



ANNUAL REPORT 2018



**16TH ANNUAL REPORT
MARCH 2018**

**(613) 686-1825
www.multifaithhousing.ca**



MULTIFAITH HOUSING INITIATIVE

STRATEGIC PLAN

Mission Statement:

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

Vision Statement:

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

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

Strategic Objective A:

Mobilize and expand our community reach

Initiatives:

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

Strategic Objective B:

Ensure our long-term sustainability

Initiatives:

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

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Celebrating 15 years of Communities Building Communities!

**MULTIFAITH HOUSING INITIATIVE
SIXTEENTH ANNUAL REPORT
MARCH 2018**

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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.

PATRONS 2017

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.

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

HIGHLIGHTS OF 2017

In 2017, Multifaith Housing Initiative (MHI) began a new phase in its development that required a renewed design for action. The completion of MHI's first development project, and our three purchased properties, provides safe and affordable housing – a place to call home – for about 400 people. MHI will continue to reach out, and to draw in, people of good will, who believe that affordable housing is a cause worth embracing. MHI's accomplishments in 2017 were dependent on them:

- The Board of Directors implemented a collaborative process to create a new strategic plan that will more deeply engage our patrons, members, volunteers and supporters.
- All of the buildings at the Haven have been completed, and were completed under budget. By Canada Day, most of our new tenants had been moved in and were warmly welcomed by local community groups.
- While the land transfer for Veterans House has taken longer than expected, the process continued unabated and will be completed by March 31, 2018.
- The number of MHI volunteers continues to grow. More than 215 people gave the gift of time – over 7,000 hours – to MHI. This is an increase of 60% in the number of volunteers in one year, and a nearly 30% increase in the number of hours from 2016. However, MHI has benefited from a 90% increase in the number of volunteer hours from 2015, when 3,700 hours were logged.
- The Resident Relations Committee continues to provide support to tenants and has formed two new teams to meet the needs of MHI's tenants at the Haven: The Resident Relations Team and the Community Building Team.
- As the capital campaign for the Haven came to a close, the Fundraising Committee reported that nearly \$1.2 million had been raised for the development and construction.

PRESIDENT'S REPORT

There is no question that 2017 was a banner year for Multifaith Housing Initiative. With the completion of our Haven housing complex in Barrhaven, we significantly increased the number of rental units we own and, therefore, the number of persons for whom we now provide assistance. We also made progress on our planned Veterans House initiative, raised our profile in the media, expanded our partnership base, and developed a strategic business plan that will take us to 2022.



The Haven is certainly the new jewel in MHI's crown. In fewer than three years, it has gone from being a very tentative proposition to a 98-unit, \$25-million project that will soon be certified LEED Gold, that was completed on time, under budget and is now home to more than 300 persons.

We are most grateful to the strong financial support provided for the Haven by all three levels of government and for individual donations from members and non-members alike, all of which made a huge difference helping to fund this very important project. One of our largest private-sector donations for the Haven in 2017 came from the Ottawa Presbytery of the United Church of Canada, which raised close to \$120,000.

Not only is the Haven up and running, it is becoming a real community. For example, residents have formed a Tenants Team, a Gardening Club, a Homework Club, and a Playgroup that meets twice a week in the Community Room. And, under the direction of Barbara Levine, Chair of the Development Committee, we plan to undertake a Lessons Learned exercise that will include input from all of our partners. Further, we are hoping to collaborate with Ottawa Salus and Ottawa Community Housing for a broad study of the development of affordable housing in Ottawa that will help inform the approach for our next major undertaking, Veterans House.

As many of you know, Veterans House is a planned \$8-million facility that will be located on land situated on the old Rockcliffe Air Base. No less than four federal ministries are involved in our Veterans House initiative, along with support from current Liberal MP and former Canadian General Andrew Leslie, who has been a longstanding and very strong advocate of this project. Private-sector support is also growing. Support services for Veterans House will be provided by such organizations as Soldiers Helping Soldiers, The Royal Canadian Legion Ontario Command, Helmets to Hardhats, Veterans Affairs Canada, and Ottawa Salus. To give you a few examples of the kind of support these groups will provide, Ottawa Salus will manage the mental health component of the Veterans House program, while Soldiers Helping Soldiers will offer peer mentoring and peer support.

In our continuing quest to reach a broader base, we were extremely pleased with the increased level of media coverage for MHI in 2017. We need to reach a larger audience to attract more members, volunteers, and potential donors. The talented individuals on our Communications Committee are working hard to make that happen.

