



ANNUAL REPORT 2021

FOR THE YEAR OF 2020



MULTIFAITH HOUSING INITIATIVE
19th ANNUAL REPORT
APRIL 2021

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MISSION STATEMENT

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

VISION STATEMENT

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



PATRONS 2020

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

MHI RELIGIOUS PATRONS	
NAME	REPRESENTING
Rev. Dr. Anthony Bailey	Christian (United) - Parkdale United Church
Rabbi Menachem Mendel Blum	Jewish - Ottawa Torah Centre
Donna Boisvert	Christian (Baptist) - Sequoia Community Church
Rabbi Reuven Bulka	Jewish - Congregation Machzikei Hadas
Rev. Dianne Cardin	Christian (United) - Eastern Ontario Outaouais Regional Council
Imam Ziad Delić	Muslim - South Nepean Muslim Community
Rev. Fred Demaray	Christian (Baptist) - First Baptist Church
Rev. Dr. Karen Dimock	Christian (Presbyterian) - St. Andrew's Presbyterian Church
Rabbi Steven Garten	Jewish, Emeritus - Temple Israel
Sister Jean Goulet	Christian (Roman Catholic) - Sisters of Holy Cross
Imam Sikander Hashmi	Muslim - Kanata Muslim Association
Rev. Patricia Guthmann Haresch	Unitarian - First Unitarian Congregation
Chaplain Barbara Helms	Muslim - Cordova Spiritual Education Center
Imam Sheikh Haitham Hujaj	Muslim - Ahlul Bayt Center
Wendy James	Baha'i - Baha'i Community of Ottawa
Rabbi Eytan Kenter	Jewish - Kehillat Beth Israel
Rev. Andrew Love	Christian (United) - Dominion-Chalmers United Church
Rev. Martin Malina	Christian (Lutheran) - Faith Evangelical Lutheran Church
Imam Samy Metwally	Muslim - Islamic Society of Gloucester
Rabbi Daniel Mikelberg	Jewish - Temple Israel Ottawa
The Rt. Rev. Shane Parker	Christian (Anglican) - Anglican Diocese of Ottawa
The Most Reverend Terrence Prendergast	Christian (Roman Catholic) - Roman Catholic Archdiocese of Ottawa
Pandit Ravindra Narayan Pandey	Hindu - Vishva Shakti Durga Mandir Association
Rev. David Sherwin	Christian (United) - Christian Council of the Capital Area
Dr. Imam Muhammad Suliman	Muslim - Ottawa Muslim Association
Nityanand Varma	Hindu
Rev. Canon John Wilker-Blakley	Christian (Anglican) - Parish of March

MHI CIVIC PATRONS	
NAME	REPRESENTING
David Kilgour	Member of Parliament (1979-2006)
Nazira Naz Tareen	Ottawa Muslim Women's Organization (Founder & First President, established in 2001)
Inspector David Zackrias	Ottawa Police Service



PRESIDENT'S REPORT

What an incredible year 2020 has been! Certainly all of us have been challenged. But allow me to recount some of the accomplishments made by the Multifaith Housing Initiative (MHI) family to provide and promote safe, affordable and well-maintained housing in inclusive communities, and to mobilize resources for these purposes.



- MHI continues to build communities and provide affordable housing to more than 400 people.
- Construction of Veterans' House: the Andy Carswell Building is finished on budget. By the time you read this report, MHI will have begun moving in 40 veterans off the streets of Ottawa. These individuals will be housed independently in the Andy Carswell Building, with care available to address their needs.
- A new federal corporation (a parallel operating charity) has recently been created: Veterans' House Canada. This new entity will use the program and business model developed for the first Veterans' House here in Ottawa to create several other communities in cities across Canada. A board of directors is being established, bylaws are drafted, and we are seeking charitable status for this new entity. MHI is going national! The full intention of those who founded MHI is now coming fully into view.
- Several new religious and civic patrons have been appointed and additional members have signed on, thereby expanding and deepening our mission to build and nurture inclusive, welcoming and affordable housing communities for people in need. Our virtual National Housing Day was a great success. You may want to watch the video, full of insightful comments and observations from MHI staff, City of Ottawa politicians and several religious patrons, which you can access through our website at multifaithhousing.ca/national-housing-day.
- COVID-19 required great innovation, tenacity and long hours of extra work, particularly to communicate and promote ideas and events. The MHI staff and volunteers pulled together with each challenge. Examples include: i) the Tulipathon team's incredible dedication that resulted in a fun virtual event raising more than \$68K, a new record; ii) our executive director's three Zoom Town Hall meetings, which allowed our supporters to catch up with the accomplishments of MHI and stay connected during COVID-19; iii) the Outdoor Annual General Meeting in Vincent Massey Park that allowed us to gather safely (in the rain) with staff, volunteers, patrons, partners and supporters to fulfill our legal requirements and amend our bylaws; and iv) our year-end fundraising initiative, which raised more than \$370,000 between November 3 and December 31, 2020.
- Our finances continue to be in good order, and again this year, revenues have exceeded expenditures. The Finance Committee closely oversees financial management and assesses the reports and processes to ensure that MHI's assets are safeguarded appropriately. The MHI Board believes accountability and transparency are vital to our effectiveness and reputation.

- The MHI Board performed a self-assessment of its performance, and although marks were all quite high, two areas were strengthened as a result of feedback. A policy paper was developed, discussed, and approved, outlining the board and each board member's fiduciary responsibilities, and is now part of our reference library. We also worked hard to improve succession planning, thereby enhancing our medium-term capacity.
- Finally, we continue to reach out to residents, particularly during COVID-19, to make sure that if they need help, they can look to MHI.

The above only illustrates a few examples of our accomplishments this year, but as we all know, to deliver these brilliant results, we count on many people who give of their time, talent and money. This year, with the pandemic, our staff deserves special mention. The word "challenge" does not come close to the many obstacles they overcame. MHI's staff is simply outstanding. Executive Director Suzanne Le is an exceptional strategic leader, as we all know. She guides many of our volunteers and staff forward to achieve astonishing results. She has expanded MHI and overseen the operations of our communities for the benefit of those 400-plus people who are now residents of MHI. Amanda Smith-Millar, our extremely talented comms/marketing manager, has dealt with many of the ramifications of COVID-19, moving from in-person activities and events to directing virtual Spielberg-like productions. Catherine Morton, our office administrator, kept order in our office and was often the helpful first contact for the public. Recently she left us for a job with the Government of Canada. Sahada, our gifted and innovative community engagement manager, has for many years worked tirelessly with residents to develop and offer a diverse number of support programs for them. Sheldon, our fund development manager, has supported our fundraising efforts spectacularly again this year. The best example is his work for the Andy Carswell Building capital campaign.

Of course, all our volunteers have also helped to make this year so successful. Many thanks to all of you for the countless hours dedicated to committee work and other jobs that make MHI such a compassionate organization. Your important contribution is what gives MHI the ability to make things happen.

Finally, we thank our donors. Without you, little of this would be possible. Your boundless generosity has created five communities. Thank you so very much!

I am sure you all agree we are in a unique moment in time; ambitious and meaningful action to help the homeless can happen. MHI has always played a significant role and indeed is poised to do more. We can use our unique, ecumenical, community-based ethos in more Canadian cities to house the homeless.

Bill Austin
MHI President



EXECUTIVE DIRECTOR'S REPORT

"May you live in interesting times." – Sir Austen Chamberlain

Wow! What a plot twist year that was! Having lived it, and still not fully out the other side, I must admit to not being overly keen on living during historical times. Indeed, I think we could really start our story out in its retelling with: "It was the best of times; it was the worst of times."

On one hand, we saw how everyone collectively recognized how interconnected we are, and through its absence, how deeply important that connection is to our mental, spiritual, and physical well-being. People really pulled together to problem solve and got creative. MHI got imaginative in how we delivered our services. Tenants jumped in and realized the importance of checking in on each other, watching out for – and caring for – each other. They became their own heroes.



But, at the same time, I also watched as all the measures society took to protect ourselves left the poor and most vulnerable in our society in the dust. I was disheartened when I heard people express lovely sentiments like "we are all in this together," and then in the next breath engage in the blame game as they pointed at the dastardly "other" who they held responsible for spreading the virus. Isolating is not at all easy – or even possible – without the benefit of a home to isolate in, a credit card to place a grocery store order with, or even a car to drive oneself to a testing centre. From a place of privilege, it can sometimes be hard to see how our societal protocols and rules simply failed to consider so many people's hard realities. The stark fact remains that while we may all be in the same water, we simply are all sailing in different, and unequal, boats.

So MHI has spent this historical year working as hard as we can to mitigate the effects that this pandemic has placed on our tenants. We have found safe ways to continue running some of our tenant programs in order to alleviate their isolation, and reduce their vulnerability. We installed and opened our playground at the Haven, giving young children a safe place to be physically active, and reduce the stress of their own changed environments. We pushed forward with the construction and opening of Veterans' House. I am excited to report we are finally in the process of moving veterans from homelessness, to home. A new life, with friends, supports, and opportunities awaits them in the Andy Carswell Building. And we have done all this with a lot of support from our members and our volunteers. Indeed, we could not have gotten through this year without your support. You showed up for our first-ever virtual Tulipathon, raising more money than we have before in this event. You sat outside in the miserable rain at our delayed, first-ever Outdoor AGM so we could change bylaws. You knitted blankets for all our new tenants in Veterans' House. And you painted and gardened your way through this pandemic year. And,

once again, we are eternally grateful for all your support. We couldn't have achieved all we did it without you.

