

## Thirteenth Annual Report

March 2015



# Multifaith Housing Initiative



## **MISSION STATEMENT**

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

## **PATRONS 2014**

Rabbi Reuven Bulka, Congregation Machzikei Hadas  
The Right Reverend John H. Chapman, Anglican Bishop of Ottawa  
The Right Reverend Peter Coffin, Anglican Bishop Ordinary to the Canadian Forces  
Imam Zijad Delic, South Nepean Muslim Community  
Reverend Fred Demaray, Baptist (CBOQ)  
Rabbi Steven Garten, Rabbi Emeritus Temple Israel  
Imam Mohamad Jebara, Cordova Spiritual Education Centre  
Father Jacques Kabangu, President of the Christian Council of the Capital Area  
Reverend John Marsh, First Unitarian Congregation  
Imam Samy Metwally, Ottawa Main Mosque  
Reverend Martin Malina, Faith Evangelical Lutheran Church  
The Most Reverend Terrence Prendergast, Roman Catholic Archbishop of Ottawa  
Reverend David Sherwin, Presbytery Minister, Ottawa Presbytery, United Church of Canada  
Dr. Anne Squire, Past Moderator of the United Church of Canada  
Nityanand Varma, Past President of the Board of Vishva Shakti Durga Mandir

### **Patrons Who Left Their Positions in 2014**

The Rev. Lillian Roberts, Presbytery Minister, Ottawa Presbytery, United Church of Canada

### **What is a Patron?**

A patron is a leader (retired or active) of a faith-based group who:

- Supports the mission and goals of MHI;
- Promotes MHI within his or her constituency and networks and provides advice to MHI's staff and directors concerning his or her constituency; and
- Represents MHI and speaks publicly in support of MHI.

**MULTIFAITH HOUSING INITIATIVE**  
**THIRTEENTH ANNUAL REPORT**  
**MARCH 2015**

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## HIGHLIGHTS OF 2014

The past twelve months have been remarkable for MultifaitH Housing Initiative (MHI). The strategic goals put in place by the MHI Board of Directors in 2012, and implemented by our Executive Director, Suzanne Le, have carefully positioned MHI to grow and thrive into the future. The grassroots work in partnership with our patrons, faith community members and organizations, volunteers and supporters cannot be overstated. We could not accomplish our goals for affordable housing in Ottawa without your generous support.

A snapshot of MHI accomplishments for this year include:

- Exceeding the target figure of \$500,000 for our first capital campaign, *A Place to Call Home*, in less than two years.
- Winning the Action Ottawa 2014 competition for land and funding to build 98 units of affordable housing on the Longfields property in Barrhaven.
- Announcing the intention to build supportive housing for veterans who are homeless on the site of the former Rockcliffe Airforce base.
- Developing and implementing policies to provide guidance, including: anti-bribery and corruption, arrears, tenancy and internal transfers. Work was begun on workplace harassment and violence, finance and procurement, and enterprise risk and crisis management that will be completed in 2015.
- Providing building upgrades to Blake House and Kent House that will improve energy efficiency and provide greater comfort and protection for our tenants for years to come.
- Implementing plans for Somerset Gardens that will allow the mortgage to be retired in 2015.
- Benefitting from over 3500 volunteer hours donated, 2200 hours of which were spent in the basic need of caring for our facilities. This saved over \$57,000 in maintenance, cleaning and painting costs.
- Doubling the number of member faith communities and faith-based organizations and being on track to welcome many more.
- Holding the beautiful National Housing Day multifaitH prayer service and reception – “To Serve and Support” – which exceeded our attendance goal by 20 percent.

## PRESIDENT'S REPORT



I'm sure you would all agree with me that 2014 has been a banner year for MHI. We continue to build on the fine foundation begun some 12 years ago by a small multifaith group, our current strong base of 63 faith congregations and faith communities, and more than 80 volunteers led by a staff of three employees.

In less than two years, our first major fund raising campaign—*A Place to Call Home*—surpassed the objective of raising \$500,000 in donations. A commitment of \$200,000 from King's Daughters and Sons (KDS), the contributions from Archbishop Prendergast's annual dinner, the Government of the State of Qatar, and our former Executive Director took us well over the target. Other funds came from a multitude of individual initiatives including soup parties, anniversary celebrations, customized note card sales, a golf tournament, and numerous Church contributions. We appreciated having Mayor Watson as our Honorary Patron.

Spring brought some challenges to MHI. Our Campaign Manager Micah Garten, who championed the fund raising efforts and was also Communications Manager, resigned to accept a position with the Shepherds of Good Hope. Our annual Tulipathon walk in May was rained out, but almost \$24,000 was raised and helped boost our operational budget.

Late summer saw the Development Committee, chaired by Barbara Levine, engaged in the only proposal offered by the City of Ottawa under their Action Ottawa 2014. The City has donated land and \$5 million towards the construction of approximately 98 units in the Barrhaven area. MHI teamed up with Centretown Affordable Housing Development Corporation (CAHDCO) and Barry J. Hobin Architects, to win this prestigious competition. This has moved us ahead in our strategic plan goals, and by 2017, we will own and operate close to 140 units of affordable housing. Our ambition is that the facility will be certified as *LEED<sup>1</sup>Platinum*, probably the first in the region in affordable housing.

As if this wasn't enough excitement, our Executive Director, Suzanne Le, had been working quietly behind the scenes, and on November 6<sup>th</sup>, Veterans House was announced. This cooperative venture involves a number of partner organizations that have come together to build a purpose-built facility to accommodate veterans in need. The emphasis will be on those veterans who are currently living rough on the streets of Ottawa. Again, MHI will own and operate the building with on-site services provided by our partners. Veterans House is expected to be completed in 2018.

Our strategic plan, developed in 2012 called for doubling the number of people that we serve. With these two projects, MHI will not only reach this goal, but well exceed it, tripling the number of individuals and families provided with safe, well-maintained and affordable housing.

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<sup>1</sup>The *Leadership in Energy and Environmental Design* certification means that a building meets a voluntary, third-party assessed standard for energy and resource efficient buildings.

Our current facilities continue to be well maintained, and major renovations were made to Blake House where over \$300,000 in grant funding was spent in upgrading the roof and exterior siding and installing energy efficient windows. In our 41 units of housing, we accommodate between 90 and 100 people, of which 30% are children.

Our National Housing Day celebration, held each of the last four years at City hall, was a tremendous success. The National Housing Day Choir was outstanding and the First Unitarian Congregation was the recipient of the Dr. Farook Tareen Tulipathon Award for raising the most money for the event. Mrs. Nazira Tareen presented the award on behalf of her late husband. We very much appreciate the work of Board Member Reverend Fred Demaray, Penny Annand and a team of dedicated volunteers in once again organizing the event.

Our finances are well managed and MHI is very close to budget under the guidance of the Finance Committee, led by Board Treasurer Elisha Ram. Financial statements are included in this report.

We owe a great deal of gratitude for MHI's success to our very capable staff of three people. Our thanks to Executive Director Suzanne Le, for her tremendous energy, originality and ability to excel in multi- tasking. Suzanne has regularly represented MHI at numerous events held in the affordable housing community and fills a number of functions which normally would be handled by additional staff. We are also blessed to have Sahada Alolo, as Manager of Volunteers, overseeing more than 80 volunteers. Another wonderful resource is Michelle Robichaud, Office Manager, who maintains a very important function handling the numerous details of the back office and supporting Suzanne in many of her activities.

I also wish to recognize Lori Simpson, President of LSM Services, and her staff of Geoff Lee and Yvonne Ashby, for their contribution in tirelessly and pro-actively managing our current properties.

Lastly, I wish to recognize our very capable Board, Executive and Committee Members that spend innumerable hours each month to build MHI capacity. Many thanks for your support; get ready for the big challenges ahead, and aren't we having fun! Our gratitude to Reverend Fred Demaray, who is leaving the Board, but welcome back Fred as Patron! You are taking on an interesting challenge in engaging your fellow Patrons.

MHI is a truly exceptional organization and has accomplished so much since the idea of putting faith to work in support of affordable housing was developed by a small group of volunteers in 2000. We are indeed unique, and will continue to accomplish much more, being faith based. And to all of you, our Patrons, Members, and Friends, we thank you and ask that if you are not already actively engaged, do give it consideration so we can collectively continue to serve more people at risk of homelessness.

Blessings,

J. Hugh O'Donnell, President

## EXECUTIVE DIRECTOR'S REPORT

**“And, when you want something, all the universe conspires in helping you to achieve it.”**

— Paulo Coelho, *The Alchemist*



When I first started at MHI a little over two years ago, I was so excited by this organization, so excited to work with a great variety of faiths serving our community, and so excited by the people who came around the table, month after month, dedicating themselves to something they believed in with all their souls. In those early days there were two messages that were loud and clear – first, MHI both needed and wanted to grow, to do more, and to serve more. The second was equally as important – preserve our grassroots, preserve our identity, and preserve that thing that makes us special, that sets

us apart, and makes us who we are.

2014 was a very busy, but also a pinnacle year for MHI. We started the year with our Housing Management Committee planning and completing extensive renovations to our Blake House property, which, while absolutely necessary, had the added benefit of making the building beautiful, a place where our tenants can feel proud to live. Then, we made a decision in the early summer to respond to the City of Ottawa’s Investment in Affordable Housing request for proposals. It was a long, competitive process with land and large capital building grants at stake. MHI was deliberate in surrounding ourselves with excellent proposal team partners who we found in the Centertown Affordable Housing Development Corporation, and Barry J. Hobin Architects. We were very excited to learn in November that we had been successful with our proposal and will be building 98-100 homes, most of them family sized, in the Longfields area of Barrhaven over the next two years. Longfields will realize the values that we at MHI live every day, those of equality, harmony, a community of diversity and mutual respect, come to life in built form. A real place where people can go and be welcomed. MHI has a vision for this community – your vision. A vision where people of all faiths can live together, not in a state of tolerance, but in a place of mutuality, a real inter-cultural, inter-faith community. These values, that are so much a part of our current buildings, and that will be imbedded in our new community, are the very thing that makes MHI who we are. This is what makes MHI special.