We were delighted when our Executive Director, Suzanne Le, was elected to the board of the Ontario Non-Profit Housing Association (ONPHA). This is a very high profile position – a distinct honour for Suzanne – and it reflects extremely well on the achievements of MHI in recent years. With a membership base housing over 400,000 persons in Ontario, ONPHA plays a key role in raising awareness among policy makers and the public about the critical role affordable rental housing plays in the province.

I also want to acknowledge the work of the board in developing a new Strategic Plan, a copy of which is in our Annual Report. The plan includes two strategic objectives, each accompanied by key corresponding initiatives. The first strategic objective is to “mobilize and expand our community reach,” while the second is to “ensure our long-term sustainability.” The Strategic Plan will form the basis of all major initiatives moving forward, ensuring we continually work towards achieving those objectives. The bottom line, of course, is that everyone at MHI, be they volunteers, office staff, or board and committee members, works to provide housing security for those in need. The impact of offering safe and affordable housing has far-reaching implications on a number of levels, including government savings on health, welfare, and justice costs, and more stable participation in both schools and the workforce.

It is within this context I note that in Canada, on any given night, 35,000 people have no place to call home. In total, about 1.5 million Canadians can’t find safe, decent housing they can afford. One in five renters spends more than half of their income on housing, which is nearly double the recommended 30% threshold. Emergency shelter occupancy rates are upwards of 90% in certain areas across the country. Of utmost concern are two particularly vulnerable groups, children and veterans. It is truly regrettable that nearly 20% of children in Canada live in poverty. Moreover, estimates of the number of homeless veterans in Canada vary, with most agreeing it is in the 3,000-5,000 range, and possibly higher. Clearly, there is more MHI can do.

Before closing, I would like to take a moment to acknowledge the important contributions of two very special former MHI members we lost last year who also happened to be members of the United Church of Canada. Anne Squire was Moderator of the United Church from 1986 to 1988; the first laywoman leader elected to that position. Anne was also one of the original eight faith patrons appointed in 2002, and she continued to be engaged on a range of MHI issues in subsequent years. Equally devoted to MHI, Don Melick joined the board in 2005 and became Treasurer in 2006, a position he held for the next six years. A recipient of the Gay Richardson Award, Don was also a very active and long-serving member of the Finance and Development committees. We cherish the devotion and memories of both Anne and Don.

I would also like to thank and acknowledge the work of the board, the members of the various MHI committees, our dedicated office staff, and just as importantly, all the volunteers who so selflessly help us achieve our objectives on a day-to-day basis. Bless you all for supporting the work we do, and that we will continue to do in the years to come.

Sincerely,



Mike Ward
MHI President

EXECUTIVE DIRECTOR'S REPORT

"Efforts and courage are not enough without purpose and direction"

– President John F. Kennedy

This year was all about celebration as the Multifaith Housing initiative marked our 15th year of a vision coming to life. I will reiterate the words I spoke at November's National Housing Day



interfaith service. This year as we celebrated our anniversary, we also basked in a year of dreams coming true for MHI. We completed construction on our new community, the Haven, now fully operational and housing 98 families. The community has come to life in the very ways we envisioned. Neighbours have joined together to create gardening committees, homework clubs, and playgroups. Our faith members have stepped up to host holiday events, barbecues, and pizza nights. And our volunteers have led the way in tenant engagement, activities, and community creation. More than 300 people wake up every morning in a safe community, a beautiful

environment, and a home they can afford. We have so much to be thankful for. It is my hope that that our founders can look at the milestones we have achieved and feel gratified.

In this notable year of life, MHI did what most of us as do we age; we looked back, saw how far we had come, all we had accomplished, took stock of our situation, and started to plan for what comes next. Michael Orr, the keynote speaker at the 2017 ONPHA Conference, stated that "Management is about making sense of the present. Leadership is about preparing for the future." This year, MHI's leadership, in consultation with our core volunteers and members, were engaged in the creation of the Strategic Plan that will guide us through the next five years. An important part of that future planning included a much-needed, careful look at our mission statement. A mission statement is defined as the "purpose" of an organization. It is the very reason we exist. Without a tightly focused mission statement, an organization is liable to – as Stephen Covey states in *The 7 Habits of Highly Effective People* – "work harder and harder at climbing the ladder of success only to discover it's leaning against the wrong wall." Thus, after much careful discussion and consideration, the board agreed a slight re-vamping was in order. As you will now see, according to our new mission statement, MHI exists to "provide and promote safe, affordable, and well-maintained housing in inclusive communities, and to mobilize resources for these purposes." Further, after revising the mission statement, the MHI Board highlighted that statement as the guiding principle in the development of the Strategic Plan. In 2018, we will be working with the committees to develop a complementary work plan that will direct the organization, and give us the framework and targets that are needed to measure our successes.

