphere (City of Ottawa Housing and Planning Departments as well as Infrastructure Ontario), private sector (the architect, construction company, project manager, environmental and construction consultants) and other social service and affordable housing providers will participate in and benefit from a

closer look at the Integrated Design Process that MHI used as a framework for design and construction of the 98-unit Haven community. This Lessons Learned initiative will be completed by the end of June 2019 in partnership with Ottawa Salus and is funded and supported by the Ottawa Community Foundation.

## FUNDRAISING COMMITTEE

|   |                   |
|---|-------------------|
| Christine Francoeur                       | Nitya Varma       |
| Suzanne Le – Executive Director*          | Kathy Yach        |
| Sheldon Leong – Fund Development Manager* | Mike Ward – Chair |

\* = *ex officio*

Each year, the Fundraising Committee's overall efforts help to ensure that the housing MHI provides remain affordable and are enhanced by the variety of programs that we offer. From capital campaigns that helped build the Haven and supporting future projects such as Veterans' House, to building a new play area at the Haven, we are constantly engaging our members to support our fundraising initiatives. Our donor base continues to grow and with Veterans' House, we are reaching a new audience who are sympathetic to the plight of homeless veterans.

In March 2018, MHI launched the Veterans' House Campaign with the goal to raise \$5 million. It is MHI's most ambitious fundraising target to-date and to assist us in our fundraising, we secured the services of Wayne Hussey Consulting Inc. - a father-son team that has over 35 years of fundraising campaign leadership experience. We have had a tremendous start and in less than a year, we have confirmed donations and pledges of over \$2.24 million (that's approximately 45% of our fundraising goal), and we're still in the quiet phase of the campaign! As we continue to roll out the campaign plan, we will be reaching out to all our members and the community at-large in 2019. We are confident that we will receive the same positive responses and generosity we have received so far.

On September 14th, 2018, MHI hosted a very successful Veterans' House Gala at the Canadian Aviation and Space Museum. The Presenting Sponsor for the evening was Canso Investment Counsel Inc. and together with a host of other sponsors, the event highlighted the importance of this much-needed housing community for our homeless veterans. Guests were treated to a preview of what Veterans' House would look like inside the main building and the surrounding green space. Our guest speaker, retired Lieutenant-General of the Canadian Forces and MP, Andrew Leslie, spoke about how veterans can benefit from the support programs that will be accessible at Veterans' House and encouraged everyone to support this initiative.

Despite the strike at Canada Post in late 2018, we proceeded with our annual direct mail campaign. To work around the strike, we e-mailed the solicitation letters to those we have e-mail addresses for and mailed the rest once the strike was over in early December. Lim Geomatics generously offered yet another \$10,000 match for this year's campaign to help raise funds to build a new play area at the Haven. Even though we maximized the matching funds, we continue to receive donations as donors are enthusiastic about the new area where children can play and explore, and parents can socialize with their neighbours. As of January 2019, we have raised over \$21,000 towards this wonderful play area.

## TULIPATHON TEAM

**TULIPATHON TEAM** – Sahada Alolo – Chair & Community Engagement Manager\*, Nazira Tareen, Ria Haynen, Leila Seig, Aminata Brah, Moumen Fatima, Tanko Mourka.

\* = *ex officio*

The Tulipathon Team is an ad hoc group of passionate volunteers who meet for a limited time each year solely for the purpose of planning the Tulipathon.

The 2018 Tulipathon was a great success in terms of funds raised, attendance and organization. Sahada Alolo chaired the Tulipathon planning committee and led the team of volunteers to plan and execute the event. The planning committee met once a month for four months from January to April to plan the event. We are very grateful to Nazira Tareen who hosted the planning meetings at her home. The MHI office helped in developing and circulating all communication materials.

The Tulipathon Committee made the recommendation to MHI to change the date of the event from the first Sunday in May to the last Sunday in May to increase our chances of favourable weather. To this end, the 2018 Tulipathon event was held on May 27<sup>th</sup>. Volunteers arrived at Commissioners Park near Dow's Lake to set up tents, food and the registration table. By the time walkers arrived, we were well prepared to commence the program.

Members from Baha'i, Christian, Hindu, Jewish, Muslim, and Unitarians faith communities showed up with beautiful sign boards and pledge forms ready to walk in solidarity to raise funds for affordable housing. This year we also launched an online campaign which resulted in over \$10,000 in donations. Suzanne Le and Mike Ward, and Sister Jean Goulet gave a universal prayer, followed by a rendition of "O Canada". Our guest of honor, Deputy Mayor Mark Taylor gave a brief speech and proceeded to judge the best banner contest. Or Haneshamah won the first position, St. Mark the Evangelist Anglican came second and Knox United won the third position. The walk began right after the brief speeches and walkers were reminded to come back to the starting point to enjoy some delicious snacks.