On November 6<sup>th</sup>, MHI publically announced our intention to respond to the desperate need of those Veterans who have served our country in some very dangerous places, but now, for one reason or another, need to be served. The idea of building a home for veterans who have become homeless was the brainchild of our former Executive Director Sue Evans, and has now been in the works for 18 months. We envision building Veterans House to be a model, easily replicated across the country, and thereby doing our part to make a real and lasting impact in answering this desperate need. Our hope is that construction on Veterans House will begin shortly after our Longfields community is completed. However, the work needed to move to the point of construction will be ongoing over the

next two years, while we are building Longfields. Indeed, the Development Committee and the Board are a very busy group of people!

With all this growth happening I wish to assure everyone that our Board has their eye on the operational picture of a much bigger MHI. In order to ensure that MHI is organizationally prepared for all this growth we have been quickly and carefully developing a number of policies to give us the foundation required for responsible oversight and governance well into the future. Last year we were able to successfully develop a conflict of interest policy, a smoke free policy, and a fundraising policy. This year we have developed and passed the anti-bribery and corruption policy, an arrears policy, a tenancy policy, and an internal transfer policy. Moreover, a number of other policies are in various stages of development, including; workplace anti-violence and harassment policy, a finance and procurement policy, and an enterprise risk and crisis management policy. By the time you read this, MHI's Board of Directors will have already spent two Sundays participating in a project risk assessment with an expert in the field, Jan Mattingly. Jan has generously donated her time and skill to MHI to take us through this process and complete an analysis with recommendations. With a third Sunday of this work already on the horizon, I can confidently proclaim there is no rest for the weary, or for the Board of Directors!

Finally, I would like to point out the work of the Membership and Outreach Committee that has resulted in a 50% increase in our membership and community engagement. MHI would not be what it is without the engagement of our members! Your faith community makes us a community of faith, of all and different faiths. And if you, like I, watch the news regularly, you will know how important what we do, and how we work together, is. We thank you with all of our hearts for joining us on this journey. A journey of making our community a better place, by providing homes to those who need a safe, affordable place to live; a journey of making our country better by creating model housing that will shelter and serve those who put everything on the line for our Canadian values. And a journey of making the world a better place, by showing the world what faith truly means, and what faith can do when we pull together! Thank you for being part of us!

Suzanne Le  
Executive Director

## **FINANCE COMMITTEE REPORT**

Chair & Board Representative – Elisha Ram  
Don Melick, Secretary Don Strange  
Amanda Pechousek Suzanne Le, ED (ex- officio)

MHI experienced another challenging year in 2014 from a financial perspective. The Committee focused its work in two key areas: first, pursuing improvements to MHI's business model to make it more financially robust, and second, positioning MHI to advance its growth strategy, which is central to the organization's long-term financial sustainability.

MHI's business model depends on two key sources of funding to support our operations: revenues generated from MHI's buildings, and donations. MHI critically depends on its properties to generate positive revenue streams, to support its program and overhead costs. In this regard, the Committee considered ways to increase the net revenues from the buildings while maintaining MHI's ability to provide affordable housing. A key initiative was the decision to invest a portion of the funds from MHI's capital campaign by paying off the outstanding mortgage on Kent House (about \$104,000). By investing in ourselves and paying off the mortgage, MHI saves upwards of \$1,000 per month in mortgage payments, a much higher rate of return than could have been obtained through alternative investments. MHI will be able to re-mortgage Kent House in short order, once the funds are required to support our growth strategy. In addition, the Committee supported MHI's engagement with the funders for Somerset Gardens House, including the City of Ottawa, the Province of Ontario and the federal government, on ways to address the persistent deficits generated due to rapidly-rising condo fees and special assessments on our units. Significant progress has been made and a solution appears in sight for 2015, for which the Committee would like to thank City of Ottawa Housing Branch, which has been tremendously supportive of our efforts and our mission.

While MHI realized an overall surplus from our properties in 2014, an improvement over the previous year, we experienced a shortfall in donations, partly due to our ongoing capital campaign, which reduces available donations for our regular operations, and partly due to the extreme weather that affected the Tulipathon event. Overall, MHI realized a deficit in 2014, in line with the results in 2013 (adjusted to account for the 2013 financial year being only 10 months long, as MHI changed its financial year-end). The fiscal year for MHI now runs from November 1<sup>st</sup> through October 31<sup>st</sup>.

As per the audited financial statements, revenues for 2014 were \$565,523, and expenses were \$592,900, for a shortfall of \$27,377 for the year. This compares to a shortfall of \$22,865 for the 10 months ending October 31, 2013. Note that these figures do not include amortization.

The shortfall was financed out of MHI's accumulated operating reserve. As at October 31, 2014, MHI had cash balances of \$316,950, providing the organization with liquidity. However, this includes the resources in MHI's capital campaign, which will ultimately be used to support the acquisition of new units.

# MEMBERSHIP AND OUTREACH COMMITTEE REPORT

Chair & Board Representative - Stéphane Lessard

Sahada Alolo	Patrick Marleau
Penny Annand	Waj Mian
Fred Demaray	Gay Richardson
Jean Goulet	Gulwant Singh Bajwa
Jasmine Lessard	Nighat Sayeed
Manu Khemani	Andrea Spraakman
Fran Klodawsky	Suzanne Le, ED (ex- officio)

This past year was a successful year for the Membership and Outreach Committee (MOC). Its membership was renewed, a new focused work plan was approved and implemented, and several outreach activities took place, including to new faith groups. This contributed to raising overall MHI membership to 63 faith communities.

## Leadership and Membership

After seven years as MOC Chair, Penny Annand has stepped down and Stéphane Lessard from the MHI Board was selected as her successor. The MOC also welcomed Fran Klodawsky and Gulwant Bajwa as new members.

## Outreach

The active outreach efforts by all MOC members increased the number of MHI members to 63 faith communities as of December 2014. MOC members visited several Roman Catholic churches this year, resulting in some new memberships. For example, the Knights of Columbus and Catholic Women's League chapters of St. Leonard's parish in Manotick become new members. The proceeds of their *Springtime in Italy* dinner on May 3 resulted in a donation of over \$1,200 to MHI. As well, outreach was initiated to the Ottawa region Knights of Columbus Association, and the staff of this organization raised funds for the Capital Campaign.

A renewed dialogue was initiated with the Ottawa-area Sikh and Hindu communities, to enhance their participation in MHI at all levels. Stéphane also facilitated articles on MHI and the Tulipathon in the *Can Asian Times*, and appeared on TV.

Waj Mian continues to involve the Islamic Society of Cumberland, while Executive Director Suzanne Le secured the membership of a Baha'i community.

In addition to recruitment, MOC members solicited letters of support for MHI's successful proposal to the City of Ottawa for the development of a new affordable housing community in Barrhaven. The organizations who signed these letters may become partners in the success of the future community.

MOC members were also able to increase awareness of MHI and affordable housing issues this past year. For example, Barbara Levine and Gay Richardson represented MHI at a special *Sukkat Shalom* at Agudath Israel on Oct. 11, 2014, with the Rabbi Barry Schlesinger speaking on homelessness and poverty.

### **MOC Work Plan**

A new MOC work plan, covering the period from September 2014 to December 2015, was approved by the MHI Board. This work plan sets out clear goals and objectives in all MOC responsibility areas, with performance indicators. Key goals include: deepening the participation of existing member communities; recruiting new faith members to reach the goal of 80 member communities by October 2015; enhancing the active participation of MHI Patrons; ensuring solid participation in National Housing Day activities; and improving the public profile of MHI.

### **Forum on Communications**

On September 28, 2014, MOC hosted a Forum on Communications at First Baptist Church in Ottawa. The theme was: "What Can I Say about MHI?" and the goal was to encourage other MHI members to participate in outreach activities. The Forum included a volunteer appreciation segment given by Suzanne Le. Micah Garten gave useful tips in effective presentation. Participants then discussed many valuable ideas and suggestions for future activities and effective messaging.

As we look to a new and exciting year in 2015, the Chair wishes to thank all members of the Committee for their constant efforts, including Penny Annand for her leadership of the MOC over the last seven years, Andrea Spraakman for keeping the records of our discussions and Patrick Marleau for supporting the translation of many documents.

## **National Housing Day**

The MHI-led National Housing Day (NHD) celebrations took place at Ottawa City Hall on November 16, 2014. Once again, the well-attended event was in two parts: a multifaith prayer service and a reception.

### **Prayer Service**

This year, the theme of the prayer service "To Serve and Support" was chosen to reflect the recently announced Veteran's House project. Involving many partners and led by MHI, this project works to build new affordable housing for Canadian veterans in need. Drawing on that theme, we again called together a multifaith choir, under the direction of Barbara Clark. Allison Prowse provided music as a prelude to the service and accompanied the choir. The choir sang two selections: "Home is Where the Heart Is," and "To Young Canadians." The gathered congregation was invited to sing three verses of the hymn, "O God Our Help in Ages Past" early in the service and then "What Does the Lord Require of You" at the end.

To reflect our theme, we invited Canon William Fairlie to play the Pipes as he led the participants into the City Council chamber and we asked Reverend David C. Kettle, the former Chaplain General of the Canadian Forces to speak.