As we look back on this unprecedented year, I think we will find that there is not one corner of society that has managed to get through it untouched by these historical times. It has been hard. And while I cringe when I hear people say we are all in this together, I also recognize we can't all come out the other side of this historical moment in time, unless we all come out together. In order for us to stay healthy, have a healthy society, a healthy economy, and a healthy sense of well-being, we will need to all continue to do our part. We will need to continue to follow the protocols as best we can, while they are required; continue to protect and watch out for each other; care for our neighbours; and when possible, get vaccinated.

In the interim, we look towards the future knowing these historical times will come to an end. One day you will walk down the street, reach into your pocket, pull out a mask, and think – what a crazy year that was! And I for one can't wait to see what kind of world we will create in the wake of this historical times. COVID-19 has made it abundantly clear that housing, and a safe place for everyone to live, is the first line of defence against health threats to our society. So I imagine this new world will be one that places greatly increased priority on better services for our homeless, better quality of care standards for our seniors, and on the creation of more affordable housing for everyone. For all of this, we have been given an opportunity to create a better and more equal society. So that next time we are faced with "living in interesting times," our poor and most vulnerable are not left behind, but marching through it, side by side with us every step of the way.

Suzanne Le
MHI Executive Director

A handwritten signature in dark ink, appearing to read "Suzanne Le", with a stylized flourish underneath.

BOARD OF DIRECTORS 2020

Bill Austin – MHI Board President
Neil Raynor – MHI Board Vice-President
Christian Kratchanov – MHI Board Treasurer
Sue Smarkala – MHI Board Secretary
Other MHI Board Members: Sherill Besser, John Harrison, Dr. Fran Klodawsky, Christine Kwasse, Suzanne Le – MHI Executive Director*, Kerry Marriott, Dr. Bruce Marshall, Monia Mazigh

**= ex officio*

EXECUTIVE COMMITTEE

Bill Austin – Chair & MHI Board President
Bill Austin – MHI Board President, Suzanne Le – MHI Executive Director*, Christian Kratchanov – MHI Board Treasurer, Neil Raynor – MHI Board Vice-President, Sue Smarkala – MHI Board Secretary*

**= ex officio*

FINANCE COMMITTEE REPORT

Christian Kratchanov – Chair & MHI Board Treasurer
Fiona Harrison, Lauren Kupferschmid, Christine Kwasse – MHI Board Member, Suzanne Le – MHI Executive Director*, Frederick Pratt, Gabe Spector

*= *ex officio*

“Generosity – our ability to offer the best of who we are and what we have for the benefit of one another – is perhaps our most valuable human attribute. In fact, it may be the singular quality we possess that has the capacity to transform the world.”— Generous Life, Increasing Your Joy Through Giving by John E. Fetzer Institute, Inc.

During the last year, members of MHI Finance Committee have generously given their time and talents to review MHI’s monthly financial statements, and have also provided advice on the level of assurance over the sustainability of our rental revenues to cover our rental expenses. Moreover, members reviewed and monitored monthly reports of the construction of Veterans’ House. This work included tracking of construction expenses against the pre-established budget.

I am pleased to report that once again, MHI’s financial performance was excellent. The Finance Committee’s role of oversight in this regard was facilitated by the top-notch financial management of the MHI staff, led by the executive director. In addition, the Committee welcomed a new experienced and talented member, Fiona Harrison. Fiona’s contribution has been much appreciated and valuable.

At year-end, MHI’s financial statements on cash basis revealed that revenues over expenses were at about \$50,000 over budget. A surplus of \$180,000 was forecasted while the actual surplus was \$230,000. As noted previously, good management of the revenues and expenses on Kent House, Somerset Gardens, Blake House and the Haven was the foundation of this result. This surplus allowed us to pay for the unique and valuable community engagement services provided to tenants, as well as ensuring the long-term sustainability of MHI. Practically, what does long term sustainability represent? It allows, among other things, MHI to provide an internal subsidy to some tenants and funds to maintain (replace and repair) MHI assets representing an accounting value of approximately \$30,000,000.

It is important to note that the surplus provided at the end of the Annual Report is calculated using the accrual accounting method. What are the differences between accrual and cash accounting? Accrual accounting means revenue and expenses are recognized and recorded when they occur, while cash basis accounting items are documented only when cash exchanges hands.

With regards to the Finance Committee’s role in relation to the construction of Veterans’ House, members played a remote oversight role as other MHI stakeholders monitored progress closely. In the meantime, it is rewarding to report that the construction project has been well managed

i.e., on-budget with the right quality and quantity of “construction deliverables”. Another job well done, consistent with MHI’s track record. Although Veterans’ House was completed later than originally anticipated as a result of the ongoing pandemic, most remarkably, the delays did not translate into cost overruns, as is usually the case.

Finally, while the COVID-19 era has changed the way business operates, the Finance Committee held virtual meetings throughout 2020 that were very productive and efficient.



GOVERNANCE COMMITTEE

Bill Austin – Chair & MHI Board President
Marcia Armstrong, Fran Klodawsky – MHI Board Member, Christian Kratchanov – MHI Board Treasurer, Suzanne Le – MHI Executive Director*, Phyllis MacRae, Mike Ward

**= ex officio*

Consistent with MHI’s Strategic Plan and particularly Objective B “Ensuring our long-term sustainability,” the Governance Committee was approved by the board in early 2019 with the following responsibilities:

- Regularly reviewing the governance framework to ensure it is operating as intended
- Reviewing bylaws and board policies on a rotating basis
- Overseeing human resource management on behalf of the board
- Monitoring compliance with MHI’s bylaws and policies
- At least annually, recommending to the board succession plans and processes to recruit and nurture candidates for the board
- Annually, providing to the board, for its approval and use, an evaluation process to assess the effectiveness and efficiency of the board and the health of relationships between the board, committees and the executive director

Highlights from a year full of challenges and accomplishments including the following;

- A) **Board self-assessment:** Early in calendar year 2020 the board undertook a self-assessment ranking how well we are doing our job as board members. There were approximately 20 questions including: how we are meeting our oversight and fiduciary duties; how we are providing the leadership required to accomplish our mission, vision and strategic plan; whether we are adequately focused on key results and future direction; how timely/useful/good agendas, reports etc. are; the adequacy of succession plans for the board and committees; how well we understand our financial situation; and the board’s relationship with the executive director. Overall, feedback was very positive, and from follow-up discussions at both the MHI Governance Committee and the MHI Board of Directors, we agreed on an action plan to strengthen our understanding of the board’s and its members’ fiduciary responsibilities, as well as steps to improve succession planning.

This fall, the board discussed and approved a policy paper entitled “Fiduciary Responsibilities of the MHI Board and Directors.” Further, we are continuing to improve

succession planning for the board and for members of various committees, who of course are a source for membership to the board.

- B) **Modernization of our bylaws:** COVID-19 engendered changes to our bylaws to meet our legal requirements for Annual General Meetings, particularly to be able to use technology and to hold discussions with members of MHI about any issues that arose. Several changes were made at our 2020 AGM including: allowing interactive gatherings to explicitly use chat boxes so we can better provide members the opportunity to discuss issues, for example at virtual AGMs; and setting quorum for AGMs at 30% of parties eligible to vote, which better reflects the growth of MHI membership.

Looking forward to 2021, we are certainly involved with the governance of our new corporation: Veterans' House Canada. "Informationals" will continue (e.g. with new members joining the board we will hold a session to learn about our monthly financial statements), and we will continue to strengthen succession activities. The board is also planning its annual retreat and will review its existing strategic plan to see if requires modification.

MEMBERSHIP & OUTREACH COMMITTEE

Fran Klodawsky – Chair & MHI Board Member
Sahada Alolo – MHI Manager of Community Engagement*, Dianne Cardin, Fred Demaray Suzanne Le – MHI Executive Director*, Monia Mazigh – MHI Board Member, Gay Richardson, Amanda Smith-Millar – MHI Manager of Communications & Marketing*, David Spring, Mara Watson

**= ex officio*

Our usual approach to celebrating National Housing Day was not possible in 2020 given the pandemic. Instead, MHI's 2020 National Housing Day consisted of a YouTube Premiere event on November 22 that has been viewed more than 220 times. It comprised a series of specific, invited reflections and statements by politicians, faith leaders and MHI staff and volunteers, accompanied by visuals of MHI properties and residents. President Bill Austin welcomed viewers and acknowledged that the land upon which we gather is the traditional unceded territory of the Algonquin Anishnaabeg people. Sahada Alolo offered a multifaith prayer. Suzanne Le provided an overview of MHI activities in 2020, highlighting the progress to build Veterans' House: the Andy Carswell Building. During her speech, she also mentioned two awards that were presented at the Outdoor Annual General Meeting (held September 13): the Dr. Farook Tareen Award for Outstanding Tulipathon Fundraising (Southminster United Church) and the Tulipathon Mini Banner Award (Adath Shalom Congregation). Suzanne also highlighted that the Gay Richardson Volunteer Award was presented to Fred Demaray, as well as to Mike Ward, who also received an award to recognize his departure from the Board of Directors. We then we heard from City of Ottawa Mayor Jim Watson – as well as City of Ottawa Councillors Catherine McKenney and Matthew Luloff – on matters related to the affordable housing crisis and what to do about it. A tenant from the Haven – Connie Gervais – read the Charter for Compassion in English and French. The final part of the program was a series of responses from four Patrons – Rev. Dianne Cardin (United Church: Eastern Ontario Outaouais Regional Council), Wendy James (Baha'i Community of Ottawa), Rabbi Daniel Mikelberg (Temple Israel Ottawa) and Chaplain Barbara Helms (Cordova Spiritual Education Centre).