The 2018 Tulipathon raised \$32,655. Congratulations to First Unitarian Congregation of Ottawa, who raised \$2,741 to win the Dr. Farook Tareen Award for the faith community that raised the most money.

# Gala Dinner

Thank you to our sponsors for supporting our event on Sept. 14, 2018!



**VETERANS' HOUSE**  
A Multifaith Housing Initiative Project

## Presenting Sponsor



## Catering Sponsor



## Beer & Wine Sponsor



**CONSTRUCTION LEADERS**

# Gala Dinner

Thank you to our sponsors for supporting our event on Sept. 14, 2018!



**VETERANS' HOUSE**  
A Multifaith Housing Initiative Project

## Table Sponsors



**TLG Inc.**



**CSV ARCHITECTS**



## Entertainment



## Flower Arrangement Sponsors



## HUMAN RESOURCES COMMITTEE

|                                  |
|----------------------------------|
| Suzanne Le – Executive Director* |
|----------------------------------|

|                                       |
|---------------------------------------|
| Phyllis MacRae – Board Representative |
|---------------------------------------|

\* = *ex officio*

The Human Resources Committee is small and oriented to carrying out practical tasks as needed to support the needs of MHI staff. The work of the HRC sustains the stability of the organization by supporting the staff in their ability to implement the work of the organization effectively.

In 2018, HRC activities were focused on managing staff changes. MHI needed to hire an Office Administrator for a one-year maternity leave, and a competition was carried out for the hire. The position was filled by Amanda Smith-Millar.

As MHI has grown, the need for additional MHI office staff had become evident. Further to this, a new staff position was created by the Board of Directors. Amanda Smith-Millar was named as the Manager of Communications, and will work with the Communications Committee, coordinate MHI communication processes and products, and improve MHI's communication tools and systems.

The Committee also drafted a comprehensive policy for all categories of leave for staff members. This policy was adopted by the Board of Directors in March 2018.

## COMMUNICATIONS COMMITTEE

|  |                      |
|--|----------------------|
| Kimberly Walker – Chair & Board Representative |                      |
| Alex Anderson                                  | Janice Summerby      |
| Suzanne Le – Executive Director*               | Amanda Smith-Millar* |
| Kerry Marriott                                 |                      |

\* = *ex officio*

In 2018, the Communications Committee (CommComm) remained busy providing communication support and products to engage the public and promote MHI. In previous years, we focused on positioning MHI as a leader in affordable housing. This past year we worked to sustain that position and extend MHI’s reach a little further.

MHI again received media attention from CBC (online and radio), *OttawaMatters*, *Ottawa Business Journal*, *Esprit de Corp*, *Prairie Messenger* and the *Ottawa Citizen*. CommComm created numerous news releases that helped to cultivate our relationships with media outlets and to maintain MHI’s reputation as an authoritative voice on affordable housing.

In 2018, CommComm developed a two-year workplan to support the objectives of MHI’s Strategic Plan. As well, Amanda Smith-Millar has recently completed a work plan in her new position as Manager of Communications. A primary task in the CommComm workplan will be to continue upgrading the website to provide a better user experience. For the first time, MHI has a budget in order to purchase the communication tools and services that our growing organization needs. Other tasks include developing key messaging, providing advice on outreach efforts, and supporting fundraising efforts for Veterans’ House.

Over the past year CommComm has thought about a refreshed branding for MHI. A number of Board members, volunteers and staff participated in some exercises and discussions last summer to develop a new “look and feel” for MHI. This process is still ongoing.

As always, thank you for your comments, they are always appreciated and very helpful.

## **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 was 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.

## Appendix B: Minutes of the Fifteenth AGM

### MINUTES FOR THE ANNUAL GENERAL MEETING 2018

#### MULTIFAITH HOUSING INITIATIVE

Saint Gabriel's Parish, 55 Appleford Street

March 18, 2018, 3:00 p.m.

In conformance with the by-laws, the notice of the meeting (attached) and the 16<sup>th</sup> Annual Report for Multifaith Housing Initiative, dated March 2018, were circulated to members.

**PRESENT:** See 2018 AGM List of Attendees

**WELCOME AND INTRODUCTION:** Mike Ward (Board President and Chair of the Meeting) welcomed those present to the sixteenth annual general meeting. Mike thanked the MHI Patrons in attendance and Father Jacques Kabangu and St. Gabriel's Parish for hosting the AGM.