Fifteen years may feel like a long time, but we are actually one of the youngest organizations in the city. We came into being at the tail end of many tough years for the sector. While those tough years had been preceded by government-funded growth, it was growth that came with some burdensome ties in the form of "Operating Agreements". For most of the sector, these agreements will come to an end in the next five years. While the sector has largely been managing the demands, as well as the risks associated with an end of the Operating Agreements, MHI has always been free of them. True, we did not receive the benefits that

accompanied the agreements, but we were also free to be innovative and creative in our approach to housing. It is thanks to this freedom that I would say MHI has emerged as one of the leaders in innovation and creativity in the affordable housing sector. Indeed, it feels great to be us!

Now, we are in a time of great positive change for the affordable housing sector. The Federal Government has come to the table for the first time in 30 years with a National Housing Strategy. As well, Ontario is preparing to release its own Provincial Housing Plan that will result in an entirely new way for how the sector does business. Adaptability and creativity will once again be the key to our continued success. A colleague who is a self-proclaimed “Lifer” (meaning more than 30 years working in the housing sector), explained to me that this was a “once-in-a-generation wave of change.” Then she exhorted us to “ride the wave.” It’s an exciting time in affordable housing, and MHI has so much going for it. With our Strategic Plan in hand, let’s all “ride the wave” together and see what new wonderful things we can achieve!

Thank you,

A handwritten signature in dark ink, appearing to read 'Suzanne Le', with a stylized flourish at the end.

Suzanne Le
Executive Director

BOARD OF DIRECTORS 2017

Mike Ward – President	
Christian Kratchanov – Treasurer	
Kimberly Walker – Secretary	
Archna Abrol	Suzanne Le – Executive Director (ex officio)
Bernard Benoit	Phyllis MacRae
Sherill Besser	Bruce Marshall
Harpal Buttar	Jan Mattingly
Fran Klodawsky	James Ralston
Zaineb Kubba	Neil Raynor



EXECUTIVE COMMITTEE

Mike Ward – Chair	
Bernard Benoit – Member at Large	Suzanne Le – Executive Director (ex officio)
Christian Kratchanov – Treasurer	Kimberley Walker – Secretary

FINANCE COMMITTEE REPORT

Christian Kratchanov – Chair & Board Treasurer	
Zaineb Kubba – Board Member	James Ralston – Board Member
Suzanne Le – Executive Director (ex officio)	Elisha Ram – Past Chair & Board Treasurer
Michael Phipps	Gabriel Spector

“Stay on top of your finances. Don't leave that up to others.”

– Anonymous

As not only the new Chair of the Finance Committee, but new to MHI, I cannot but express my appreciation to the previous Chair Elisha and everyone that worked with him during the previous years. Thanks to their continuous and fruitful efforts, MHI has finally reached financial sustainability. They have worked hard to stay on top of MHI finances. They have put MHI on a strong financial foundation that should ensure our ability to continue to provide affordable housing with a focus on harmonious relations to tenants of diverse backgrounds.

One of the cornerstones of our strong financial foundation is a very significant increase in MHI operational assets. Per our audited financial statements, last year MHI had \$19,466,312 in assets with about two thirds of these as assets under construction. This year, MHI has assets totalling \$25,664,911 with only \$225,931 under construction.

This financial success was not achieved to the detriment of our mission. In fact, with the opening of The Haven, MHI has increased the number of units/household managed to 139 from 41, allowing us to provide rent support now to approximately 450 people from approximately 100 the year before.

For the year ending October 31, 2017, MHI generated its biggest surplus mostly due to the positive revenue stream from the Haven, and to a lesser extent, our three other properties: Blake Boulevard, Somerset Gardens, and Kent Street. Specifically the surplus amounted to \$185,647, compared with \$11,237 last year, also per the audited financial statements.

Going forward, due to the revenue generated largely from the Haven, MHI will have similar annual surplus for the foreseeable future, assuming a continuous prudent and effective financial management of the organization's operations and resources.

One of the main reasons for our better-than-expected surplus this past year was the successful completion of the Haven construction project. It is rare and to be appreciated when a building construction is completed on time, on budget, and with the expected quantity and quality, even more so for a small, inexperienced non-profit organization like MHI. This occurs in time for our next challenge: the construction of Veterans House, although a very different endeavour!