The work of gathering and curating the event fell heavily to Amanda Smith-Millar, MHI's communications & marketing manager, whose efforts and achievements in this regard were acknowledged and celebrated within and beyond MOC. Comments about the event from members and other viewers have been overwhelmingly positive.

In 2020, 65 faith-based organizations were members. As of the end of January 2021, 20 faith communities had already renewed their annual affiliation with MHI.

In 2020, the following were named to be Patrons of MHI: **Civic Patrons** – David Kilgour, Member of Parliament (1979 to 2006) and long-serving member of the Christian-Muslim Dialogue. **Religious Patrons** – Rev. Dianne Cardin, Eastern Ontario Outaouais Regional Council of the United Church of Canada; Sister Jean Goulet, Sisters of the Holy Cross; Rev. Andrew Love, Brigade

Chaplain; Rabbi Daniel Mikelberg, Temple Israel Ottawa; Bishop Shane Parker, Anglican Diocese of Ottawa; Dr. Imam Muhammad Suliman, Ottawa Muslim Association.

On behalf of MOC, Fran Klodawsky and Fred Demaray presented information and answered questions about the history and current activities of MHI's Patron Initiative at the October 2020 Board meeting.



MULTIFAITH
Housing Initiative

NATIONAL HOUSING DAY CEREMONY ONLINE

Sunday, November 22, 2020
3 PM on YouTube

*National Housing Day, which was held virtually
in 2020, was a great success.*

PROPERTY MANAGEMENT

Properties of MHI are run by LSM Services.

PROPERTY MAINTENANCE TEAM REPORT

Team members: Danielle Dugas (team leader), Cy Camphaug, Christopher Duschesne, Rosalie Fox, Fraser MacIsaac, Louise Patry, Gay Richardson, Barbara Smith, Connie Weatherspoon, and Lawrence Wolofsky.

Last year at this time, PMT was winding down, in part due to overall fatigue by all, and in part due to the team leader being away on family duty.

By June 2020, restless, out of their minds with pandemic-related restrictions, Danielle Dugas and Barbara Smith found renewed energy for gardening and invested some 200 hours outdoors at the Haven, until Thanksgiving, when a large group effort over three days helped finish putting the gardens to bed. For this intense gardening blitz, many thanks also go to Rosalie Fox, Gay Richardson, Connie Weatherspoon and Lawrence Wolofsky.

PMT then turned its attention indoors to repairing and repainting common spaces at the Haven, as a fall and winter project, until tighter pandemic restrictions halted all efforts in January 2021. PMT has grown to include Cy Camphaug, Christopher Duschesne and Louise Patry, joining longstanding volunteer Fraser MacIsaac. PMT is grateful for the opportunities MHI has presented to work, alone or together, outdoors or indoors, in friendship, and to be positive agents in the Ottawa community.



RESIDENT RELATIONS COMMITTEE

Sherill Besser – Chair & MHI Board Member
Jay Ainslie, Sahada Alolo – Community Engagement Manager*, Earl Atnikov, Ed Ellis, Mavis Mason

**= ex officio*

The mandate of the Resident Relations Committee (RRC) is to guide residents in their role as neighbours, to fulfill their responsibilities as tenants, to build community and to promote the residents' ability to maintain their homes within MHI housing.

RRC volunteers help residents who need to connect with the larger Ottawa community. Members of the RRC also try to resolve conflicts or concerns before they become larger issues. Despite Covid-19, the RRC organized community-building activities at Blake House; namely, the planting of garden boxes, a fall picnic, and a December holiday event at Blake House, which included much-appreciated gift bags that included gingerbread houses for those with children. Gift bags were also distributed to residents of the Haven and Kent Street.

Through support and activities, the Resident Relations Committee and the Haven Resident Relations Team (RRT) foster relationships. The Haven Community Building Team (CBT) supports the work of RRC/RRT by organizing community and faith-based celebrations at the Haven. In the midst of the COVID pandemic and lock-down in Ottawa, the RRT volunteers have been instrumental in providing necessary supports to our residents at the Haven. The volunteers worked in many ways to link residents to resources as well as help in the delivery of groceries and face masks to households.

The Resident Relations Committee, the Haven CBT, and The Haven Resident Relations Committee will continue to promote a sense of community, organize events and, where possible, provide assistance to residents to help them retain their home within a Multifaith Housing Initiative property.

HAVEN COMMUNITY BUILDING TEAM

Team members: Sahada Alolo – Community Engagement Manager*, Donna Boisvert, Jane Burgess, Dianne Cardin, Harvey Goldberg, Nancy Hazen, Leila Sieg, Carla Van Delen, Mara Watson

**= ex officio*

The Haven CBT of volunteers help to promote a diverse, multicultural, multifaith and inclusive community, as well as encourage residents' participation in community events and improve their Haven residency experience.

The pandemic year of 2020 forced the Haven CBT to halt a number of programming activities at the Haven. However, the pandemic also created an opportunity for our faith community members, residents, volunteers and other community organizations to rise up to the occasion and rally supports for our tenants in need. At the very onset of the pandemic and in the midst of the lockdown in Ottawa, we anticipated that some of our tenants would experience isolation, loss of income, mental health issues, among other challenges. Thus, we sprang into action to help our tenants. With the support of our faith communities (Sequoia Church, Barrhaven United Church, Salvation Army, South Nepean Muslim Community) and other community partners such as the Barrhaven Food Cupboard, the Barrhaven Soup Kitchen, and the Army of Masks, we were able to provide groceries and distribute face masks to tenants in need. Additionally, our volunteer residents as well as the Resident Relations Committee volunteers were instrumental in helping us reach the tenants. Throughout this pandemic, we continue to witness our faith communities put their faith to practice.

Our annual Christmas party took a different format this year. While we could not gather in person due to the pandemic, Dianne Cardin, a member of the Haven CBT and MHI patron, led our efforts to seek donated baked goods and Christmas gifts for families at the Haven. Through this initiative, we received over 100 dozen cookies from Barrhaven United, Knox United, Good Shepherd Anglican, Sequoia Church, Salvation Army, Bells Corners United, Manotick United, and Woodroffe United. While observing COVID-19 protocols, Dianne Cardin, Jane Burgess and her two granddaughters, and Mara Watson were in the community room to receive and package the cookies onto 98 plates with a minimum of one dozen cookies per plate. Mara then led a volunteer team to distribute the cookies to each household at the Haven. Additionally, Salvation Army, Sequoia Church, Knox United, Manotick United, Barrhaven United, the Barrhaven Food Cupboard, and other individuals, including Natalie Sloan from DNS Electrical Contracting, donated gifts, money, and gift cards to be distributed to the children of the Haven for Christmas.

We are looking forward to the end of the pandemic to resume in-person gatherings at the Haven. In the meantime, we have moved some programming – such as the creative writing workshop – online, while we explore innovative ways to engage tenants digitally.

DEVELOPMENT COMMITTEE REPORT

Barbara Levine – Chair
Amit Agarwhal, Bill Austin – MHI Board Member, Jean-Pierre Baribeau, Kathy Berquist, Werner Daeschel, Elena Goubanova, Cal Hegge, Brian Kinsley, Suzanne Le – MHI Executive Director*, Arthur Loeb, Bruce Marshall – MHI Board Member, Sami Mohanna, Maziar Qaseminejad

**= ex officio*

The mandate of the MHI Development Committee (DC) is to acquire and develop properties for MHI that can be rented at an affordable rate, help organize the financing for their development, and nurture partnerships with other like-minded organizations to support this work. Our priority for 2020 was completing the construction of Veterans' House: the Andy Carswell Building. By the end of December, construction was 95% complete and on budget. Major challenges this year were largely the result of COVID, but thanks to the tenacity and commitment of everyone involved – the architect, the builder and sub-trades, the development consultant, project monitor, and of course MHI's staff – the worksite continued to operate safely through lockdowns, the closing of the inter-provincial bridges, shortages of building materials and delays in their delivery. Committee members were thrilled to visit the site just before year-end. The building is full of light, has superior air quality, spacious common areas, has been built to Passive House specifications, and will be ready to receive its first residents by March 2021.