**OPENING PRAYER:** Father Jacques Kabangu offered a prayer for those in attendance.

**APPROVAL OF AGENDA: MOTION** – Bruce Marshall moved and seconded by Flora Crombie that the agenda be approved. **Carried.**

**APPROVAL OF MINUTES: MOTION** – Wendy James moved and Sherill Besser seconded that the minutes of the the 15<sup>th</sup> AGM be accepted. **Carried.**

**PRESIDENT'S REPORT:** Mike Ward provided a summary of MHI's accomplishments for the year:

- The completion of the Haven, which tripled the number of people MHI provides housing for, and which was completed on time and under budget.
- MHI is very grateful for the generosity of its supporters that helped build the Haven, including a \$120,000 donation from the United Church of Canada, coordinated by Phyllis McRae and Sheldon Leong.
- The next MHI project will be Veterans' House, which will provide housing and support services for homeless veterans.
- Suzanne Le, our Executive Director was elected to the ONPHA Board and the MHI Board has adopted a new strategic plan.

**EXECUTIVE DIRECTOR'S REPORT:** Suzanne Le provided her perspective on MHI's accomplishments:

- The Haven was completed and fully leased, headway on the Veterans' House project is being made, and MHI has a new mission statement for guidance.
- The continued need for affordable housing is a social justice issue.
- MHI goes beyond building affordable housing and builds communities across class, ethnicity and religious lines.

**TREASURER'S REPORT:** Christian Kratchanov reported that finance is a means to an end, in which MHI is able to accomplish its mission.

- MHI is in a good financial position, particularly when compared to previous years.

- MHI’s assets and revenue are increasing and are expected to continue to do so.

**REPORT OF THE AUDITOR:** Hedra Saparno of Collins Barrow presented the audited financial statements, stating that the annual financial report accurately reflects MHI’s financial situation for the 2017 fiscal year (November 1, 2016 through October 31, 2017) and that there are no material misstatements.

**MOTION:** Bruce Marshall moved and Archna Abrol seconded that the Auditor’s Report be accepted. **Carried.**

**MOTION:** Bruce Marshall moved and Archna Abrol seconded that Collins Barrow be retained as MHI’s auditor for the next fiscal year. **Carried**

**COMMITTEE’S REPORTS–** Mike Ward invited members to ask any questions they may have of the committee chairs. There were no questions from the floor.

**MOTION:** Bernie Benoit moved and Danielle Dugas seconded that the committee reports be accepted. **Carried.**

**ELECTION OF BOARD MEMBERS:** The slate of nominations to the MHI Board is presented to the membership by the Nominating Committee: a third 2-year term for Mike Ward; a second 2-year term for Archna Abrol and Sherril Besser; and new terms for Bill Austin, John Harrison and Awad Loubani. There were no nominations from the floor.

**MOTION:** Christian Kratchanov moved and Wendy James seconded that the slate of Directors be accepted. **Carried.**

**HONOURING OUTGOING BOARD MEMBERS:** The Board would like to acknowledge the contributions of outgoing Directors: Jim Ralston, Harpal Buttar and Zaineb Kubba. Mike Ward would also like to remember former members Anne Squire and Don Melick.

**GAY RICHARDSON VOLUNTEER AWARD:** The 2017 award was given Barbara Levine and Bruce Marshall. Barbara has been chair of the Development Committee since 2011 and Bruce has been a member. Both have been instrumental in the completion of the Haven project and the start of the Veterans’ House project.

**MOTION TO ADJOURN:** Christian Kratchanov moved and Bill Austin seconded that the meeting adjourn. **Carried.**

CHAIR \_\_\_\_\_  
Mike Ward

SECRETARY \_\_\_\_\_  
Kimberly Walker

## 2017-18 AGM LIST OF ATTENDEES

The following individuals attended Multifaith Housing Initiative's Annual General Meeting in March 2017 and signed the attendance sheets.