Six of our Patrons, a representative from the Baha'i community who joined MHI this year, two Board members, our Executive Director and many other community members participated in the service, and everyone appreciated the spirit and the atmosphere. We want to express our thanks to all who participated in any way and to all who attended.

### **Reception**

Organized by Penny Annand, Charlene Pries and Andrea Spraakman, the reception took place following the prayer service. Suggestions from last year's event were implemented, resulting in an even more successful occasion.

Attendance did not require the purchase of tickets this year however, free will donations were encouraged. The resulting \$1,700 covered all expenses. We estimate an attendance of 120-140 participants, well over our goal of 100.

The hour-long reception also reflected the "To Serve and Support" theme, featuring red and black décor. Charlene created wonderful handmade red poppies as table centerpieces, and procured the necessary equipment for the event. MHI members donated all food items, resulting in a colourful and tasty array of sweets and savouries, and we again provided a non-alcoholic punch. Andrea led in room setup and takedown. Cordova Academy provided students who were great helpers and servers. Thanks to Penny, Andrea and all MOC members for their hard work; to Charlene for generously helping us out; to MHI food donors; and to MHI staff for a job well done.



Mrs. Nazira Tareen presents The Reverend John Marsh (First Unitarian Congregation) with the Dr. Farook Tareen Tulipathon Award at our National Housing Day celebration

# HOUSING MANAGEMENT COMMITTEE REPORT

Chair–Lori Simpson  
SahadaAlolo Geoff Lee  
Yvonne Ashby Fraser MacIlsac  
Bernard Benoit Kimberly Walker – Board Representative  
Danielle Dugas Suzanne Le, ED (ex- officio)  
Brian Kinsley

## Planning

In January 2014, the Housing Management Committee (HMC) held a planning session to establish key priorities and goals for 2014.

The Key Priorities for 2014 included:

- To develop a Communication Plan
- To make effective use of community resources and agencies, to improve access to community services and programs for residents.
- To complete replacement reserve inspections for all existing properties to develop a Capital Replacement Plan. This will allow MHI to budget accurately for and plan capital repairs to make the best use of resources.

The organizational structure at MHI has changed to reflect the committee’s priority to improve communication and develop a communication plan. While a formal communication plan is yet to be developed, communication is now included in the responsibilities of MHI’s Office Manager.

MHI’s Executive Director understood the committee’s commitment to engaging community agencies, to provide any needed supports for tenants, but also to address quality of life issues.

Geoff Lee, the Maintenance Manager, with the assistance of Fraser MacIlsac, a volunteer with both the Property Maintenance Team and a valued member of the Housing Management Committee, have nearly completed the replacement reserve inspections and will begin working on the Capital Replacement Plan in 2015.

## Facelift for Blake House

Big changes were in store for Blake House in 2014! MHI refinanced Blake House to carry a larger mortgage, but at a much lower interest rate, freeing up money for needed renovations. Once the refinancing through Infrastructure Ontario was settled, MHI proceeded with a wholesale change in look for the



three buildings. In the spring, a crew from Waitt Construction arrived and over the next four months the roof was replaced and the exterior was completely re-clad in attractive corrugated metal siding. Blake was overdue for a new roof and the metal siding covered the beaten and worn stucco exterior walls. What a difference! As well as completely revitalizing the look of Blake House, the new siding will also provide an effective wind and rain barrier which will reduce heating costs, preserve the building structure that much longer, and improve the comfort of the residents.

Along with the facelift came new LED lighting and signage for the buildings. The lighting has made an enormous difference in providing bright, focused light to the exterior perimeter of the building. This helps ensure tenants and staff can function safely at night.

### **A “Brighter” Change**

More new windows were installed at Blake House this year. At the end of 2014, thanks to another grant from *Brighter Tomorrows* (The United Way & Hydro Ottawa), MHI was able replace another batch of old drafty windows.

In addition, the funds provided to MHI by *Brighter Tomorrows* were used to replace the aging gas-fired furnace at Kent House. The high-efficiency furnace installed will further reduce heating costs for MHI and provide extra comfort to the tenants at this residence. The project also presented MHI with the opportunity to bring the furnace room ceiling up to current fire code standards. It was also the right time to clean the heating ducts which has improved the air quality in the building and provided maximum blower efficiency for the new furnace.

### **Fire Safety**

Blake House’s fire alarm system is checked annually and any deficiencies are addressed immediately. The certificates of inspection and compliance are posted in each of the three separate lobbies of Blake House. This year, Kent House was also inspected to ensure the building is compliant with current fire safety code standards. Deficiencies have been addressed and the certificate of inspection and compliance will be posted in the front lobby of the residence.

### **Landscaping**

When the new exterior siding was complete at Blake in mid-summer, the front lawns had been severely damaged by the machinery used for the project. Mike, a resident of Blake House, and Geoff took the opportunity to repair the lawns at the front of the building. The terrain was smoothed and graded properly, and the lawns on both sides of the walkway were re-seeded.



In addition, Danielle had two beautiful white landscape boulders delivered to the front of the property and placed on either side of the walkway. They are remarkable landscape features and are a focal point for the front of the building. Thank you Danielle!

The large community garden boxes that had to be dismantled for the siding installation will be re-assembled for the tenants to use in the summer of 2015. One large box will be built and will be moved to a new site along the west side fence. The community garden boxes have been well used by residents in the past and we are all looking forward to their return this summer.

### **New Tenant Liaison Assistant & Cleaner**

At Blake House, the position of superintendent was divided into two parts to make the tasks distinct and manageable. The two new positions are 'tenant liaison assistant' and 'cleaner'. As part of her duties, the tenant liaison provides assistance to the tenants who may have maintenance issues. The cleaner ensures the interior and exterior of the buildings are clean and orderly, and reports any maintenance deficiencies to the office.

The resident tenant liaison assistant at Blake House is Cynthia and the resident cleaner is Mike. We welcomed both to our team in 2014 and appreciate their commitment to MHI and keeping the property well cared for.

### **With Sincere Thanks**

In 2014, over 2200 volunteer hours, valued at \$57,000, were generously donated in repairs and maintenance. On behalf of the Housing Management Committee, we wish to sincerely convey our appreciation to the many supporters of MHI who continue to commit to building this organization. Without YOU this would not work! Plain and simple.

The individuals or families who occupy these apartments are warm, safe and dry because of the funds or time you donate. Thanks. Bless you. We wish you all the best for 2015.

## **Property Maintenance Team**

Chair – Danielle Dugas	
Howard Clark	Gabriel Maracle
Pat Dupuis	Nidal Oumar
Pete Grandbois	Peter Pazdior
Ira Greenblatt	Vasily Ponomarev
Brian Kinsley	Barb Smith
Fraser Maclsaac	Ron Wilson

### **Blake House**

As a pilot project, the Property Maintenance Team (PTM), under the direction of Danielle, removed the back carpeting on the stairs and replaced it with rubber matting. This measure is meant to reduce the cost of keeping the carpets clean and smelling nice – a seemingly endless job – if it succeeds. So far, it has been well-received by the tenants, volunteers and staff. The Committee will decide on the next steps (so to speak) with the possibility of removing more carpeting in the building stairwells.

In the fall, a new domestic hot water tank was purchased and installed at 372 Blake, while a new boiler was ordered for 376 Blake and placed in storage. The installation of the boiler will take place once the very cold weather abates.

New basement wash tubs were put in the laundry rooms of 376 and 380 Blake (372 Blake already had been supplied with a laundry tub). The new tubs will provide tenants in each building with water in the laundry rooms for rinsing purposes and will give the building cleaner access to water.

The back door locking systems were altered for all three buildings. The key entry system was replaced with a mechanical keypad entry system. The change will save MHI the cost of replacing the special security keys needed for exterior doors.

In an effort to improve service to tenants and eliminate the opportunity for theft, the old coin-operated laundry equipment in all three buildings was removed and Coinamatic was contracted to bring in new, efficient, and reliable equipment. The washing machines and dryers are now operated with debit cards and all maintenance is the responsibility of Coinamatic. The new service has been well-received by the tenants and staff.

As we continue to complete interior renovations at Blake House, our focus will be on bathrooms. Many units have fixtures that are far past their useful life and need to be replaced.

As residents move on from Blake House, lots of cleaning and refurbishments of units are needed to prepare for new residents. MHI is very fortunate to have a team of volunteers always ready to pitch in and help with cleaning, painting and just about anything that needs to be done to get a unit ready for a new family. The interior painting of the common areas continues on a regular cycle, thanks to the efforts of Danielle, who organizes work parties and volunteers to join her. Special thanks to Danielle, Brian, Fraser, Barbara and Howard for rolling up their sleeves and rolling on the paint.

## **KENT HOUSE**

One of the old front-loading washing machines from Blake House was moved to replace a very old top-loading machine at Kent House. Front-loading machines use much less water for washing and this heavy duty commercial machine spin dries clothes much better, saving the tenants on dryer costs. Very recently one of the old domestic hot water tanks in the basement began to leak and needed to be replaced. A new model was quickly installed.

Steps are being taken to replace the roof at Kent soon. The shingles are old and need attention sooner rather than later. As soon as funding can be obtained, the work will be commissioned.

## Tenant Relations Team

Chair – Heather Campbell  
Carolyn Ames    Andrea Nelson  
Ed Ellis        Sue Taylor  
Sara Harris     Kimberly Walker – Board Representative  
Mavis Mason    Rosemary Williams  
Elizabeth Morgan

The Tenant Relations Team (TRT) is a group of volunteers that works directly with MHI's tenants at all three properties. Our volunteers work to foster a sense of community within each building and the Ottawa community as a whole. The TRT is unique to MHI and our volunteers bring a wide range of expertise from such fields as social housing, chaplaincy, occupational therapy, conflict resolution, law, journalism, social work, health care and veterans support.