Other major challenges that could have seriously affected the successful completion of Veterans' House have been around financing and fundraising, as well as outreach to and identification of potential residents. COVID-19 has required ingenuity and creativity on all fronts. Staff and other committees have led these initiatives, pivoting fundraising to online platforms and creating new campaigns, and working with new partners to identify potential residents once it became clear that veterans weren't showing up in shelters during the pandemic.

Recognizing the importance of demonstrating concrete benefits to the residents of Veterans' House even in these early days, DC members Dr. Sami Mohanna and Dr. Bruce Marshall were instrumental in identifying a potential research partner once the building is operational. A joint proposal for research funding is awaiting a decision from the Canadian Institute for Health Research.

In line with our commitment to evaluate and share the results of MHI's work, DC oversaw the completion of a Lessons Learned exercise with Salus, another affordable housing provider in Ottawa. This assessment was done by a third-party consultant and funded by the Ottawa Community Foundation. COVID-19 had a serious impact on the dissemination of the findings (with national conferences and provincial workshops cancelled in 2020). Nonetheless, many of the lessons learned from the construction of the Haven found their way into the planning and construction of Veterans' House.

The other major focus of the committee in 2020 was developing our next affordable housing project in partnership with Julian of Norwich congregation, the Anglican Diocese of Ottawa, Cahdco, and other community partners on the current site of the church. As part of the design process, committee members have been involved in financial feasibility studies for the property and the completion of a master concept plan and early architectural drawings. Applications to both CMHC and the City of Ottawa for SEED and pre-feasibility funding were successful and several key studies (an environmental assessment, geological survey etc.) have been completed. Here too, COVID-19 – as well as financial challenges for several partners – have made this a complex and challenging project. Nonetheless, the relationship between Julian and MHI has been strengthened during this period, and the possibilities for synergy with regard to community engagement between future residents and members of the church are exciting.



Figure 1: Photo courtesy Hobin Architects

FUNDRAISING COMMITTEE

John Harrison – Chair & MHI Board Member
Bashir Surani, Peter Coffin, Suzanne Le – MHI Executive Director*, Sheldon Leong – MHI Fund Development Manager*, Isabel Metcalfe

**= ex officio*

The MHI Fundraising Committee has an important role to play in support of the MHI mission, which is “to provide and promote safe, affordable and well-maintained housing in inclusive communities, and to mobilize resources for these purposes.” Consistent with MHI’s Strategic Plan and Objective B, “Ensuring our long-term sustainability,” the Fundraising Committee was reconstituted in 2019 with the following responsibilities:

- Make recommendations to the MHI Board of Directors about the fundraising goals put forth as needed to achieve the goals in MHI’s strategic plan.
- Make recommendations to the MHI Board of Directors on ongoing and prospective fundraising activities.
- Maintain and update MHI’s policies as they relate to fundraising.
- Identify and develop fundraising opportunities relevant to the mission and goals of MHI.
- Develop, support, monitor and assess MHI’s relationships with key development partners, funders, sponsors and grant-makers.
- Collaborate with the Communications & Marketing Committee, Membership & Outreach Committee, and other committees on events or initiatives that have a fundraising component.
- Where appropriate and possible, assist faith communities and individuals who are running MHI and third-party fundraising opportunities.

Veterans’ House Capital Campaign Update: 2020 was certainly a challenging year for MHI’s Veterans’ House fundraising campaign. We were energized and optimistic to start the year, but three months in, all our fundraising activities came to a halt due to the pandemic. While we continued to receive donations from individual donors, all the meetings that we had lined up with our potential major gift donors were postponed or cancelled, most of them planned months ahead of time. While prospective corporate donors remained interested in the project, the future was suddenly insecure and destabilized. We were advised that they had to focus on their own operations as everyone had to reorganize overnight and plan for a vastly different immediate future. However, the record-smashing success of the Tulipathon in May buoyed our spirits, and as individuals and businesses began to settle into their new normal, campaign activities began to ramp up again starting July and onwards. In the fall, we received a significant donation from Commissionaires Ottawa – their second donation towards the Veterans’ House campaign. Our #WeSaluteYourService Challenge from November to December had a fantastic

response, with individuals and organizations making many meaningful posts on social media in honour of a veteran/veterans. By December 31, 2020, we had raised \$3.5 million towards the \$5 million Veterans' House fundraising campaign goal, and we are confident that the combination of all our efforts will help us cross that finish line in the summer of 2021.

Following the reactivation of the Fundraising Committee in the fall of 2019, the committee focused its efforts in 2020 on priority areas.

One priority included relationship building with the Government of Canada (GC) Workplace Charitable Campaign (GCWCC), with a particular focus on the Youth Council Initiative Project B. Launched in 2016, Project B is an initiative of the GCWCC Youth Council, which seeks to connect public servants to a cause in their local communities by raising awareness, encouraging volunteerism and fundraising. Previously focused on supporting youth mental health and refugee integration efforts, Project B in 2018 added a third area of focus, addressing homelessness. Although the committee has experienced challenges in understanding how best to leverage the relationship with the GCWCC, we will continue to explore this relationship and determine whether it will form one of the core fundraising pillars over the long-term.



The committee was pleased to provide support to the highly successful Tulipathon fundraising efforts for 2020. As a result of the COVID-19 pandemic, the annual Tulipathon event was turned into a virtual fundraising event, and participants were encouraged to do a solo stroll or a household hike. All the hard work to digitize the event paid off, as the 2020 walkathon (#keepcalmandtulipathon) raised the most funds ever, bringing in over \$68,000. In addition to their individual donations, committee members helped establish connections with faith communities and individuals that had not donated previously. We will continue our outreach in 2021 to other faith groups that did not support Tulipathon to expand this base of support.

Finally, related to the above-mentioned fundraising efforts, the committee through its outreach efforts was able to establish contacts which led to a feature on homelessness and Veterans' House on the May 13 CBC News supper hour and evening edition and a feature interview on *An Hour to Give* on the 1310 News radio station.

Special mention: A fundraising partnership was established with the Eastern Ontario Outaouais Regional Council (EOORC) of the United Church of Canada to initiate a fundraising campaign to support Veterans' House. This follows in the footsteps of the successful partnership with the former Ottawa Presbytery, where more than \$100,000 was raised to support the Haven campaign. United We Stand: the EOORC Campaign for Veterans' House was spearheaded by MHI Board Member Sue Smarkala and former Barrhaven United Church Minister/current MHI Patron Dianne Cardin, with contribution from Reverend Andrew Love of Dominion-Chalmers United Church, who is also a chaplain in the Canadian Armed Forces. Together with MHI staff, the team

worked with EOORC's leadership and established a goal of \$150,000, becoming the first fundraising initiative that the newly created EOORC would endorse and support. Online fundraising tools were created to support the fundraising campaign, and the United We Stand Sunday Service package was developed by the team, which contains a Sunday service bulletin, documents, and videos to help churches host their own United We Stand Sunday Service, which highlights the plight of homeless veterans. So far, over \$57,000 has been raised by numerous United churches and individuals, and Commissionaires Ottawa has agreed to match every dollar raised, up to \$150,000. The United We Stand campaign will end on June 30, 2021.

In support of Strategic Initiative B7, "enhance our fundraising model, process and successes," the MHI Fundraising Committee will build upon 2020's lessons learned and our established relationships to continue our focus in the following areas:

- a) Expand the partner and donor base for Tulipathon by reaching out to more faith group members and encouraging them to participate in this annual event.
- b) Conduct an assessment of the MHI direct mail campaign in order to enhance the program, including new ways to reach existing and prospective donors, such as e-mail solicitation and social media.
- c) Continue to develop a robust planned (legacy) giving program.
- d) Continue to explore opportunities through the Government of Canada Workplace Charitable Campaign (GCWCC), working with the Youth Council Initiative Project B/GCWCC representatives of departments and agencies, including the Department of National Defence and Veterans Affairs Canada, and the City of Ottawa United Way Campaign.
- e) Explore opportunities and options with the Communications & Marketing Committee and Membership & Outreach Committee to achieve the most efficient and effective collaboration structures, processes, and initiatives.

TULIPATHON TEAM

Due to the COVID-19 Pandemic, the Tulipathon Team did not meet as it normally does to plan the in-person Tulipathon walkathon at Dow's Lake. Instead, the Tulipathon became virtual in 2020 under the slogan #KeepCalmAndTulipathon. Here are some highlights of Tulipathon 2020:

- **Virtual walk:** This year, participants were encouraged to complete a 2K "solo stroll" or "household hike" in their own neighbourhoods while maintaining physical distancing. Participants were asked to take pictures of themselves on their walks throughout the Ottawa region, and post their photos on social media using the hashtag #KeepCalmAndTulipathon and/or email them to the MHI office. The walk was highly successful, and helped keep the spirit of Tulipathon alive, even though we were not able to meet together in person at Dow's Lake.

- **Banner Contest:** Every year participating faith group teams are encouraged to create a banner to carry during the walkathon. This year we asked participants to design a “mini banner,” take a picture, and send it to the MHI office. Adath Shalom’s entry was selected by City of Ottawa Mayor Jim Watson as this year’s winner.
- **Fundraising:** Despite the pandemic, Tulipathon 2020 was the most financially successful to date, with more than \$68,000 raised.

MHI staff and volunteers were very grateful to everyone who walked, participated on social media, donated, or supported Tulipathon 2020 in any way!