| BOARD MEMBERS (VOTING) [ask if board wants to add faith group]   |  |                                    |
|--|--|------------------------------------|
| <b><u>Executive Committee:</u></b><br>Mike Ward (President)<br>Christian Kratchanov (Treasurer)<br>Kim Walker (Secretary)<br>Bernard Benoit – Baha'i (Member at Large) | <b><u>Other Board Members:</u></b><br>Archana Abrol – Hindu<br>Sherill Besser – Adath Shalom<br>Fran Klodawsky<br>Phyllis MacRae – Ottawa Presbytery<br>Bruce Marshall |                                    |
| MHI MEMBER FAITH GROUP REPRESENTATIVES (2017 MEMBERSHIP)   |  |                                    |
| FAITH GROUP  | REP. TYPE  | REPRESENTATIVE NAME                |
| Adath Shalom   | Official   | Danielle Dugas                     |
| Archdiocese of Ottawa  | Official   | Patricia Marsden-Dole              |
| Baha'i Community   | Official   | Wendy James                        |
| Barrhaven United   | Official   | Dianne Cardin                      |
|  | Non-Voting   | Camille Lipseit, Mavis Mason       |
| Bells Corners United   | Official   | Barbara Bole                       |
|  | Non-Voting   | Alison Bridgewater, David Stafford |
| Emmanuel United  | Official   | Janice Péron                       |
|  | Non-Voting   | Jonathan Jones, Pierre Péron       |
| First Baptist  | Official   | Elizabeth Demaray                  |
|  | Non-Voting   | Fred Demaray (MHI Patron)          |
| Fourth Avenue Baptist  | Official   | Charlene Pries                     |
| MacKay United  | Official   | Norma McCord                       |
|  | Non-Voting   | A.E. McCord                        |
| Orleans United   | Official   | Flora Crombie                      |
|  | Non-Voting   | David MacWilliam                   |
| Ottawa Muslim Women's Organization   | Official   | Safaa Fouda                        |
|  | Non-Voting   | Nazira Tareen                      |
| Ottawa Presbytery - United Church  | Official   | Rev. David Sherwin (MHI Patron)    |
| Sequoia Community Church   | Official   | Donna Boisvert (MHI Patron)        |
|  | Non-Voting   | Michael Boisvert                   |
| Sisters of Holy Cross  | Official   | Jean Goulet                        |
| St. Bartholomew's  | Official   | John Harrison                      |
| St. Barnabas   | Official   | Elizabeth Morgan                   |
| St. Gabriel's Parish   | Official   | Jacques Kabangu (MHI Patron)       |
| St. John the Evangelist  | Official   | Gay Richardson                     |
|  | Non-Voting   | Mary Frances Marshall              |
| St. Stephen's Anglican   | Official   | Ruby Elver                         |
| Temple Israel  | Official   | Rob Morais (MHI Patron)            |
|  | Non-Voting   | Fran Klodawsky                     |
| Vishva Shakti Durga Mandir Ass'n   | Official   | Archana Abrol                      |

**OTHER ATTENDEES (NON-VOTING)**

|   |  |
|---|--|
| Marcia Aronson – Kehillat Beth Israel   | Awad Loubani   |
| Bill Austin                             | Hodan Mohamed  |
| Harold Black – Dominion Chalmers United | Martin Malina (MHI Patron) – Lutheran                |
| Shirley Cameron                         | Jacqueline Newton – Dominion Chalmers United         |
| Christine Kurone                        | Brenda Sangster                                      |
| Michael Dunn                            | Shari Silber – Kehillat Beth Israel                  |
| Sue Evans                               | Barbara Smith  |
| Christine Francoeur                     | Janice Summerby                                      |
| Patrick Francoeur                       | Fayez Thawer – Ismaili Muslim Community of<br>Ottawa |
| Lauren Kupferschmid                     | Clarke Topp  |
| Matthew Kurtz                           | Ellie Topp   |
| Barbara Levine – Kehillat Beth Israel   |  |

**OTHER**

**Staff**

Sahada Alolo (MHI – Manager of Community Engagement)  
Suzanne Le (MHI – Executive Director)  
Sheldon Leong (MHI – Manager of Fund Development)  
Amanda Smith-Millar (MHI – Interim Office Administrator)

**Auditor**

Hedra Saparno, Collins Barrow

## Appendix C: Board of Directors

### BOARD OF DIRECTORS FOR 2019

#### RETURNING BOARD MEMBERS

**Bill Austin:** Bill enjoyed a long career in several Departments and Central Agencies in the Public Service rising to the level of Senior Executive. After his retirement he was invited on two missions with the OECD in Poland and UAE. He was an External Advisor for several Strategic Reviews, and he was appointed by the Treasury Board to Chair two Departmental Audit Committees. He has experience on several other boards including Harmony House, Rivergate Condominium Corporation, and Help Lesotho.

**Sherill Besser:** Sherill Besser was a senior counsel with the Department of Justice whose practice consisted of regulatory and administrative law until she retired in 2013. Since retirement, Sherill has volunteered at the Royal Ottawa Hospital and Royal Ottawa Place on a weekly basis. She is a member of the Board of Directors of House of Hope, which is a non-profit, community residential facility that promotes community safety by providing client-centered support and services necessary to assist those convicted of offences with responsible reintegration and lifestyle change. Sherill is also a member of Adath Shalom Congregation and on its Board of Directors. Sherill is the chair of the Resident Relations Committee.

**John Harrison:** Born in Halifax, Nova Scotia, John Harrison is a long-time resident of the National Capital Region. After graduating from the University of Ottawa, John spent 14 years as a manager in the Research Branches of Agriculture Canada and National Defence and with the Department of the Secretary of State. Since leaving the federal government, John has been a management consultant specializing in results-based management and a co-founder of *Canadian Government Executive Magazine* and *Vanguard Magazine*. Active in his community, John is a former trustee with the Carleton Board of Education, former President of the South Nepean United Soccer Club and Founding Board Member of the Ottawa South United Soccer Club. By faith John, his wife Karen, and their sons Christopher and Trevor, are Anglicans.