2014 was a year of change for the TRT. We have seen changes in TRT Members and roles within the team, changes within MHI and LSM, improvements to MHI properties (most notably Blake House) and new tenants and families choosing to call MHI home.

We were pleased to welcome Yvonne Ashby of LSM as the new Housing Manager. Her enthusiasm, professionalism and kindness have been a wonderful addition to MHI and we look forward to working closely with Yvonne moving forward.

We are thankful and appreciate the efforts of our Manager of Volunteers, Sahada Alolo, to find volunteers so that we can continue to provide one-on-one support to all MHI tenants.

We welcomed new volunteers, Carolyn Ames, Sara Harris and Andrea Nelson, who have become valued members of the TRT team. However, along with welcomes; come good-byes, and we would like to thank and acknowledge Shirley Bennett, Tara Hutchinson and Anna Wong, who gave freely of their time and talents both to the TRT and to the tenants of MHI. It is also with great sadness that we acknowledge the sudden passing of Kate Missen, who worked closely with TRT in the production of the Blake House Newsletters. She is sorely missed.

We have been fortunate to see our newer volunteers take up roles on the team. Sara has brought her communications expertise to the production of the Blake House Newsletter. Carolyn has recently taken over as community representative for the *Together for Vanier* community organization, out of the Vanier Community Services Centre. In March 2014, Rosemary Williams stepped down as Chair of the TRT and has been an unfailing resource as Heather Campbell takes over the responsibilities of Chair.

The TRT has focused on communication in the past year. There are many challenges in trying to keep tenants and volunteers informed of everything that goes on within MHI. TRT has been working with MHI and LSM staff to improve communications and to keep tenants informed.

Somerset Gardens said good-bye to one family but was also able to welcome a new resident over the last year. Somerset Gardens' residents are very social group and regular gatherings are held on Tuesdays in the sunroom. A summer event was also held also in the sunroom and a holiday gathering was hosted by Sue Taylor.

Kent House also welcomed a new tenant in the last year. A spring gathering was held from residents of Kent House at the neighbouring St. Barnabas parish, making for a very pleasant Sunday afternoon.

Early in the year our team submitted a proposal to create a children's library at Blake House. The TRT was successful in being awarded a \$1,000 grant from the Community Foundation of Ottawa. Donations of books were received from MHI supporters, TRT volunteers and local children's store *Boomerang Kids*. Thanks to the Community Foundation of Ottawa, *Boomerang Kids* and all those that donated their gently used books!

Throughout the year the TRT has continued to build relationships with community partners. In September, the TRT held an end of summer outdoor BBQ at Blake House. The event was a big hit with balloon animals, face painting, great food and activities for the whole family. We would like to thank Jean-Michel of the Vanier Community Services Centre for all their generous support!



Having fun at the Blake House BBQ

Members of the TRT have also been involved in the development of the new tenant application with its emphasis on tenant engagement; and in the implementation of the 'No Smoking' policy at all three buildings.

On behalf of the TRT, I would like to express our heartfelt appreciation to all our members and supporters for all the assistance we have received throughout the last year. This includes our associate volunteers Shoukat Butt, Stefan Dubowski (and family) and Ariela Summit, who provide support at social events. We have received donations from a number of individuals, faith communities and organizations, private businesses and charitable organizations and we want to thank everyone for their on-going support of our work and MHI's tenants. We look forward to a productive and blessed 2015.

## **DEVELOPMENT COMMITTEE REPORT**

Chair & Board Representative – Barbara Levine

Mouna Alshaban    Bruce Marshall

Kathy Bergquist    Gary Martin

Werner Daechsel    Don Melick

Sue Evans    Waj Mian

Atta Ullah Khan    Mike Ward

Brian Kinsley    Suzanne Le, ED (ex-officio)

Welcome to new members Jean-Pierre Baribeau and Ayesha Zubair. Thanks to Gay for her enormous contributions to the Development Committee (DC) over the years, for her ongoing commitment to MHI and her continuing collaboration with King's Daughters and Sons.

### **Priorities for Development Committee 2014**

As in the previous year, the priorities for the Development Committee in 2014 were:

- To deliver on the Board's strategic plan to grow the organization and double the number of individuals and households we assist, and
- To help mobilize the resources required to acquire additional housing units in a responsible and financially sustainable manner.

Thanks to a committed and energetic group of talented and experienced volunteers, the DC laid the foundations in 2014 for achieving both these priorities through: partnering and connecting with like-minded groups, listening and responding to community needs, and working for collective impact.

### **Partnering and Connecting – The Longfields Community**

At the start of the year, MHI was preparing to use the funds gathered through our Capital Campaign from member congregations, donors and supporters to put a down payment on a building that contained 20-25 units. To our great disappointment, several unsuccessful bids for older properties in an extremely competitive rental market led us to conclude that the funds available would only be sufficient to allow us to purchase 15 units.

At our most despairing moment, King's Daughters and Sons (KDS) reached out to MHI's President with a view to exploring a possible partnership. Neither organization knew what that collaboration would entail, but the exploration resulted in a solid and creative partnership. When KDS learned of our interest in applying for City of Ottawa funds, it committed to contributing \$200,000 if our bid was successful, and a KDS representative accompanied us throughout the proposal preparation process.

The collaboration with KDS confirmed our belief in the power of partnerships; it became clear we could do more working with others than alone. With the support of organizations like Centretown Affordable Housing Development Corporation (CAHDCO), Catholic Immigrant Services and LiveWorkPlay, MHI submitted a proposal to the City of Ottawa for funding from the city's Action Ottawa housing envelope to build 57 rental units at the Longfields site in Barrhaven.

Formidable efforts by DC volunteers, CAHDCO staff and a team of architects and engineers from



Barry J Hobin Architects went into the development of the proposal, involving everything from the selection of architects, conceptual design and redesign to the development of budgets and a financing plan. By the deadline in August, we submitted a plan for two phases of construction that would eventually result in our building and owning 98 units, all of them visitable, 10% of them fully accessible for tenants with disabilities, and many of them for hard-to-house large families.

The City of Ottawa informed MHI in early November that it had submitted the winning design. The contribution agreement for Phase I was signed just before the end of 2014.....and to our astonishment, the City indicated that they would seek additional funding from a joint federal and provincial program called *Quickstart* that would allow completion of both phases together. The *Quickstart* funds would provide nearly \$5 million in supplementary funding to our initiative. Our initial \$500,000 collected from member congregations and like-minded organizations had leveraged over \$10 million in public funds for housing those in need of shelter.

Now the real work begins with a planned start to construction in September 2015! Contractors will be hired, a detailed site plan submitted to the City's Planning Committee, and MHI's policies and procedures will need to be revised and reinforced to ensure careful financial management and contract administration during construction.

### **Responding to Community Needs and Leading Collaboratively – Veterans House**

Through 2012 and 2013, Development Committee members and the Executive Director pursued the idea of building a facility on the former Rockcliffe Airforce Base for veterans of the Canadian Armed Forces who were living on the street in Ottawa. Executive Director Suzanne Le led the effort through 2014 to connect and partner with other stakeholders who share MHI's vision. By the end of October,

MHI and its seven partners presented the idea of Veterans House at the Legion Hall in Vanier, in time to mark Remembrance Day 2014.

Organizations working with MHI to make this dream a reality include: Canada Lands Corporation, CAHDCO, Ottawa Salus, the Royal Canadian Legion Ontario Commands Homeless Veterans Initiative and District G, Soldiers Helping Soldiers, True Patriot Love and Veterans' Emergency Transition Services (VETS) Canada.

The next steps for the Veterans House project are to:

- work with Canada Lands Corporation to identify a suitable piece of land;
- collaborate with veterans' organizations to further refine the concept and to identify the physical, social and psychological characteristics of the supports veterans need;
- develop a financially sustainable model for the House, and
- fundraise to fill the financial gap.



A project team of DC volunteers that will focus exclusively on the planning for Veterans House is holding its first meeting in January 2015. Technical expertise from CAHDCO and seed funding from Canada Mortgage and Housing Corporation will help MHI and its partners to refine the concept and maintain the momentum.

### **Working for Collective Impact**

MHI has never seen its role as exclusively that of a landlord. We have always believed that part of our role is to raise awareness about the lack of affordable housing in the city, to provide advice to faith communities who wish to develop a housing program themselves, and to help create alternative solutions and financing mechanisms in support of affordable rental housing. A stronger sector can help bring more attention and resources to solving the problem of homelessness.

As part of this mandate, MHI volunteers including several members of the Development Committee as well as MHI staff have attended various meetings and workshops over the year, exploring ways collectively to "Broaden the Base" of support for safe, secure and affordable housing. This initiative is led by the Alliance to End Homelessness Ottawa, of which MHI is a member.

Various sub-groups (tables) will begin meeting after April 2015 to look into new financing mechanisms, how to create land trusts in the city, and how to collaborate for fund-raising across the sector. MHI staff and volunteers will play an active role in *Broadening the Base*, to the extent that resources allow.

# FUNDRAISING COMMITTEE REPORT

Chair - J. Hugh O'Donnell  
Mouna Alshaban   Mike Ward, Board Representative  
Manu Khemani   Suzanne Le, ED (ex- officio)  
Maha Sakka

## **Context**

The fundraising campaign was officially launched on March 17<sup>th</sup>, 2013 in support of MHI's Capital Campaign – *A Place To Call Home* – which was to enable us, along with other funds, to acquire another 20-25 units. Some 18 months later, thanks to hundreds of contributors, the target of \$500,000 was exceeded. This has been a major accomplishment since it was MHI's first significant campaign with limited previous experience.