COMMUNICATIONS & MARKETING COMMITTEE

Kerry Marriott – Co-Chair & MHI Board Member Janice Summerby – Co-Chair
Sabrina Barakat, Max Brownfield, Suzanne Le – MHI Executive Director*, Amanda Smith-Millar* – MHI Manager of Communications & Marketing

*= *ex officio*

Simply stated, 2020 was a transformational year for the MHI Communications Committee, which was renamed the Communications & Marketing Committee (CMC) as the year came to a close. Committee activity increased during the year to support and sometimes lead MHI's heightened fundraising efforts, particularly for Veterans' House. At the same time, the COVID-19 pandemic forced CMC to conduct activities in more innovative ways.

Supporting MHI objectives: Typically, most CMC activities support all goals listed under Objective A of MHI's Strategic Plan ("mobilize and expand our community reach"), as well as many of those listed under Objective B ("ensure MHI's long-term sustainability"). For example, with CMC support – and especially, the leadership of the comms & marketing manager – many faith groups and patrons learned new ways of communicating, which in turn expanded the MHI network, identified new champions and increased donations. Notably, the communications & marketing manager developed numerous videos to help faith groups and patrons fundraise virtually and to help MHI connect with the public.

CMC undertook to grow the organization's social media network, identifying key messages and optimum post schedules. For example, the Veterans' House social media calendar identified significant dates to post messages of remembrance and mental health. The account targeted key patrons, partners, and other influencers to engage with MHI on social media. One measure of success is the Veterans' House Twitter site, which grew from 83 to 138 over the final four months of 2020.

Supporting the manager: MHI is fortunate to have a full-time communications & marketing manager, and CMC supports her work by providing advice and hands-on assistance. In 2020, CMC members drafted news releases and media lists for key MHI events; wrote, transcribed, and proofed content for videos; recommended improvements to MHI's website; resolved a problem with MHI's LinkedIn account; drafted correspondence for the executive director to encourage a public relations opportunity; updated generic text to promote Veterans' House to prospective donors; designed business cards; advised on MHI's database supplier; and prepared a summary of community media outlets. In addition, introductions were made between the editor of *Esprit de Corps* and MHI's executive director, which resulted in a feature article and, in turn, a significant donation.

The pandemic pivot: "Pivot" may have been one of the most overused words in 2020. All of MHI's major events were transformed by COVID-19, from Tulipathon to the AGM to National

Housing Day. MHI hit the ground running with its first virtual event, the virtual walkathon campaign #KeepCalmAndTulipathon. CMC worked closely with the communications & marketing manager to support the shift to online activity, helping to plan and prepare key content. Video communications were a centrepiece, with video tools produced by the manager for the use of faith groups. The videos designed for social media generated numerous posts, which resulted in dozens of participant posts and tweets. Though we could not walk together, we did indeed keep calm and raised more money than ever before! In addition, because faith groups needed to fundraise virtually, the communications & marketing manager was active, training many of their members in social media and online meetings. If we proceed with more virtual fundraising, MHI members will benefit from this solid learning base. MHI's National Housing Day also required a pivot to virtual execution. Again, effective videos helped generate social engagement, which focused community attention on MHI goals.

#WSYS: CMC's major contribution and activity in 2020 was the public-facing fundraising campaign, and especially the idea, planning, and execution of the social media campaign #WeSaluteYourService. This innovative campaign, devised by Kerry Marriott, ran detailed messaging across multiple media streams, and included videos, advertising, website and social media activity. #WSYS-targeted outreach used influencer engagement to launch and drive waves of public outreach. #WeSaluteYourService and the MHI direct mail campaign produced \$370,000 in donations for Veterans' House between November 3 and December 31, 2020. (MHI donors contributed \$185,000, which was matched in full by Commissionaires Ottawa, for a total of \$370,000.) Endeavours like this blur the line between communications/marketing and fundraising activities, highlighting how effective this collaboration can be in generating donations.

A new look: A major achievement of the year was the introduction of a new logo set for MHI and Veterans' House. The communications & marketing manager worked with graphic designers to develop a colour scheme, typography, and graphics, which solved previous problems in an aesthetically pleasing manner. The new standard brings a complementary yet distinct design to Veterans' House and MHI logos, and allows for flexibility and use on various media platforms.

Some social media stats: At year's end, MHI's Facebook had 663 likes and 753 followers. On Twitter, MHI had 843 followers and Veterans' House had 138 followers. We launched a new presence on Instagram and re-started our LinkedIn corporate page. If you haven't yet followed or liked MHI and Veterans' House on social media, please do so. Help us grow these numbers and expand our reach!

What's in a name? Many of the communications products created in 2020 supported fundraising efforts. The Communications & Marketing Committee's name change reflects how closely the two areas are connected at MHI. Marketing adds new objectives to communications, prompting a tighter focus on assisting fundraising and a closer alignment of our efforts to MHI's mission to house people. This change will inform skill recruitment in 2021.

Irrespective of our name, CMC started – and will continue – to reach across committee lines to better understand our fellow committees and identify opportunity for greater collaboration. Our thanks to members of other committees who attended a CMC meeting in 2020. We look forward to welcoming others and returning the favour.

Farewells: 2020 saw the conclusion of Alex Anderson’s long-time association with MHI, culminating in his chairing of this committee. We thank Alex for his many years of leadership, input, effort, and dedicated commitment. CMC is also sad to report another member will be leaving midway through 2021, as Kerry Marriott returns to the UK. Definitely, our loss is England’s gain. Kerry jumped into the deep end of the MHI pool, ultimately co-chairing CMC while completing her term on the MHI Board of Directors. Her fresh, thoughtful ideas and unmatched productivity will be keenly missed.

Recognition: Finally, CMC would like to recognize the outstanding work of MHI Manager of Communications & Marketing Amanda Smith-Millar, who worked around the clock in 2020 preparing quality communications products and services with passion, determination and good humour.



VETERANS' HOUSE COMMITTEE

R. Neil Raynor – Chair & MHI Vice-President
Darlene Boileau, Cal Hegge, Suzanne Le* – MHI Executive Director, Sheila McIntyre, Mike Ward

*= *ex officio*

Introduction: As outlined in Suzanne's reports, Veterans' House: the Andy Carswell Building is Canada's first "Housing First" community built for homeless veterans. This pioneering MHI project specifically targets the needs of the rising number of homeless veterans who are "living rough" in Ottawa and combines safe housing with essential on-site rehabilitation services.

Early in January 2020, it became clear that creating a committee focused on the Andy Carswell Building's construction was needed for two primary reasons. The first was to act as a single point of focus within MHI for the many activities ongoing around the building – physical, organizational and financial – and to work with other MHI committees that had been undertaking elements of this work. Second, the committee was created to create a body of knowledge within our volunteer cadre of what it takes to establish such a community, so that experience could be shared beyond Ottawa. If there is one thing we have learned on the long road to realising the dream of addressing homelessness amongst veterans, it is that the issue is larger than one community, and it is national in scope.

In February 2020, MHI Vice-President Neil Raynor proposed to the Board of Directors that the Veterans' House Committee (VH Comm) be created with a mandate: "To assist the MHI Board in ensuring the project is appropriately enacted, operationalized, and maintained to achieve the best possible long-term outcomes." The proposal was very well received by the board and passed unanimously at the February 4, 2020 meeting. The first VH Comm meeting took place shortly thereafter on Feb 18, 2020.

2020 committee activities:

Stakeholders, partners & community support: Veterans' House in Ottawa would not have been realised without the foresight of a number of significant stakeholders led by MHI Executive Director Suzanne Le. Realisation of the vision took considerable effort over a number of years. One of our key 2020 committee members in this regard has been Darlene Boileau, who has ensured that we have stayed engaged with all levels of government in pursuit of our charitable purpose. Our presentations, support requests and information sharing has borne significant and ongoing support from the federal and municipal governments. MHI Communications Committee (now the MHI Communications & Marketing Committee) was also key to this work, including the two hugely successful Zoom Town Hall meetings held with supporters in 2020 and the #WeSaluteYourService initiative.

Capital funding: For any charity funding a major capital program is always a challenge, but MHI has been blessed with support from our community with donations small and large. For much of this year we have been very ably guided in our efforts by Wayne Hussey Consultants Inc. and the MHI Steering Committee for this effort, comprising Bill Austin and Neil Raynor. The MHI Finance Committee has also helped keep track of MHI's various financial commitments through the Canadian Mortgage and Housing Corporation and Infrastructure Ontario. Cal Hegge also reviewed the draft operating budget and the impacts of the loans on sustainability. One important (and for once positive) outcome of the economic fallout of COVID-19 was a significant reduction in our potential interest exposure as rates came down in the spring/summer of 2020.

Construction: On the construction front, the MHI Development Committee has continued its excellent stewardship in monitoring the construction program as it has unfolded in the very challenging time of COVID-19 restrictions. MHI has benefitted from having Cal Hegge as a member of both committees. The most significant delays have been COVID-related but even so were much less than had been assumed in the spring. And for that we should recognise and thank McDonald Brothers Construction (MBC) Inc. who have kept us moving forward throughout this difficult period. They have shown true commitment in very many ways to Veterans' House.