**Awad Loubani:** Awad is currently working as Director, Quality and Risk Management Services in the Strategic Policy and Planning Branch of Public Services and Procurement Canada (PSPC). Awad is Co-Chairperson of the Risk Management Community of Practitioners (RMCoP) and has been teaching a Risk Financing course at Carleton University School of Business since 1999. Awad has an extensive volunteer experience, including serving as Co-Chair of the Ottawa Police - Community and Police Action Committee (2011 to 2016), whose membership includes 24 representatives of the different units of the Ottawa Police Service and 25 community leaders who represent the mosaic of Ottawa's population. Awad received Queen Elizabeth II Diamond Jubilee Medal (2013) and the Golden Jubilee Medal (2002).

**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 grassroots 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 MEMBERS TO BE ELECTED FOR A 2<sup>ND</sup> TWO-YEAR TERM**

**Dr. Fran Klodawsky:** Dr. Fran Klodawsky is a long-standing member of Temple Israel Ottawa, serving most recently as Chair of the 50<sup>th</sup> Anniversary Panel Series on "Thinking Social Action/Justice: The Next 50 Years". She is a Full Professor in the Department of Geography and Environmental Studies at Carleton University (retired at the end of June 2017). Her areas of expertise include: public policy and social inclusion/exclusion in cities, especially in relation to housing, and feminist perspectives on cities, on community organizing, on housing and on homelessness. Her work utilizes both quantitative and qualitative methods within a collaborative, community-based framework. She is a founding member of and Academic Advisor to City for All Women Initiative (2004- ) and has been the Secretary of the Board of Women and Cities International since 2006. In the past, she also served as Chair of the Research and Evaluation Committee of the Alliance to End Homelessness in Ottawa and as President and Vice-President of Multifaith Housing Initiative (between 2003 and 2014).

**Christian Kratchanov:** Christian Kratchanov has a strong interest in interfaith and multicultural 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 a professional level, Christian has acquired a rich experience as a private-sector management consultant and executive in the Government of Canada. Christian has a B.Comm. and an MBA, and is also a certified Management Consultant and a Certified Internal Auditor. Christian joined the MHI Board in 2017.

**Neil Raynor:** Neil Raynor is an aeronautical engineer and business strategist. He is an airforce 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.

#### **BOARD MEMBERS TO BE ELECTED FOR A 3<sup>RD</sup> 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.

#### **BOARD MEMBERS TO BE ELECTED FOR A 5<sup>TH</sup> 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.

## NEW BOARD MEMBERS SEEKING ELECTION

**Kerry Marriott:** Born in Surrey, UK, Kerry Marriott is British national, currently in Canada with her RN husband the incumbent British Naval and Air Attache. A 20-year military spouse herself, Kerry comes to MHI through the British High Commission's involvement in Veterans' House, and in 2017 took a place on the Communications Committee. A postgraduate alumnus of the UK Chartered Institute of Marketing, Kerry began her career in Public Relations for UK dotcom start-ups before spending the next 10 years in senior Marketing and Communications positions in the UK IT industry. In 2011 Kerry founded an award-winning baby care business. A military move in 2014 coincided with sale of the business and took Kerry and family to Paris, France where she spent 3 years mentoring a community network of female entrepreneurs in business development and growth strategy.

**Sue Smarkala:** Sue Smarkala's career spans over 35 years: as a software development manager in a variety of Ottawa IT companies, and, latterly, as a coach/facilitator. Her passion is working with people, helping them to achieve their goals, business project goals and/or personal life goals. As a professional and life coach, Sue offers coaching to individuals and groups. Coaching topics include developing communication and leadership skills, increasing effectiveness in a particular area of life. In a facilitator role, Sue works closely with clients to customize leadership/communication training programs for organizations that recognize a need for leadership skills and improved internal communications, better positioning them to bring out the best in their employees. Sue has a keen interest in developing strong communities through her volunteer work with her church community, Leadership Ottawa, Northern Lights Vocational Service – Experica and the Women's Business Network of Ottawa — a network of entrepreneurial, management and commissioned sales women.