## **How we accomplished the target**

The bulk of the funds came from a multitude of individual initiatives from soup parties, anniversary celebrations, customized note card sales, a golf tournament, numerous Church contributions and personal donations ranging from \$1 to \$32,000. The MHI Board of Directors all together pledged nearly \$60,000!

The commitment of \$200,000 from King's Daughters and Sons (KDS), on the condition we were successful in the Action Ottawa 2014 competition, the contribution from Archbishop Prendergast's annual charity dinner and the donation of \$20,000 from the Government of the State of Qatar took us over the top. Another major contributor was our previous Executive Director Sue Evans, who donated her last year's salary.

We wish to recognize the tireless efforts made by Micah Garten, our Campaign Manager until last spring, in leading many of the local initiatives at the grassroots level. We also appreciated having Mayor Jim Watson as our Honorary Patron.

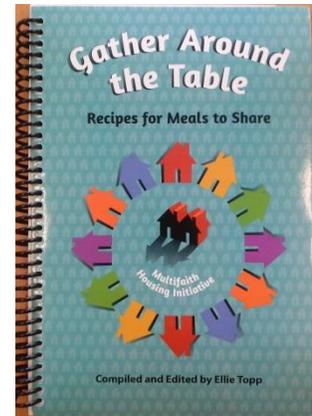
## **Moving ahead**

As you are well aware by now, we are under contract to not just own an additional 20-25 units, since we changed our direction from purchasing an existing property to responding to the city's request for proposal for a new building site resulting in approximately 100 units in Barrhaven with a value of close to \$20M. Needless to say, besides incurring a mortgage and the receipt of funds from the city, we will still need to raise approximately \$1M over the next 2 years. To help us accomplish this target we have hired Maha Sakka to be our Campaign Manager. We have also engaged Susan Doyle, a renowned local authority in running fundraising campaigns. Susan will be providing us with some coaching skills in helping us accomplish this latest financial challenge before us. The Fundraising Committee, with Susan's support and advice, and Maha's skill and experience, will be developing a new plan to close the gap.

However, a carryover from the earlier campaign was the cookbook initiative which will be launched at the forthcoming AGM. We wish to thank Ellie Topp, who was the lead on this project, spending countless hours editing and cooking the hundreds of recipes submitted. We trust this will also be a very successful fundraising initiative.

Our committee will keep you apprised of new developments and programs. We are always keen on having new members join us, and would welcome any ideas you may have or fund- raising initiatives you may wish to launch in your respective faith community.

Many thanks and God Bless,  
J. Hugh O'Donnell



## **Tulipathon Team**

Chair – Monia Mazigh  
Ayan Dualeh    Naima Sidow  
Ria Heynan    Nazira Tareen  
Patrick Marleau    Leila Sieg  
Nighat Sayeed



Bells Corners United's dedicated team of walkers

The Tulipathon, held annually on the first Sunday in May, demonstrates the determination of our faith communities to “walk the talk” for affordable housing. Sadly, the 2014 Tulipathon, was cancelled due to the remarkably bad weather. Even so, numerous supporters came out in their rain gear and boots to share oranges, cookies and much rueful laughter. This intrepid spirit was clear as the contributions for a rained-out fundraiser totalled almost \$ 24,000. Thank you to all!

## HUMAN RESOURCES COMMITTEE

Chair – Charlene Pries

SafaaFouda RachidaYoumouri

Phyllis MacRae - Board Representative Suzanne Le, ED (ex- officio)

This past year, HRC and MHI bade a fond farewell to Micah Garten, our Fundraising and Communications Manager. He left the organization in April to take a development position with the Shepherds of Good Hope. At the same time, we were excited to welcome Michelle Robichaud, our new Office Administrator. By the time you read this report, Michelle will be close to celebrating her first anniversary at MHI, and we're sure you'll agree she's a great addition to the MHI team.



Bidding a fond farewell to Micah Garten

I would like to thank the former and current members of HRC this year for all their work and dedication: Rachida Youmouri, Phyllis MacRae, and Safaa Fouda. Thanks also to all the MHI staff and volunteers who make MHI such a great organization to work with.

## Appendix A

### **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 focused on housing issues. In late 2001, Jewish participation was added, followed by Muslim participation in early 2002. During the course of 2002, Multifaith Housing Initiative emerged as a new organization.

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

## **MINUTES FOR THE AGM 2014**

### Minutes of the Twelfth Annual General Meeting **MULTIFAITH HOUSING INITIATIVE**

Held at the Ottawa Main Mosque, 251 Northwestern Avenue, Ottawa, Ontario  
On 23rd March 2014, 2:30 to 4:30

**PRESENT:** See Attachment 1.

**WELCOME and INTRODUCTIONS:** The meeting was chaired by Gay Richardson, Danielle Dugas was secretary. The Chair welcomed all those present: volunteers, donors, supporters and friends, and thanked all present. Specifically, the Chair thanked our patrons attending today, Reverend Lillian Roberts, Imam Mohamad Jebara and Reverend Martin Malina. The Chair thanked the Main Mosque community for hosting MHI's meeting. The Chair thanked all MHI's staff: Suzanne Le, Micah Garten, Sahada Alola, and LSM staff: Lori Simpson, Kaeli Van Regan and Geoff Lee.

**OPENING PRAYER:** Reverend Malina, of the Faith Evangelical Lutheran Church, noted how we stood today on holy ground, equal and united in this celebration. Since his arrival sixteen years ago to "fat city Ottawa", Rev. Martin has learned that the saying is not so true: four hundred thousand in our city are without safe, affordable housing, thirty thousand are homeless and of that, thirty percent are our youth; many children live in poverty despite their two parents working. Reverend Martin noted that in 2013, Nelson Mandela passed away, whose words echo today: overcoming poverty is not an act of charity, it is an act of justice. Reverend Malina encouraged the assembly to continue to address the systemic failures of our society through efforts grounded in diverse faiths, united in common action: he prayed that courage, patience, vision and strength continue to sustain our work.

**APPROVAL of the AGENDA: MOTION** proposed by Hugh O'Donnell, seconded by Nazira Tareen. All in favour.

**APPROVAL of the MINUTES of the 11<sup>th</sup> Annual General Meeting of 17 March 2013: MOTION** proposed by Fred Demaray, seconded by Bruce Marshall. All in favour.

**AUDIT Report:** Treasurer Elisha Ram commented briefly on the summary audit in appendix F of the AGM report. Our results are worrisome as we are in a deficit position, largely due to high expenditures at Blake House, and fewer donations to the operations of MHI during the Capital Campaign. He then introduced our auditor, Hedra Saparno, of Collins Barrow, and thanked him for completing the work on time. Our auditor stated that he was satisfied that our books are in order, according to established practice, and made only one standard qualification: Collins Barrow cannot test for completeness with respect to the total donations listed. He stated that the documents in the

report represent fairly the situation and activities of MHI for January to October 2013. Elisha Ram thanked Hedra Saparno.

**MOTION:** To accept the auditor's report. Proposed by Elisha Ram, seconded by Barbara Levine. All in favour.

**MOTION:** To re-appoint Collins Barrow as our auditor for 2014. Proposed by Elisha Ram, seconded by WajMian. All in favour.

**ELECTION of BOARD MEMBERS:** Gay Richardson thanked Fred Demaray and Sue Evans for their work on the Nominating Committee.

a) Slate presented by the Nominating Committee:

**MOTION:** To reappoint Safaa Fouda for one year; to reappoint for a second two year term Barbara Levine, Elisha Ram, Gay Richardson; to appoint for a two year term new members Parmod Chhabra, Stéphane Lessard, Amand Pechousek, Mike Ward. Proposed by Gay Richardson, seconded by Sue Taylor. All in favour.

b) Nominations from the floor: no new nominations.

**CORPORATE CONTINUANCE and BYLAWS:** Gay introduced Charlene Pries, who volunteered to help MHI attend to the matter of updating our bylaws to be compliant with industry Canada regulations governing non-profit organizations. Charlene referred to the Canada Not-For-Profit Corporations Act which requires us to file for continuance by 1<sup>st</sup> October 2014 to avoid dissolution of MHI, and to submit bylaws that satisfy the new requirements. Charlene sought legal advice from Carter's (a law firm specializing in charity law), proposed a new set of bylaws, presented it to the board which accepted it in January 2014. The language of the new bylaws is more straightforward, and most references to committees are removed; this is because the organization of the committees and their terms of reference fall under the purview of the board and do not require an AGM for modifications. The financial year end has now been set to 31<sup>st</sup> October.

**MOTION: See attachment 2 for the Special Resolution of the Members of Multifaith Housing Initiative.** Proposed by Charlene Pries, seconded by Bruce Marshall. All in favour.

**EXECUTIVE DIRECTOR's Report:** Suzanne Le thanked all present today. She referred to 2013 as a year filled with excitement as well as disappointments. She reflected on how well MHI is now positioned for growth, with partnerships in progress with Catholic Centre for Immigrants, represented today by Pauline Anderson and Khadra Ali, with Salus, with Canada Lands Company, with United Way, to further meet the needs of our tenants. Suzanne alluded to discussions for development in Old Ottawa East, at Rockcliffe Base, to the renewed mission among building groups to grow the stock of affordable housing. She reported on the search for acquisition of property, with two potential properties that in the end were unsuccessful. Today, MHI is an organization that is geared up, ready to go, focused on working together.