Veteran identification & induction: While construction was still in its foundation stage, it was realized that MHI needed a rigorous process to use all available resources to reach out to homeless veterans, and establish their *bona fides* and potential residency in the Andy Carswell Building. Leading a multi-disciplinary task force to develop that process was long-term MHI supporter and veteran Mark Eldridge. The success of that initiative was demonstrated in the smooth transition to "housed" status of the first cadre of veterans in February 2021. A particularly significant milestone was reached on January 29, 2021 when our first veteran moved into the Andy Carswell Building and vacated her car which had been her home for several years. And not a moment too soon: on the night of January 30/31 the temperature dropped to a bone chilling -23C.

Research initiatives: Understanding the paucity of good data about the scope and scale of homelessness amongst veterans, the VH Comm also anticipated that policy makers and the academic community would be interested in engaging with Veterans' House tenants to help fill in some of the data gaps – particularly as many veterans had shunned "traditional" shelters, preferring to camp or live in their cars to maintain some measure of independence. To ensure those requests were handled appropriately and in the best interest of MHI's tenants, the committee's secretary and academic, Sheila McIntyre, undertook to review best practices and suggest a best approach in this area, which was adopted by the committee.

National Business Plan: In a year of significant work for the Committee, the decision by the MHI Board to take the campaign to end homelessness amongst veterans national is perhaps among the most significant. In the fall, Veterans' House's main benefactor indicated that he was prepared to support a national initiative, and that he saw MHI as the best organization to lead that effort. During October 2020, a National Business Plan Task Force was created led by the VH Comm Chair, Neil Raynor, and comprising the MHI President Bill Austin, MHI Past-President Mike

Ward, and Executive Director Suzanne Le, with the charge to scope out what a national initiative would look like, the resources required, and the best governance practices and approach for success. After extensive consultation both within MHI and amongst our most important partners, a “Business Plan to Support MHI’s National Homeless Veterans’ Housing First Initiative” was adopted by the MHI Board of Directors, and on December 23, 2020, Veterans’ House Canada was established with issue of its letters patent as the first step in a process to create a federally incorporated “parallel operating charity” of MHI. It was a significant day and a significant step towards achieving our founders’ vision to take Multifaith Housing Initiative’s approach national.

End of year: It’s not often that the first annual report of an MHI committee is also its last, but with the creation of Veterans’ House Canada (VHC) the need for the VH Committee has been superseded, and at its February 4, 2020 meeting, the MHI Board formally closed the committee and VHC – with the same members – commenced to pursue its charitable purpose, “To relieve poverty by establishing, operating and maintaining supportive, affordable housing for homeless veterans across Canada.”

Acknowledgement: It would be remiss if we did not acknowledge the sterling work of all our MHI staff in supporting the work of the Veterans’ House Committee and the whole Veterans’ House project. To our many donors and partners, we wouldn’t have gotten to open the doors of the Andy Carswell Building without your generous support. Thank you to you all.



MHI HISTORY

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

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



MINUTES FOR THE ANNUAL GENERAL MEETING 2020 MULTIFAITH HOUSING INITIATIVE

Vincent Massey Park, Heron Road
Sunday, September 13, 2020

In conformance with the by-laws, the notice of the meeting (attached) and the 18th Annual Report for Multifaith Housing Initiative, dated March 2020, were circulated to Members.

PRESENT: See 2020 AGM List of Attendees

WELCOME AND INTRODUCTION: Bill Austin (Board President and Chair of the Meeting) welcomed those present for the eighteenth annual general meeting. Bill thanked patrons, members, volunteers and staff for all their efforts to make MHI an incredible force for good. Indeed, our determination and innovation enable us to manage our work and, even, COVID-19! Bill recognized that the land on which we gathered is the unceded territory of the Algonquin Anishinaabeg people.

OPENING PRAYER: Rabbi Eytan Kentner, faith leader of Temple Israel, extended a welcome to all those in attendance.

APPROVAL OF AGENDA: MOTION – Bruce Marshall moved and Sherill Besser seconded that the agenda be approved. Carried.

APPROVAL OF MINUTES: MOTION – Bruce Marshall moved and Kerry Marriott seconded that the minutes of the 17th AGM be accepted. Carried.

TREASURER'S REPORT: Christian Kratchanov noted that results for the year were very good, exceeding our targeted surplus for 2019. We are on solid ground for MHI continued good works.

REPORT OF THE AUDITOR: Hedra Saparno of Baker Tilly confirmed that MHI is following accepted financial practices in conducting its business, that funds are as received, and that they are satisfied that the financial report is correct.

MOTION: Christian Kratchanov moved and Dianne Cardin seconded that Baker Tilly (formerly Collins Barrow) be retained as MHI's auditor for the next fiscal year. Carried.

COMMITTEE REPORTS: MOTION – Moved by Norma McRae and seconded by Kathy Yach that committee reports be accepted. Carried.

BYLAW CHANGES: These changes reflect the growth and advancement of MHI from a very small organization to what it is today – a group of faith communities offering affordable housing to more than 400 people. Four main changes to bylaws are:

1. Allow interactive gatherings to explicitly use chat boxes.
2. Allow proxy ballots for ‘in absentia’ member voting.
3. Allow 50% plus 1 to pass a motion which reflects best practices in our sector.
4. Set quorum at 30%, reflecting the growth in MHI membership.

MOTION: Moved by Neil Raynor and seconded by Gay Richardson that these changes be approved. Carried unanimously.

ELECTION OF BOARD MEMBERS: The slate of nominations to the MHI Board was presented by the Governance Committee: Bill Austin, Fran Kladowsky, John Harrison, Christian Kratchanov and Phyllis MacRae:

- i. Third 2-Year Term: Sherill Besser
- ii. Second 2-Year Term: Bill Austin, John Harrison
- iii. New Members: Christine Kwasse, Monia Mazigh

MOTION: There being no further motions from the floor, moved by Fran Klodawsky and seconded by Barbara Levine that this slate of nominations be approved. Carried.

HONOURING OUTGOING BOARD MEMBERS: The Board would like to acknowledge the contributions of outgoing Directors: Bernard Benoit, Awad Loubani and Mike Ward.

GAY RICHARDSON VOLUNTEER AWARD: Gay Richardson presented the 2019 award to Fred Demaray and Mike Ward. A full description of their many contributions to MHI are attached.

TULIPATHON AWARDS: The Tulipathon Dr. Farook Tareen Award and Banner Contest Award were presented by Nazira Tareen.

- The Tulipathon Dr. Farook Tareen Award: Most generous faith group to Southminster United Church and accepted by Brian Kinsley.
- Banner Contest Award was presented to Adath Shalom and accepted by Danielle Dugas.

MOTION TO ADJOURN: Moved by Sherill Besser and seconded by Christian Kratchanov. Carried.

CHAIR -----
Bill Austin

SECRETARY -----
Sue Smarkala

Appendix C: AGM List of Attendees of the 18th Annual AGM (2020)

2020 AGM (FOR THE YEAR OF 2019) LIST OF ATTENDEES

The following individuals attended Multifaith Housing Initiative's Annual General Meeting in September 2020 and signed the attendance sheets.

BOARD MEMBERS (VOTING)		
Bill Austin (President) Christian Kratchanov (Treasurer) Fran Klodawsky - Temple Israel Sherill Besser - Adath Shalom Bruce Marshall - St. John the Evangelist Anglican Sue Smarkala - Woodroffe United Neil Raynor Kerry Marriott Mike Ward		
MHI MEMBER FAITH GROUP REPRESENTATIVE (2020 MEMBERSHIP)		
FAITH GROUP	REP. TYPE	REPRESENTATIVE NAME
Adath Shalom	Official	Danielle Dugas
Anglican Diocese of Ottawa	Official	Peter John Hobbs
Barrhaven United	Official	Trisha Barlow
	Non-Voting	Mavis Mason
Bells Corners United	Official	Barbara Bole
	Non-Voting	Ellie Topp
	Non-Voting	Clarke Topp
	Non-Voting	Peggy Aitchison
Centretown Churches Social Action Committee	Official	Kristine Burr
Christian Muslim Dialogue	Non-Voting	Leila Sieg
Christian Council of the Capital Area	Official	David Sherwin
Cornerstone Housing for Women	Official	Peggy Lister
Eastern Ontario Outaouis Regional Council - United	Official	Dianne Cardin
Emmanuel United	Official	Janice Peron
	Non-Voting	Pierre Peron
First Baptist	Official	Fred Demaray
First Unitarian	Official	Kathy Yach
Fourth Avenue Baptist	Official	Cheryle Hanna
	Non-Voting	Charlene Pries
Glebe St. James United	Official	Susan Palmai
Ismaili Community	Official	Faizan Muhammedi