## Appendix D: 2018 Members

### 2018 MEMBERS

Adath Shalom Congregation  
All Saints Westboro Anglican  
Anglican Church of the Ascension  
Anglican Diocese of Ottawa  
Archdiocese of Ottawa  
Baha'I Community of Ottawa  
Barrhaven United  
Bells Corners United  
Bethany Baptist  
Canadian Martyrs Catholic  
Centre Evangelique International  
Centretown Churches Social Action  
Committee  
Christ Church Bells Corners Anglican  
Christ Church Cathedral Anglican  
Christian Council of the Capital Area  
Christian Muslim Dialogue  
Church of the Resurrection Anglican  
City View United Church  
Cornerstone Housing for Women  
Emmanuel United  
First Baptist  
First Unitarian Congregation of Ottawa  
First United Church of Ottawa  
Fourth Avenue Baptist  
Glebe St. James United  
Good Shepherd Church Anglican Lutheran  
Hellenic Community of Ottawa  
Holy Spirit Parish  
Human Concern International  
Ismaili Muslim Community of Ottawa  
Jamiatul Muslemeen of Ottawa-Carleton  
Jewish Federation of Ottawa  
Kanata Muslim Association  
Kanata United  
Kehillat Beth Israel  
Knights of Columbus St. Leonard's Council  
MacKay United  
Notre Dame Cathedral Basilica  
Or Haneshamah  
Orleans United  
Ottawa City Union of the King's Daughters  
and Sons  
Ottawa Monthly Meeting (Quakers)  
Ottawa Muslim Association  
Ottawa Muslim Women's Organization  
Our Lady of Fatima Parish  
Parkdale United  
Queenswood United  
Rideau Park United  
Riverside United  
Sequoia Community  
Sisters of Holy Cross  
South Nepean Muslim Community  
Southminster United  
St. Aidan's Anglican  
St. Albans Anglican  
St. Andrew's Presbyterian  
St. Barnabas Outreach Committee  
St. Bartholomew's Anglican  
St. Basil's Catholic Parish  
St. Elias Antiochian Orthodox  
St. Elizabeth Parish  
St. Gabriel's Parish  
St. Georges Parish  
St. John the Evangelist Anglican  
St. Leonard Parish  
St. Luke's Anglican  
St. Margaret's Anglican  
St. Mark the Evangelist Anglican  
St. Matthew's Anglican  
St. Paul's Eastern United  
St. Peter & St. Paul's Anglican  
St. Peter's Lutheran  
St. Stephen's Anglican  
St. Thomas the Apostle Anglican  
Stittsville United  
Temple Israel

The Ottawa Presbytery, United Church of  
Canada  
Trinity Anglican  
Trinity United

Unitarian Universalist Fellowship of Ottawa  
Vishva Shakti Durga Mandir Association  
Woodroffe United

Appendix E: Audit Summary

**AUDIT SUMMARY FOR 2018**

Multifaith Housing Initiative  
Financial Statements Summary For the Year Ended October 31, 2018

| Statement of Operations   |                   |                   |                     |                     |
|---|-------------------|-------------------|---------------------|---------------------|
| For the year ended October 31   |                   |                   |                     |                     |
|   | General Fund      |                   | Capital Asset Fund  |                     |
|   | 2018              | 2017              | 2018                | 2017                |
| <b>Revenue</b>  |                   |                   |                     |                     |
| Rental operations   | \$ 1,575,346      | \$ 907,868        | \$ -                | \$ -                |
| Other contributions   | 32,876            | 3,895             | -                   | -                   |
| Donations and fundraising   | 296,813           | 154,119           | -                   | -                   |
| Interest  | 5,594             | 4,522             | 572                 | 564                 |
| Principal Memberships   | 8,300             | 6,051             | -                   | -                   |
| Amortization of deferred contributions related to mortgage repayments | 36,409            | 36,409            | -                   | -                   |
|   | <u>1,955,338</u>  | <u>1,112,864</u>  | <u>572</u>          | <u>564</u>          |
| <b>Expenses</b>   |                   |                   |                     |                     |
| Rental operations   | 1,010,486         | 633,625           | -                   | -                   |
| Capital reserve   | -                 | -                 | 15,630              | 19,654              |
| Donations and fundraising   | 104,783           | 13,101            | -                   | -                   |
| Insurance   | 4,024             | 4,956             | -                   | -                   |
| Marketing and Communications  | 1,001             | 1,878             | -                   | -                   |
| Projects  | 21,611            | -                 | -                   | -                   |
| Office  | 39,886            | 34,371            | -                   | -                   |
| Professional fees   | 53,785            | 28,018            | -                   | -                   |
| Salaries and benefits   | 312,277           | 212,337           | -                   | -                   |
|   | <u>1,547,853</u>  | <u>928,286</u>    | <u>15,630</u>       | <u>19,654</u>       |
| Excess (deficiency) of revenue over expenses before below items       | 407,485           | 184,578           | (15,058)            | (19,090)            |
| Amortization of RRAP loan   | -                 | 1,069             | -                   | -                   |
| Amortization of tangible capital assets                               | -                 | -                 | (579,325)           | (341,219)           |
| Amortization of deferred contributions related to capital assets      | -                 | -                 | 319,560             | 182,619             |
| Excess (deficiency) of revenue over expenses for the year             | <u>\$ 407,485</u> | <u>\$ 185,647</u> | <u>\$ (274,823)</u> | <u>\$ (177,690)</u> |

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2018 report of the Auditors, Baker Tilly 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, 2018**