**TREASURER's Report:** Elisha Ram summarized 2013: the statements do not tell a happy story. He referred to Appendix G: last year, our buildings did not carry their own expenses. Kent House has been breaking even; Blake House required significant maintenance and upgrades and Somerset Gardens faced increased condo fees and an additional special assessment. MHI has worked hard to change this picture: at Kent House, we used the revenues of the Capital Campaign to pay off in full the mortgage. This represents a saving of \$1000 per month, and now Kent House will bring an annual return of 12%. This makes it a liquid asset which we can use in acquiring a new property. Blake House is now in better shape and should return to the income provider it had been. At Somerset Gardens, we have changed the terms under which we have acquired it with the City: this should allow it to contribute to a positive balance. The board retreat scheduled for April 6<sup>th</sup> will finalize our business model.

**COMMITTEE Reports:** Gay introduced and thanked all committee Chairs: Elisha Ram for Finance, Penny Annand for Membership and Outreach, Barbara Levine for Development, Charlene Pries for Human Resources, Lori Simpson for Housing Management, and Hugh O'Donnell for Fundraising.

Lori thanked her LSM team at MHI, Kaeli Van Regan and Geoff Lee, and offered a slide presentation to help the assembly appreciate the physical elements of MHI: the committee members, the properties, the teams, and the visible improvements to the buildings. She highlighted the special projects such as the Smoke Free Policy and the installation of a recycling programme at Blake House.

Hugh gave an overview of one year for our Capital Campaign, launched a year ago at St. Basil's Roman Catholic Church. From individual donations ranging from \$1 to \$32,000, we amassed in cash or pledges \$388,000 toward our goal of \$500,000. MHI is actively looking for property to move broadly into all Ottawa. Hugh noted the outstanding contribution of Micah Garten, our Fundraising Manager, whose tireless efforts have brought us to this point. Hugh expressed his hope that the remaining \$112 000 will flow in in the coming months.

**GUEST SPEAKER:** Saide Sayah, Program Manager, Affordable Housing Unit, City of Ottawa

Suzanne Le introduced our guest speaker, who has been working in the Affordable Housing unit for six years, whose introduction to MHI occurred as MHI acquired Somerset Gardens.

Using a powerpoint presentation, Saide gave an overview of the City's ten year plan, highlighting its three priorities: everyone has a home, people get the support they need, and the work must happen together. He referred to \$25 million in capital for investing in affordable housing; he asserted that rent supplements and housing allowances will remain important tools to make this happen. He outlined the reasons he felt will allow MHI to succeed in its endeavour: MHI comes with a unique model of engagement of various faith communities and it has established its credibility through engagement and effective fundraising.

Barbara Levine thanked Saide, indicating that, in Saide, MHI has found an enlightened, caring administrator who has made every effort to facilitate MHI's journey with the City.

**HONOURING OUTGOING BOARD MEMBERS:** The Chair thanked Danielle Dugas, Manu Khemani and Bob Birch for their service to the board. Hugh O'Donnell presented a plaque to Danielle, noting the important contribution that Danielle had made as secretary of three committees and an engaged participant in all of them. The latter two were unable to attend the AGM to receive their plaques in person.

**GAY RICHARDSON VOLUNTEER AWARD:** Gay thanked Bruce Marshall and Fred Demaray for accepting responsibility to receive nominations, to study the reasons and to make recommendations to the board. This award is given to someone whose generosity of spirit and contribution have left a legacy to MHI. This year, MHI honours two volunteers: Danielle Dugas and Don Melick.

Danielle Dugas was recognized for her commitment to the Board, to the Executive Committee and to the Housing Management Committee for the past four years, as secretary and as engaged volunteer. Gay recognized the gift of her time in helping make the properties attractive through the installation of gardens, by leading the Smoke Free Advisory Group to a Smoke Free Policy for MHI, and by committing the Property Maintenance Team to preparing apartments coming up for rental in a manner that we would wish for ourselves. Danielle will continue to participate in the Housing Management Committee.

In Don's absence, Gay read her address to the assembly, and Don will receive the award at the upcoming Development Committee meeting.

Don Melick was honoured with this award because he has been deeply involved with MHI for the past nine years; for six of these years, he served as treasurer to a rapidly growing organization. His financial acumen and wisdom, his personal donations, his deep connection to his faith community allowed MHI to evolve with prudence, to acquire properties without undue risk and to remain stable. Dedication, generosity of spirit, financial leadership are Don Melick's continuing gifts to MHI. Don is continuing his work on the Finance and Development committees.

**OTHER BUSINESS:**

Suzanne Le made a special presentation to Micah Garten, as he prepares to leave MHI. She outlined his patience in her early days, his dedication, the long hours he puts in to bring success to what he undertakes. Micah will be missed very much. She offered the best wishes of the assembly to Micah in his new job. Micah received a standing ovation.

Danielle presented flowers to Gay Richardson as she steps down as president of MHI, to carry on as a Board member as well as a member of the Development, Membership and Outreach, and Executive committees.

**ADJOURNMENT:** Proposed by Hugh O'Donnell, seconded by Bruce Marshall that the Annual General Meeting be adjourned. All in favour.

Original minutes signed by Gay Richardson (Chair) and Danielle Dugas (Secretary)

**ATTACHMENT 1**

<b>Faith Community Member</b>	<b>Official Representative - Voting</b>	<b>Non-Voting</b>
Adath Shalom	Susan Landau-Chark	
Agudath Israel	Barbara Levine	
All Saints Sandy Hill Anglican	Robin MacKay	
All Saints Westboro Anglican	Julie Cross	
Barrhaven United	Liz Nieman	Sara Surjadinata
Bells Corners United	Barbara Bole	Peggy Aitchison David Stafford Desna Sullway
Canadian Martyrs RC	Ken Hart	Corry Wink
Christian Council of the Capital Area	Rev. Martin Malina	
Cordova Spiritual Education Centre	Imam Mohamad Jebara	Leila Sieg Yunis Sieg
Emmanuel United	Nanette Whitwam	Margaret Hope Nyla Garrett Hazel Watts
First Baptist	Rev. Scott Kindred Barnes	Elizabeth Demaray
First Unitarian Congregation	Werner Daechsel	Marjorie Daechsel Jan Heynen Ria Heynen Anita MacLean Mike Wheeler
First United	Sue Taylor	
Fourth Avenue Baptist	Charlene Pries	
MacKay United	Norma McCord	
Orleans United	Flora Crombie	David MacWilliams
Ottawa Muslim Women's Organization	Nazira Tareen	Nighat Sayeed
Ottawa Presbytery - United Church	Rev. Lillian Roberts	
Paroisse Sainte-Marie	Patrick Marleau	
Southminster United	Brian Kinsley	
St George's Roman Catholic	Bonnie Campbell	
St. Barnabas Anglican	Mary Hume	Yvonne Moses
St. Basil's Roman Catholic	Rosemary Williams	John Williams Maureen Ramsay
St. John the Evangelist Anglican	Mary Francis Marshall	Andrea Spraakman
St. Matthew's Anglican	Bev Jensen	Marjorie Patterson
Temple Israel	Fran Klodawsky	Sandy Thomas
Vishva Shakti Durga Mandir	Nitya Varma	

**Other non-voting attendees**

Mouktar Abdillahi  
Khadra Ali  
Pauline Anderson  
Lulit Anguile  
Penny Annand  
Tamara Collins  
Chelby Daigle  
Ted Ellis  
Ruby Elver  
Irene Emig  
Sue Evans  
Khadija Haffajee  
Lisa Kerr  
Atta Khan  
Kim Thu ThamLe  
Tuan Le  
Marilyn Letts  
Louis Macko  
Jackie Maurais  
Cathy McCurdy – City of Ottawa  
Amanda Pechousek  
Barbara Reynolds  
Saide Sayah – City of Ottawa Guest Speaker  
(Chuck) Shoukat Butt  
Hedra Saparno - Auditor  
Clarke Topp  
Ellie Topp  
Jenny Waterman  
Ági Vejér

**Voting Board Members**

Fred Demaray  
Danielle Dugas  
Barbara Levine  
Bruce Marshall  
Waj Mian  
Gay Richardson  
J. Hugh O’Donnell  
Mike Ward

**Staff – non voting**

Sahada Alolo  
Micah Garten  
Suzanne Le  
Lori Simpson  
Kaeli Van Regan

**ATTACHMENT 2**

**SPECIAL RESOLUTION OF THE MEMBERS OF  
MULTIFAITH HOUSING INITIATIVE**

(the “Corporation”)

Continuing the Corporation under the provisions of the *Canada Not-for-Profit Corporations Act* (“CNCA”) and authorizing the Directors to apply for a Certificate of Continuance.

**WHEREAS** the Corporation was incorporated under Part II of the *Canada Corporations Act* by Letters Patent dated the 30<sup>th</sup> day of October, 2002;

**AND WHEREAS** those Letters Patent were amended by Supplementary Letters Patent dated the day of 31<sup>st</sup> day of May, 2004;

**AND WHEREAS** it is considered to be in the best interests of the Corporation that it be continued under the CNCA pursuant to section 297.

**BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:**

1. The Directors of the Corporation are hereby authorized and directed to make an application under section 297 of the CNCA to the Director for a Certificate of Continuance of the Corporation;
2. The Articles of Continuance (transition) of the Corporation, which have been submitted to this meeting and are annexed to these minutes as Schedule A, are hereby approved;
3. The General Operating By-law No.1 of the Corporation (as amended) and No. 2 are repealed and the new General Operating By-law No. 3, which has been submitted to this meeting and is annexed to these minutes as Schedule B, is approved and will be effective on the date that the corporation continues under the CNCA; and
4. Any one of the Officers and Directors of the Corporation is authorized to take all such actions and execute and deliver all such documentation, including the annexed Articles of Continuance (transition), the notice of registered office and of directors in the forms fixed by the Director, which are necessary or desirable for the implementation of this resolution.