Kehillat Beth Israel	Official	Barbara Levine
	Non-Voting	David Spring
King's Daughters and Sons	Official	Walter Davidson
MacKay United	Official	Norma McCord
Manotick United	Official	Joan Heard
Orleans United	Official	David MacWilliam
Ottawa Muslim Association	Non-Voting	Muhammad Suliman
Ottawa Muslim Women's Association	Non-Voting	Nazira Tareen
Parkdale United	Official	Ed Ellis
Rideau Park United	Official	Lynn Sherwood
Riverside United	Official	Charles Barrett
Sequoia Church	Official	Wendy Todd
Sisters of Holy Cross	Official	Jean Goulet
Southminster United	Official	Brian Kinsley
St. Barnabas Anglican	Official	Yvonne Moses
St. Basil's Roman Catholic Church	Official	Margaret Bott
St. John the Evangelist Anglican	Official	Gay Richardson
	Non-Voting	Mary Francis Marshall
St. Mark the Evangelist Anglican	Official	Brian Harrison
	Non-Voting	Fiona Harrison
St. Matthew's Anglican	Official	Rick Trites
St. Thomas the Apostle Anglican	Non-Voting	Robert Read
Temple Israel	Official	Gabriel Spector
Woodroffe United	Official	Joe Smarkala
	Non-Voting	Marcia Armstrong
OTHER ATTENDEES (NON – VOTING)		
Alison Nard May Jebara Brendan Trickey Timalma Abukari Wunyiko Abukari Fadel Yidana Abubakari Tuan Le Hedra Saparno (Baker Tilly)		
OTHER ATTENDEES (STAFF)		
Suzanne Le (MHI – Executive Director) Sahada Alolo (MHI – Manager of Community Engagement) Sheldon Leong (MHI – Manager of Fund Development) Catherine Morton (MHI – Office Administrator) Amanda Smith-Millar (MHI – Manager of Communications)		

Appendix D: 2020 Members

2020 MEMBERS

Baha'i Communities

The Baha'i Community of Ottawa

Christian Communities

Christian Council of the Capital Area
Centretown Churches Social Action Committee
Sequoia Community Church
The King's Daughters and Sons

Anglican Communities

All Saints Westboro with St. Matthias
Anglican Diocese of Ottawa
Cornerstone Housing for Women
Christ Church Bells Corners
Christ Church Cathedral
Julian of Norwich
St. Aidan's
St. Albans
St. Barnabas
St. Columba
St. James the Apostle Manotick
St. John the Evangelist
St. Matthew's
St. Peter and St. Paul's
St. Stephen's Anglican Church
St. Thomas the Apostle

Anglican Lutheran Communities

Good Shepherd - Barrhaven

Antiochian Orthodox Communities

St. Elias Antiochian Orthodox Cathedral

Baptist Communities

First Baptist Church
Fourth Avenue Baptist Church

Lutheran Communities

St. Peter's

Presbyterian Communities

Knox Presbyterian Church

Roman Catholic Communities

Archdiocese of Ottawa
Canadian Martyrs Catholic Church
Immaculate Heart of Mary
Our Lady of Fatima Parish
Sisters of Holy Cross

St. Basil's Catholic Church

St. George's Parish

United Church Communities

Barrhaven United Church
Bells Corners United Church
Eastern Ontario Outaouais Regional Council
Emmanuel United Church
First United Church
Glebe St. James United Church
Kanata United Church
Kitchissippi United Church
Knox United Church
MacKay United Church
Manotick United Church
Orleans United
Parkdale United Church
Queenswood United Church
Rideau Park United Church
Riverside United Church
Southminster United Church
St. Paul's Eastern United Church
Trinity United Church
Woodroffe United Church

Interfaith Communities

Christian Muslim Dialogue

Jewish Communities

Adath Shalom Congregation
Jewish Federation of Ottawa
Kehillat Beth Israel
Or Haneshamah
Temple Israel

Islamic Organizations and Communities

Ottawa Muslim Association
Ottawa Muslim Women's Organization

Hindu Communities

Vishwa Shakti Durga Mandir Association

Quaker Communities

Ottawa Monthly Meeting of the Religious Society of Friends

Unitarian Universalist Communities

First Unitarian Congregation of Ottawa
Unitarian Universalist Fellowship

BOARD OF DIRECTORS FOR 2021: RETURNING & NOMINATED

RETURNING BOARD MEMBERS

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

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

Sherill Besser: Sherill Besser was a senior counsel with the Department of Justice whose practice consisted of regulatory and administrative law until she retired in 2013. Since retirement, Sherill has volunteered at the Royal Ottawa Hospital and Royal Ottawa Place on a weekly basis. Sherill is also co-president of the Adath Shalom Congregation and has been on its Board of Directors for a number of years.

Christine Kwasse: Christine Kwasse works in the federal government managing various projects and initiatives. She holds a Master degree in Economics/Social Sciences and a Master of Business Administration (MBA). Christine is a compassionate leader who holds great values of respect, loyalty, honesty and optimism. She is very committed in supporting community development and well-being and have joined the great causes led by Multifaith Housing Initiative (MHI). She studied and worked in Europe and has participated in several multicultural charity activities. She is also gifted in providing strategic advice and value-added input to serve her community. She enjoys traveling, reading and listening to music.

Monia Mazigh: Monia Mazigh is an author, an academic and a human rights activist. She has authored a memoir called Hope and Despair, published in 2008 by McClelland and Stewart, narrating the ordeal lived by her husband detained by the American authorities, deported, imprisoned and tortured in Syria for over a year. In 2014, her novel Mirrors and Mirages was published in English by the House of Anansi. It was shortlisted for the City of Ottawa Book award.

Her second novel about the Arab Spring, *Hope has Two Daughters*, was published in 2017 by the House of Anansi. Last January 2020, her third novel, *Farida*, was published. Monia Mazigh is very involved in her community. She sits on the board of several not-for-profit organizations, among others: The Ottawa Muslim Women's Organization, the Canadians for Justice and Peace in the Middle East and the Rideau Institute. She is also a member of the International Advisory Council of the Institute for Canadian Citizenship.

BOARD MEMBERS TO BE ELECTED FOR A 2ND TWO-YEAR TERM

Sue Smarkala: Sue Smarkala's career spans over 35 years in the information technology field as a software development manager in a variety of Ottawa IT companies, and, latterly, as a coach/facilitator. A long-time member of the United Church of Canada (UCC), she has been active within the Woodroffe United Church congregation. Sue is very engaged as the United Church representative on the MHI Board and enjoys encouraging her church community and the greater UCC region to be aware of, and supportive of MHI and its initiatives.

BOARD MEMBERS TO BE ELECTED FOR A 3RD TWO-YEAR TERM

Dr. Fran Klodawsky: Dr. Fran Klodawsky is a long-standing member of Temple Israel Ottawa, serving most recently as Co-Chair of the Task Force on Responses to the Truth and Reconciliation Commission. Until she retired in 2017, she was a Full Professor in the Department of Geography and Environmental Studies at Carleton University and is now a Professor Emerita. She is a founding member of and Academic Advisor to City for All Women Initiative and was Secretary of the Board of Women and Cities International between 2006 and 2017. In the past, she also served as Chair of the Research and Evaluation Committee of the Alliance to End Homelessness in Ottawa and as President and Vice-President of Multifaith Housing Initiative (between 2003 and 2014).

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

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

NEW BOARD MEMBERS SEEKING ELECTION

Darlene Boileau: Darlene is a seasoned, fluently bilingual, retired senior executive with over 30 years of varied federal experiences including eleven years in key positions as Assistant Deputy Minister and Chief Financial Officer. A recognized collaborative leader with vision and integrity, proven strategic thinker and decision-maker, Darlene is well versed in dealing with all organizational levels on matters related to financial, policy, and legislative frameworks. She has worked in social, economic and security line departments and portfolios and has chaired international forums under the OECD. During her career she has had the opportunity to collaborate with senior government executives, CEOs, and regularly briefed Ministers, Senators and other Parliamentarians. Darlene's non-government organization experience includes mentoring, coaching, and grants and contributions. She currently sits as a Director on the Ottawa Branch of the National Association of Federal Retirees, and is an active member of the Veterans' House Committee. She holds degrees from the University of Ottawa in Political Science and in Law, and a Masters of Science from Royal Roads University. She is married, is caretaker to two furry friends, loves gardening, kayaking, the great outdoors and travel.

Arthur Loeb: Arthur Loeb's career began as vice-president of operations at M. Loeb Limited Pinto Division, and he has been president of Ambassador Realty Inc. for more than 35 years. This privately held company provides property management and development services to its regional and US portfolio. Holding an undergraduate degree and RPA (BOMI), Arthur's volunteer and committee work has been varied, from the National Arts Centre, Kidney Foundation, United Jewish Appeal, Temple Israel (Syrian Refugee Project) (Real Estate Committee), Ottawa Kosher Food Bank, and Ottawa Technical High School. He and his family have given back to the community supporting various causes such as Veterans' House, Ottawa School of Art, Canadian Football League Alumni Support Fund, Tamir Foundation, UJA, Soloway JCC, Ottawa Hospital and Heart Institute, New Israel Fund of Canada, Ottawa Public Library.

A. S. Ardestani (Bijan Safi): Bijan Safi is an active member of the Ottawa Baha'i community, striving to serve humanity to build societies who work together united for the betterment of the world and to achieve excellence in helping others, especially people in need. He specializes in real property (both commercial and residential buildings). Bijan is a Building Owners and Managers Association accredited Real Properties Administrator, and served the Government of Canada in a variety of capacities/building facility related positions from 1988 to 2010. He is a licensed builder/vendor with Ontario New Home Warranties Plan. He also worked as a volunteer construction supervisor at Baha'i Gardens in Haifa, Israel from 2014 to 2019.