**Statement of Operations**

For the year ended October 31

|  | General Fund      |                   | Capital Asset Fund  |                     |
|--|-------------------|-------------------|---------------------|---------------------|
|  | 2018              | 2017              | 2018                | 2017                |
| <b>Revenue</b>   |                   |                   |                     |                     |
| Rental operations  | \$ 1,575,346      | \$ 907,868        | \$ -                | \$ -                |
| Other contributions  | 32,876            | 3,895             | -                   | -                   |
| Donations and fundraising  | 296,813           | 154,119           | -                   | -                   |
| Interest   | 5,594             | 4,522             | 572                 | 564                 |
| Principal Memberships  | 8,300             | 6,051             | -                   | -                   |
| Amortization of deferred contributions<br>related to mortgage repayments   | 36,409            | 36,409            | -                   | -                   |
|  | <u>1,955,338</u>  | <u>1,112,864</u>  | <u>572</u>          | <u>564</u>          |
| <b>Expenses</b>  |                   |                   |                     |                     |
| Rental operations  | 1,010,486         | 633,625           | -                   | -                   |
| Capital reserve  | -                 | -                 | 15,630              | 19,654              |
| Donations and fundraising  | 104,783           | 13,101            | -                   | -                   |
| Insurance  | 4,024             | 4,956             | -                   | -                   |
| Marketing and Communications   | 1,001             | 1,878             | -                   | -                   |
| Projects   | 21,611            | -                 | -                   | -                   |
| Office   | 39,886            | 34,371            | -                   | -                   |
| Professional fees  | 53,785            | 28,018            | -                   | -                   |
| Salaries and benefits  | 312,277           | 212,337           | -                   | -                   |
|  | <u>1,547,853</u>  | <u>928,286</u>    | <u>15,630</u>       | <u>19,654</u>       |
| <b>Excess (deficiency) of revenue over expenses<br/>before below items</b> | <b>407,485</b>    | <b>184,578</b>    | <b>(15,058)</b>     | <b>(19,090)</b>     |
| Amortization of RRAP loan  | -                 | 1,069             | -                   | -                   |
| Amortization of tangible capital assets                                    | -                 | -                 | (579,325)           | (341,219)           |
| Amortization of deferred contributions<br>related to capital assets        | -                 | -                 | 319,560             | 182,619             |
| <b>Excess (deficiency) of<br/>revenue over expenses for the year</b>       | <b>\$ 407,485</b> | <b>\$ 185,647</b> | <b>\$ (274,823)</b> | <b>\$ (177,690)</b> |

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**Multifaith Housing Initiative**  
**Financial Statements Summary For the Year Ended October 31, 2017**  
**Statement of Changes in Fund Balances**

| For the year ended October 31                                 | General Fund         |                      |                    | Capital Asset Fund  |                            |                  |                     |                     |
|---|----------------------|----------------------|--------------------|---------------------|----------------------------|------------------|---------------------|---------------------|
|   | Capital Fund Reserve | Unrestricted Deficit | 2017 Total         | 2016 Total          | Invested in Capital Assets | Capital Reserves | 2017 Total          | 2016 Total          |
| Balance, beginning of year                                    | \$ 9,244             | \$ (123,658)         | \$ (114,414)       | \$ (69,110)         | \$ 2,448,462               | \$ 21,837        | \$ 2,470,299        | \$ 2,507,138        |
| Deficiency of revenue over expenses for the year              | -                    | 185,647              | 185,647            | 11,237              | (158,600)                  | (19,090)         | (177,690)           | (93,380)            |
| Invested in capital assets                                    |                      |                      |                    |                     |                            |                  |                     |                     |
| Principal repayment of mortgages payable and promissory notes | -                    | (76,503)             | (76,503)           | (31,340)            | 76,503                     | -                | 76,503              | 31,340              |
| Additions to capital assets                                   | -                    | -                    | -                  | (6,301)             | -                          | -                | -                   | 6,301               |
| Net Transfer from Capital Reserves to Unrestricted            | -                    | (45,407)             | (45,407)           | (18,900)            | -                          | 45,407           | 45,407              | 18,900              |
| <b>Balance, end of year</b>                                   | <b>\$ 9,244</b>      | <b>\$ (59,921)</b>   | <b>\$ (50,677)</b> | <b>\$ (114,414)</b> | <b>\$ 2,366,365</b>        | <b>\$ 48,154</b> | <b>\$ 2,414,519</b> | <b>\$ 2,470,299</b> |