ENACTED this 23<sup>rd</sup> day of March, 2014.

WITNESS the seal of the Corporation signed by Gay Richardson (Chair) and Danielle Dugas (Secretary).

## BOARD OF DIRECTORS

### Returning Board Members

#### **Stéphane Lessard**

Stéphane Lessard is a lawyer by training and holds bachelor's degrees in civil and common law and master's degrees in air and space law and business administration. He currently works at Health Canada and previously worked at the Department of Foreign Affairs and International Trade and at the Canadian Space Agency. Born in Montreal, he moved with his family to Ottawa in 2004. He is past Grand Knight of the Manotick chapter of the Knights of Columbus, in the Roman Catholic parish of St. Leonard. He is Chair of MHI's Membership and Outreach Committee. Stéphane and his wife Raji are the proud parents of three wonderful and lively children.

#### **Barbara Levine**

Barbara Levine is a member of Agudath Israel and chairs MHI's Development Committee. She joined the MHI Board in 2012. Barbara spent over twenty-five years working in the field of international development, including 15 years with CIDA and five years as Program Director at WUSC. She has worked in Central America and the Caribbean, Southern Africa and Asia on a range of issues from social policy to human rights and sustainable economic development. Barbara currently teaches a seminar in the international development stream at the School of Public Policy and Administration, Carleton University.

Barbara has also worked on behalf of development and social justice issues in Canada. She was the first coordinator of the Community Economic Development technical assistance program, a national program that supported local development and the social economy in marginalized and remote communities in Canada. She served as director of the Multiculturalism Program at Canadian Heritage from 1999-2001 and takes a keen interest in issues related to migration and refugees, settlement and identity. When not on her bicycle or cross-country skis, you can find Barbara in her garden.

#### **Amanda Pechousek, CPA, CA, CFE**

Amanda Pechousek is both a qualified Chartered Accountant (CPA, CA) and Certified Fraud Examiner (CFE) who works full time in Price Waterhouse Coopers LLP's (PwC) Forensic Services group in Ottawa, where she provides an array of services including forensic accounting and auditing, fraud and financial investigations, personal and commercial economic loss calculations, valuations, and litigation support services.

Prior to her current role, for several years she worked in the Audit and Assurance Group of PwC's office in Montreal, where she was born and raised. Amanda has applied her accounting and financial analysis skills on numerous audit and assurance engagements for private, public and development stage companies. Amanda joined the Finance Committee of MHI in February 2014.

**Elisha Ram**

Elisha Ram served two terms on the Board of Directors for Options Bytown, a not-for-profit organization dedicated to providing supportive housing services in Ottawa. He was vice president for one year and their treasurer for four years. He has an MA in economics and since 2009 has been Director of the Microeconomic Policy Analysis Division, Finance Canada, where he provides policy analysis and recommendations to the Minister of Finance on economic development issues related to industry, science and innovation, the environment, natural resources, regional development and business finance. Elisha has served on MHI's Board as Treasurer since 2012, and is also Chair of the Finance Committee.

**Gay Richardson**

Gay Richardson graduated from Carleton University in Honours Math and began her working career as a teacher with CUSO in Nigeria. As a federal public servant for twenty five years, she worked in policy development in a number of departments. After retiring, she completed a Bachelor of Theology at Saint Paul University. Gay is a member of St John the Evangelist Anglican Church on Elgin Street and was actively involved in the sale of St John's parking lot to Teron for the Somerset Gardens condominium development. In the fall of 2013, she became Secretary for the Board of the King's Daughters and Sons Apartments.

Gay is a founding member of MHI and served on the Board until May 2010 as Secretary. From 2010 to 2012, she was a member of both the Finance Committee and the Membership and Multifaith Committee. In March 2012, Gay re-joined the Board, was President from 2012 to 2014 and Secretary for the past year.

**Mike Ward**

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

Mike is the Board of Director's Vice President and 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 running for a third 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 4 years and served on the Development Committee during this time.

#### **J. Hugh O'Donnell**

Hugh was ordained a Permanent Deacon of the Roman Catholic Archdiocese of Ottawa in June 1999 and currently serves in the parish of St. Isidore Kanata. His career includes many years in management with both government and the private sector and has worked extensively in the Middle East and North Africa.

Hugh continues providing international business development services in various geographical regions, and is chairperson of the Canadian Arab Business Council. He has sat on numerous boards both for profit and not for profit organizations. He was on the board of Arnprior District Hospital; and has volunteered at the Civic and Queensway Carleton Hospitals. He has a strong interest in pastoral work at the interfaith level and concerned with social justice. Hugh, due to his work experience, has an extensive network of contacts at the federal, provincial and local levels of Government and the diplomatic service. Hugh joined the MHI Board four years ago, is chair of the Fund Raising Committee and was Vice-President 2012-2014 and President 2014-2015.

## **Board members running for a second two-year term:**

### **Phyllis MacRae**

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

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

### **Wajahat Mian**

Waj has learned from challenge and the unknown. As a first generation immigrant, Waj helped establish various capacities within the Muslim and cultural community. He has a power engineering degree and has extensive experience in both commercial and residential property management. On the social side, Waj has remained an active member of a social club made up of immigrants from all backgrounds with a particular interest in cricket, badminton and soccer. Over the past few years, Waj has volunteered with the Canadian National Institute of the Blind and the Heart and Stroke Foundation. Further, Waj has held an elected position with the Canada Pakistan Association (CPA) as the treasurer. Building and maintaining capacity in his community at large has been very important to him. In 1992, he was a founding member of the Islamic Society of Cumberland and head of the social committee. Waj has been on the MHI Board for the past two years and served on the Membership and Outreach Committee during this time and more recently on the Development Committee as well.

### **Kimberly Walker**

Kimberly Walker immigrated to Canada in 2008. She grew up in the U.S., where she has worked in various social services capacities. In Oregon, she lived in social housing with her children and started a tenant housing union. Kim was then appointed to Portland's Board of Housing Commissioners. She was instrumental in starting a summer lunch program, changing policy to allow pet ownership, building an on-site child care centre, and moving low-income tenants into home ownership. Since coming to Ottawa, she has worked for the Government of Canada, where she provides policy advice and analysis on immigration and labour market integration issues. Kim graduated from the University

of Alaska BA in Cultural Anthropology, and holds a MSc in Research Methods from Middlesex University in London, UK. By faith, she is a Unitarian Universalist. Kim joined the Board two years ago and currently serves on the Tenant Relations Team, Veteran's House Team, Housing Management Committee, and the Executive Committee.

### **New Board members to be elected for a 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 Inc. (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 Montfort Renaissance among others. Projects of note include student residences, affordable housing, first nations housing and community centres.

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

#### **Dr. Harpal Buttar**

Harpal Singh Buttar earned a degree in Veterinary Medicine in India followed by M.Sc. and Ph.D. degrees in Pharmacology from the University of Alberta. He spent his 41-year professional career at Health Canada as a Research Scientist in the Bureau of Drug Research and as a Senior Assessment Officer in the Therapeutic Products Directorate, retiring in 2013. Dr. Buttar has had professorial appointments to various university faculties, represented Health Canada at international conferences and meetings, served on international boards, authored numerous research papers, spoken at many seminars and workshops, and received several prestigious awards recognizing his achievements.

Dr. Buttar's volunteer services and community involvement have been extensive including: President of the Ottawa Sikh Society and Chairman of the Ottawa Sikh Society's Gurdwara Building Fund Raising Committee, President of the National Association of Canadians of Origins in India, President of the

India-Canada Association, and founding member and currently Vice President of the Punjabi Heritage Foundation of Canada. Previously, he has served as a representative of the Sikh Community on the Capital Region Interfaith Council (CRIC), and currently he is serving on the Intercultural Dialogue Institute (IDI), Ottawa.

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

**James A. Ralston**

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

## **BOARD OF DIRECTORS**

J. Hugh O'Donnell, President  
Mike Ward, Vice-President  
Gay Richardson, Secretary  
Elisha Ram, Treasurer  
Parmod Chhabra – resigned June 2014  
Fred Demaray  
SafaaFouda – resigned June 2014  
Stéphane Lessard  
Barbara Levine  
Phyllis MacRae  
Bruce Marshall  
Waj Mian  
Amanda Pechousek  
Kimberly Walker

## **Executive Committee**

J. Hugh O'Donnell – President  
Mike Ward – Vice President  
Gay Richardson – Secretary  
Elisha Ram – Treasurer  
Kimberly Walker – Member at Large  
Suzanne Le – Chair

## Appendix D

### 2014 MEMBERS

Adath Shalom Congregation	Our Lady of Fatima Parish
Agudath Israel	Pariosse St. Gabriel Pauvres
All Saints Sandy Hill Anglican Church	Rideau Park United Church
All Saints Westboro Anglican Church	Sisters of Holy Cross
Anglican Diocese of Ottawa	The Solseed Movement
Baha'i Community of Ottawa	South Nepean Muslim Community
Barrhaven United Church	St. Alban's Anglican Church
Bells Corners United Church	St. Andrew's Presbyterian Church
Bethany Baptist Church	St. Barnabas Anglican Church
Catholic Archdiocese of Ottawa	St. Basil's Church
Canadian Martyrs Roman Catholic Church	St. Basil's Parish Catholic Women's League
Centretown Churches Social Action Committee	St. Elizabeth Parish
Christ Church Cathedral	St George's Roman Catholic Church
Christian Council of the Capital Area	St. John the Evangelist Anglican Church
Church of the Resurrection Ladies Guild	St. John's South March Church
Cordova Spiritual Education Centre	St. Leonard's Catholic Women's League
Cornerstone Housing for Women	St. Leonard's Parish Knights of Columbus
Emmanuel United Church	St. Margaret Mary Parish
First Baptist Church	St. Margaret's Anglican Church
First Unitarian Congregation	St. Martin de Porres Church
First United Church	St. Matthew's Anglican Church
Fourth Avenue Baptist Church	St Patrick's Basilica
Glebe St James United Church	St. Paul's Anglican Church Almonte
Good Shepherd Barrhaven	St Paul's-Eastern United Church
Holy Spirit Parish	St. Peter and St. Paul's Church
Human Concern International	St. Peter's Lutheran Church
MacKay United Church	Temple Israel
Notre Dame Cathedral Basilica	Trinity United Church
Orleans United Church	Unitarian Universalists Fellowship of Ottawa
Ottawa Monthly Meeting	United Church, Ottawa Presbytery
Ottawa Muslim Association	Vishva Shakti Durga
Ottawa Muslim Women's Organization	

#### Who is a Member?

There are two kinds of members:

- Current Board Directors of MHI (the only individual members) and
- faith-based organizations (including, but not limited to corporations, associations, and congregations) for whom affordable housing is an important focus.