Janice Summerby: It's not quite seven degrees of Kevin Bacon, but back in early 2017, a former boss of Janice's introduced her to a colleague who was a member of MHI's Communications Committee. They thought she might be especially interested in the non-profit's fifth project, Veterans' House, since she had worked for 30 years at Veterans Affairs Canada (VAC) in communications. They were 100 percent correct, and she has been a member of the committee ever since. Originally from Brockville, Janice came to Ottawa to study journalism and never left.

She also worked at the Department of National Defence for three years. In her last government position as VAC's Manager of Media Relations, her favourite part of the job was helping veterans share their stories with Canadians. Now she is most satisfied when Ottawa media talk about MHI's work and tenants. In the winter, Janice also enjoys being an instructor with the Ottawa Bandits hockey program and is Secretary of the Granite Curling Club Day Ladies League. In summer she is happiest in her kayak and – while obsessively frustrated – on a golf course.

Appendix F: Audit Summary

AUDIT SUMMARY FOR 2020

- Statement of Operations
- Statement of Financial Position
- Statement of Changes in Fund Balances
- Statement of Cash Flows
- Budget for 2020-2021

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2020

Statement of Operations

For the year ended October 31

	General Fund		Capital Asset Fund	
	2020	2019	2020	2019
Revenue				
Rental operations	\$ 1,633,264	\$ 1,591,662	\$ -	\$ -
Other contributions	50,106	14,473	-	-
Donations and fundraising	261,549	232,277	-	139,797
Interest	3,663	6,732	7,716	5,950
Principal Memberships	6,696	7,700	-	-
Amortization of deferred contributions related to mortgage repayments	36,409	36,409	-	-
	1,991,687	1,889,253	7,716	145,747
Expenses				
Rental operations	993,586	1,049,269	-	-
Capital reserve	-	-	50,224	90,034
Donations and fundraising	44,664	70,936	-	-
Insurance	6,748	4,859	-	-
Marketing and Communications	3,678	1,781	-	-
Projects	86,560	10,029	-	-
Office	55,172	47,441	-	-
Professional fees	53,806	42,807	-	-
Salaries and benefits	366,965	360,280	-	-
	1,611,179	1,587,402	50,224	90,034
Excess (deficiency) of revenue over expenses before below items	380,508	301,851	(42,508)	55,713
Amortization of tangible capital assets	-	-	(580,019)	(580,017)
Amortization of deferred contributions related to capital assets	-	-	319,560	319,560
Excess (deficiency) of revenue over expenses for the year	\$ 380,508	\$ 301,851	\$ (302,967)	\$ (204,744)

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2020 report of the Auditors, Baker Tilly Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2020
Statement of Financial Position

October 31			2020	2019
	General Fund	Capital Asset Fund	Total	Total
Assets				
Current				
Cash	\$ 430,757	\$ 232,274	\$ 663,031	\$ 609,757
Accounts receivable	75,747	963,253	1,039,000	227,421
Prepaid expense	14,404	-	14,404	12,673
	520,908	1,195,527	1,716,435	849,851
Investment	-	446,858	446,858	360,463
Assets under construction	-	9,413,941	9,413,941	2,235,988
Tangible capital assets	-	25,969,415	25,969,415	26,549,436
	\$ 520,908	\$ 37,025,741	\$ 37,546,649	\$ 29,995,738
Liabilities and Net Assets				
Current				
Bank indebtedness	\$ -	\$ 174,574	\$ 174,574	\$ 174,799
Accounts payable and accrued liabilities	228,983	2,528,986	2,757,969	915,432
Deferred contribution	6,890	-	6,890	28,738
Deferred contributions for capital projects	-	2,042,907	2,042,907	1,782,402
Current portion of promissory notes payable	-	101,000	101,000	80,000
Current portion of long-term debt	-	201,001	201,001	193,655
Interfund (receivable)/payable	(305,097)	305,097	-	-
	(69,224)	5,353,565	5,284,341	3,175,026
Promissory notes payable	-	210,000	210,000	251,000
CMHC seed loan payable	-	200,000	200,000	200,000
Mortgages payable	91,604	9,498,862	9,590,466	9,077,663
Deferred contributions related to capital assets	-	16,532,215	16,532,215	11,602,554
Deferred contributions related to mortgage repayment	309,475	-	309,475	345,884
	331,855	31,794,642	32,126,497	24,652,127
Fund Balances				
Capital reserve	-	298,001	298,001	255,209
Internally restricted for capital fund reserve	9,244	-	9,244	9,244
Internally restricted for investment in tangible capital assets	-	4,934,098	4,934,098	4,979,961
Unrestricted	179,809	-	179,809	99,197
	189,053	5,232,099	5,421,152	5,343,611
	\$ 520,908	\$ 37,026,741	\$ 37,547,649	\$ 29,995,738

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2020

Statement of Changes in Fund Balances

For the year ended October 31

	General Fund					Capital Asset Fund										
	Capital Fund Reserve		Unrestricted	2020 Total	2019 Total	Invested in Capital Assets	Capital Reserves	2020 Total	2019 Total							
Balance, beginning of year	\$	9,244	\$	99,197	\$	108,441	\$	92,488	\$	4,979,961	\$	255,209	\$	5,235,170	\$	5,154,016
Excess (deficiency) of revenue over expenses for the year			-	380,508	380,508	301,851	(260,459)	(42,508)	(302,967)	(204,744)						
Invested in capital assets																
Principal repayment of mortgages payable and promissory notes			-	(214,596)	(214,596)	(202,098)	214,596	-	214,596	202,098						
Net Transfer from Unrestricted to Capital Reserves			-	(85,300)	(85,300)	(83,800)	-	85,300	85,300	83,800						
Balance, end of year	\$	9,244	\$	179,809	\$	189,053	\$	108,441	\$	4,934,098	\$	298,001	\$	5,232,099	\$	5,235,170

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2020

Statement of Cash Flows		
For the year ended October 31	2020	2019
Cash flows from operating activities		
Excess of revenue over expenses for the year		
General fund	\$ 380,508	\$ 301,851
Capital asset fund	(302,967)	(204,744)
Adjustments for		
Amortization of capital asset	580,019	580,017
Amortization of deferred contributions	(319,560)	(319,560)
Amortization of deferred contributions related to mortgage repayment	(36,409)	(36,409)
	<u>301,591</u>	<u>321,155</u>
Changes in non-cash working capital items		
Accounts receivable	(811,579)	(140,217)
Prepaid expenses	(1,731)	(28,587)
Accounts payable and accrued liabilities	1,842,536	589,954
Deferred contribution	(21,848)	18,340
Deferred contributions for capital projects	260,505	1,124,525
	<u>1,569,474</u>	<u>1,885,170</u>
Cash flows from investing activities		
Assets under construction	(7,177,952)	(1,736,102)
Contributions to investment	(86,363)	(322,587)
	<u>(7,264,315)</u>	<u>(2,058,689)</u>
Cash flows from financing activities		
Addition to long term mortgage interest payable	6,223	6,223
Addition to mortgages payable	708,000	-
Addition to seed loan payable	-	200,000
Mortgages payable payments	(194,074)	(186,573)
Additions to deferred contributions	5,249,221	-
Promissory notes principal repayments	(20,000)	(15,000)
	<u>5,749,370</u>	<u>4,650</u>
Increase (decrease) in cash during the year	54,529	(168,869)
Cash and equivalents, beginning of year	434,958	603,827
Cash and equivalents, end of year	<u>\$ 489,487</u>	<u>\$ 434,958</u>
<p>The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2020 report of the Auditors, Baker Tilly Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.</p>		

BUDGET FOR 2020-2021			Note 1
Revenues			
Revenues Associated with Rental Properties			
- The Haven		1,176,000	
- Blake Boulevard		351,000	
- Somerset Gardens		109,000	
- Kent Street		40,000	
Fundraising Activities	\$	109,000	
Other Revenues (interest)		4,000	
Total Revenues	\$	1,789,000	
Expenditures			
Expenditures Associated with Rental Properties			
- The Haven		931,000	
- Blake Boulevard		257,000	
- Somerset Gardens		85,000	
- Kent Street		37,000	
Salaries and Benefits	\$	161,000	Note 2
Staff and Office Expenses		44,000	
Legal, Bookkeeping, Audit and other Professional Fees		50,000	
Board Expenses		-	
Membership		3,000	
Total Expenditures	\$	1,568,000	
SURPLUS (DEFICIT)	\$	221,000	Note 3
<u>Notes:</u>			
Note 1: These figures represent MHI budget as of November 2020. The budget is subject to change throughout the year as approved by the Board of Directors.			
Note 2: \$185,000 of salary related to MHI Funds are not included in this line item. This salary money is used for community engagement in the properties and fundraising.			
Note 3: Veteran House will have its own separate budget as it is in transition from construction to operation.			



To all our supporters: It was a challenging 2020, but we made it through together. Thank you for your unwavering commitment to promoting and providing safe, affordable housing!