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2017 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, 2018**

| Statement of Financial Position                                 |                   |                          |                      |           |                   |
|---|-------------------|--------------------------|----------------------|-----------|-------------------|
| October 31  |                   |                          |                      | 2018      | 2017              |
|   | General<br>Fund   | Capital<br>Asset<br>Fund | Total                | Total     |                   |
| <b>Assets</b>   |                   |                          |                      |           |                   |
| <b>Current</b>  |                   |                          |                      |           |                   |
| Cash  | \$ 526,007        | \$ 77,820                | \$ 603,827           | \$        | 170,569           |
| Accounts receivable   | 63,343            | 23,861                   | 87,204               |           | 353,894           |
| Prepaid expense   | 11,691            | -                        | 11,691               |           | 11,295            |
|   | <u>601,041</u>    | <u>101,681</u>           | <u>702,722</u>       |           | <u>535,758</u>    |
| <b>Investment</b>   | -                 | 37,876                   | 37,876               |           |                   |
| <b>Assets under construction</b>                                | -                 | 472,281                  | 472,281              |           | 225,931           |
| <b>Tangible capital assets</b>                                  | -                 | 27,129,453               | 27,129,453           |           | 24,903,222        |
|   | <u>\$ 601,041</u> | <u>\$ 27,741,291</u>     | <u>\$ 28,342,332</u> | <u>\$</u> | <u>25,664,911</u> |
| <b>Liabilities and Net Assets</b>                               |                   |                          |                      |           |                   |
| <b>Current</b>  |                   |                          |                      |           |                   |
| Bank indebtedness   | \$ -              | \$ -                     | \$ -                 | \$        | 27,589            |
| Accounts payable and accrued liabilities                        | 196,686           | 128,792                  | 325,478              |           | 504,910           |
| Deferred contribution   | 10,398            | -                        | 10,398               |           | -                 |
| Deferred contributions for capital projects                     | 657,877           | -                        | 657,877              |           | 419,382           |
| Current portion of promissory notes payable                     | -                 | 85,000                   | 85,000               |           | 40,000            |
| Current portion of long-term debt                               | -                 | 186,574                  | 186,574              |           | 163,120           |
| Interfund (receivable)/payable                                  | (786,812)         | 786,812                  | -                    |           | -                 |
|   | <u>78,149</u>     | <u>1,187,178</u>         | <u>1,265,327</u>     |           | <u>1,155,001</u>  |
| <b>Promissory notes payable</b>                                 | -                 | 261,000                  | 261,000              |           | 321,000           |
| <b>Mortgages payable</b>  | 48,111            | 9,216,983                | 9,265,094            |           | 9,198,523         |
| <b>Deferred contributions related to capital assets</b>         | -                 | 11,922,114               | 11,922,114           |           | 12,207,843        |
| <b>Deferred contributions related to mortgage repayment</b>     | 382,293           | -                        | 382,293              |           | 418,702           |
|   | <u>508,553</u>    | <u>22,587,275</u>        | <u>23,095,828</u>    |           | <u>23,301,069</u> |
| <b>Fund Balances</b>  |                   |                          |                      |           |                   |
| Capital reserve   |                   | 115,696                  | 115,696              |           | 48,154            |
| Internally restricted for capital fund reserve                  | 9,244             | -                        | 9,244                |           | 9,244             |
| Internally restricted for investment in tangible capital assets |                   | 5,038,320                | 5,038,320            |           | 2,366,365         |
| Unrestricted (deficit)  | 83,244            | -                        | 83,244               |           | (59,921)          |
|   | <u>92,488</u>     | <u>5,154,016</u>         | <u>5,246,504</u>     |           | <u>2,363,842</u>  |
|   | <u>\$ 601,041</u> | <u>\$ 27,741,291</u>     | <u>\$ 28,342,332</u> | <u>\$</u> | <u>25,664,911</u> |

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**MHI BUDGET FOR 2018-19**

Note 1

**Revenues**

Revenues Associated with Rental Properties

|                    |              |
|--------------------|--------------|
| - The Haven        | \$ 1,103,300 |
| - Blake Boulevard  | 327,400      |
| - Somerset Gardens | 104,800      |
| - Kent Street      | 42,100       |

Fundraising Activities 135,000

Other Revenues 11,000

**Total Revenues** **\$ 1,723,600**

**Expenditures**

Expenditures associated with rental properties

|                    |            |
|--------------------|------------|
| - The Haven        | \$ 896,300 |
| - Blake Boulevard  | 249,200    |
| - Somerset Gardens | 78,200     |
| - Kent Street      | 31,100     |

Salaries and Benefits 197,800 Note 2

Staff and Office Expenses 38,000

Legal, Bookkeeping, Audit and other Professional Fees 43,600

Membership 2,200

**Total Expenditures** **\$ 1,536,400**

**SURPLUS (DEFICIT)** **\$ 187,200**

Notes:

Note 1: This table summarizes MHI budget as of November 2018. The budget is subject to change throughout the year as approved by the Board of Directors.

Note 2: \$146,200 of salary for MHI community engagement activities is not included in this line item.