Appendix E

## Grants 2013-2014

MHI has been the grateful recipient of several generous grants from the organizations listed below.  
Thank you to each and every one for your support in making our properties great places to live.



Project Clear Skies



## AUDIT SUMMARY 2014

The condensed financial statements and notes have been extracted from the Audited Financial Statements. Copies of the October 31, 2014 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 Statement of Changes in Net Assets

For the year ended October 31

2014

2013

(With comparatives for the 10 months ended October 31, 2013)

	Internally Restricted				Unrestricted	Total	Total
	Capital Reserves	Fundraising Reserve	Capital Fund Reserve	Invested in Capital Assets			
Balance, beginning of year	\$ 48,113	\$ 23,333	\$ 29,838	\$ 54,314	\$ 7,896	\$ 163,494	\$ 220,469
Deficiency of revenue over expenses for the year	-	-	-	(51,844)	(20,973)	(72,817)	(56,975)
Invested in capital assets							
Net decrease of mortgages payable and promissory notes	-	-	-	36,840	(36,840)	-	-
Net transfer from Fundraising Reserve and Capital Fund Reserve to Unrestricted (Note 11)	-	(15,197)	(16,403)	-	31,600	-	-
Net transfer from Unrestricted to Capital Reserve (Note 12)	291	-	-	-	(291)	-	-
<b>Balance, end of year</b>	<b>\$ 48,404</b>	<b>\$ 8,136</b>	<b>\$ 13,435</b>	<b>\$ 39,310</b>	<b>\$ (18,608)</b>	<b>\$ 90,677</b>	<b>\$ 163,494</b>

## Multifaith Housing Initiative Statement of Cash Flows

**For the year ended October 31** 2014 2013

(With comparatives for the 10 months ended October 31, 2013)

	2014	2013
<b>Cash flows from operating activities</b>		
Deficiency of revenue over expenses for the year	\$ (72,817)	\$ (56,975)
Adjustments for		
Amortization of tangible capital assets	98,369	78,218
Amortization of deferred contributions	(46,525)	(38,771)
Amortization of RRAP loan	(6,404)	(5,337)
	<u>(27,377)</u>	<u>(22,865)</u>
Changes in non-cash working capital items		
Accounts receivables	(38,949)	4,824
Prepaid expenses	(3,977)	1,504
Accounts payable and accrued liabilities	15,509	(17,840)
Deferred contributions	(14,278)	47,842
Deferred contributions for capital fund	164,162	134,187
	<u>95,090</u>	<u>147,652</u>
<b>Cash flows from investing activities</b>		
Additions to tangible capital assets	<u>(334,271)</u>	-
<b>Cash flows from financing activities</b>		
Addition to long-term mortgage interest payable	5,186	6,223
Promissory notes principal repayments	(5,000)	(5,000)
Addition to mortgages payable	1,485,000	-
Mortgage financing and transaction fees	(15,699)	-
Mortgage additions (principal repayments)	<u>(1,285,581)</u>	<u>(36,426)</u>
	<u>183,906</u>	<u>(35,203)</u>
<b>Increase (decrease) in cash during the year</b>	<b>(55,275)</b>	<b>112,449</b>
<b>Cash, beginning of year</b>	<b><u>372,225</u></b>	<b><u>259,776</u></b>
<b>Cash, end of year</b>	<b>\$ <u>316,950</u></b>	<b>\$ <u>372,225</u></b>

**Multifaith Housing Initiative  
Statement of Financial Position**

<b>October 31</b>	<b>2014</b>	<b>2013</b>
<b>Assets</b>		
<b>Current</b>		
Cash (Note 1)	\$ 316,950	\$ 372,225
Accounts receivable (Note 2)	60,823	21,874
Prepaid expenses	9,401	5,424
	<u>387,174</u>	<u>399,523</u>
<b>Tangible capital assets (Note 3)</b>	<u><b>4,108,727</b></u>	<u><b>3,872,825</b></u>
	<u><b>\$ 4,495,901</b></u>	<u><b>\$ 4,272,348</b></u>
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 4)	\$ 63,926	\$ 48,417
Deferred contributions (Note 5)	42,064	56,342
Deferred contributions for capital fund (Note 6)	298,349	134,187
Current portion of promissory notes payable (Note 7)	155,000	45,000
Current portion of long-term debt (Note 9)	30,768	1,273,895
	<u>590,107</u>	<u>1,557,841</u>
<b>Promissory notes payable (Note 7)</b>	<b>307,000</b>	<b>422,000</b>
<b>CMHC RRAP loan (Note 8)</b>	<b>13,877</b>	<b>20,281</b>
<b>Mortgages payable (Note 9)</b>	<b>1,898,288</b>	<b>466,255</b>
<b>Deferred contributions related to capital assets (Note 10)</b>	<b>1,595,952</b>	<b>1,642,477</b>
	<u><b>4,405,224</b></u>	<u><b>4,108,854</b></u>
<b>Net assets</b>		
Internally restricted for capital reserves (Note 12)	48,404	48,113
Internally restricted for fundraising reserve	8,136	23,333
Internally restricted for capital fund reserve	13,435	29,838
Internally restricted for invested in tangible capital assets	39,310	54,314
Unrestricted	(18,608)	7,896
	<u>90,677</u>	<u>163,494</u>
	<u><b>\$ 4,495,901</b></u>	<u><b>\$ 4,272,348</b></u>

On behalf of the Board:

## Multifaith Housing Initiative Statement of Operations

**For the year ended October 31** 2014 2013

(With comparatives for the 10 months ended October 31, 2013)

### Revenue

Rental (Schedule)	\$ 433,155	\$ 355,759
Appliance contribution	-	6,572
Brighter Tomorrow contribution	26,533	-
Clear Skies contribution	12,540	-
Summer student contribution	2,986	5,226
Trillium contribution	32,429	12,811
United Way contribution	1,845	1,018
Donations	20,902	14,672
Fundraising - Tulipathon	22,093	29,838
Interest	3,306	2,127
Principal membership	6,600	2,900
Property tax rebates	2,245	29,267
Other	889	1,715
	<b>565,523</b>	<b>461,905</b>

### Expenses

Appliance	-	6,572
Bank charges	1,480	429
Brighter Tomorrow	26,533	-
Clear Skies	12,540	-
Consulting fees	200	40
Insurance	3,663	4,060
Management services	41,999	34,313
Marketing and communications	2,541	645
Miscellaneous	289	-
Office	22,573	19,902
Professional fees	33,351	25,769
Rental (Schedule)	317,713	299,090
Salaries and benefits	127,940	93,950
Tulipathon	2,078	-
	<b>592,900</b>	<b>484,770</b>

<b>Deficiency of revenue over expenses before items below</b>	<b>(27,377)</b>	<b>(22,865)</b>
<b>Amortization of RRAP loan (Note 8)</b>	<b>6,404</b>	<b>5,337</b>
<b>Amortization of tangible capital assets</b>	<b>(98,369)</b>	<b>(78,218)</b>
<b>Amortization of deferred contributions related to tangible capital assets</b>	<b>46,525</b>	<b>38,771</b>
<b>Deficiency of revenue over expenses for the year</b>	<b>\$ (72,817)</b>	<b>\$ (56,975)</b>

The accompanying summary of significant accounting policies, notes and schedule are an integral part of these financial statements.

5

APPENDIX G

**PROJECTED BUDGET FOR 2014/15**

<b>REVENUES</b>	
Grants	\$ -
Fundraising activities	\$ 50,800
Revenues associated with rental properties	
Kent Street	\$ 37,900
Somerset Gardens	\$ 91,200
Blake Blvd	\$ 299,800
Other revenues	\$ 9,600
<b>Total revenues</b>	<b>\$ 489,300</b>
<b>EXPENDITURES</b>	
Salaries and benefits	\$ 87,600
Less: Allocation to the fundraising reserve	(\$ 17,600)
Staff and office expenses	\$ 27,000
Board expenses	\$ 1,500
Legal, bookkeeping and other professional fees	\$ 24,500
Membership	\$ 1,300
Tenant relations	\$ 2,100
Amortization of refinancing fees	\$ 1,000
Expenditures associated with rental properties	
Kent Street	\$ 26,200
Somerset Gardens	\$ 94,800
Blake Blvd	\$ 235,700
<b>Total expenditures</b>	<b>\$ 484,100</b>
<b>SURPLUS/DEFICIT</b>	<b>\$ 5,200</b>

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

Note: these figures represent the projected MHI budget as at November 2014, and are subject to change throughout the year as approved by the Board of Directors.

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National Housing Day Prayer Service 2014