Written by Christian Kratchanov, Finance Committee Chair & Board Treasurer

MEMBERSHIP & OUTREACH COMMITTEE

Archna Abrol – Chair	
Sahada Alolo – Manager of Community Engagement (ex officio)	Suzanne Le – Executive Director (ex officio)
Fred Demaray	Christina Lewis
Elena Goubanova	Gay Richardson
Fran Klodowsky – Secretary	Leila Sieg

Membership and Outreach Committee's mandate is to build a strong membership base for MHI and to sponsor events, make presentations, and provide educational materials that motivate faith communities and the general public to promote and provide affordable housing in Ottawa.

During 2017, Membership and Outreach Committee (MOC) explored how best to retain and strengthen MHI's ties with long term members, as well as reaching out to potential new members. The committee also worked to build more robust relations with existing Patrons and to identify where new Patrons should be nominated to the Board. Finally, MOC's efforts with regard to National Housing Day celebrated the power of faith communities and people of good will to work together to create inclusive affordable housing communities.

In consultation with the Manager of Community Engagement, we have been reassessing the annual membership drive approach and are recommending changes that will make the renewal process more straightforward and 'user friendly'. MOC members are identifying strategies for reaching out to existing contacts and others to encourage renewal and reengagement. In 2017, 76 faith communities and faith-based organizations had joined as members with MHI. As of January 2018, 38 faith communities had already renewed their affiliation for 2018.

MOC is also responsible for nominating and coordinating the group of MHI Patrons. These individuals are religious leaders who have agreed to proactively support the mission and vision of MHI. As part of that responsibility, the MOC nominates candidates to the MHI Board, where the final appointments are made. In the past, we limited the number of patrons from each named faith tradition or denomination, but in order to broaden our influence and benefit from the wisdom of the group, we have realized that we should not limit our outreach in that way. As we move forward we will seek candidates who have a profile in the wider community that will be helpful even if there are others from their particular faith tradition or denomination already on our list of patrons.

During 2017, the Patrons were involved in the AGM, the Tulipathon, the LEED event at the Haven, and the annual National Housing Day Celebration. As we move forward, we are hoping to increase the activity of the Patrons in promoting MHI and the significance of affordable housing for all within our faith communities and in the community at large.

MOC has also reached out to various organizations and constituencies, especially those comprising youth, to increase knowledge of MHI among the public, both in Ottawa and beyond. For example, MHI became an Affiliate of Faith In Canada 150, a not-for-profit organization

whose mission was to “celebrate the role of faith in our life together during the anniversary celebrations in 2017”. The MOC reached out to encourage other Affiliates and members to attend MHI’s National Housing Day.

National Housing Day

On November 19, 2017, we hosted our annual National Housing Day celebration at City Hall. The event was well attended with over 100 attendees, including local faith leaders and politicians. This year event’s theme was “Breaking New Ground” and it featured a keynote presentation by Dr. Lindy Samson, Chief Medical Officer at the Children's Hospital of Eastern Ontario (CHEO), who spoke about the effect of housing on children’s health and development. Our patrons from Muslim, Jewish, Baha’i, Hindu and Christian traditions presented teachings on the meaning of the "Breaking New Ground" theme from the perspective of their respective faiths.

As part of the celebration, MHI member communities were recognized for their outstanding contributions to the 2017 Tulipathon: St. John’s Anglican Church for fundraising; and Or Haneshamah, Barrhaven United, and Kehillat Beth Israel for their award-winning banners. Mayor Jim Watson’s remarks on MHI’s contributions to improving accessibility of affordable housing concluded the awards ceremony.

The National Housing Day event featured a diverse group of young local artists including Brandon Le (classical piano), Theland Kicknosway (sacred aboriginal drumming), and The Colors of Diversity Youth Marimba Band. The table decorations were prepared by Grade 2 students from Queen Mary Street Public School.

The costs of the event were minimal since the venue’s rental charges were covered by Michael Qaqish, the Ottawa City Councillor for Gloucester-South Nepean Ward. Refreshments were donated by individual supporters as well as Bridgehead, Farm Boy, Subway, and Longfields Barrhaven Pharmacy.

We thank all of the volunteers from MOC, other MHI committees and the Board, and additional friends of MHI who worked really hard to organize our National Housing Day 2017 celebration!

HOUSING MANAGEMENT COMMITTEE

Lori Simpson – Chair (LSM Services)	
Yvonne Ashby – Tenant Administration (ex officio)	Brian Kinsley
Suzanne Le – Executive Director (ex officio)	Fraser MacIsaac
Geoff Lee – Maintenance Manager (ex officio)	Christa McIntosh
Bernard Benoit	Mira Goc
Danielle Dugas	Jeannine Gougeon

In January, the Housing Management Committee (HMC) held a planning session to establish goals for 2017. Some of these goals included the development of a ten year capital budget for Blake House, Kent House and Somerset Gardens; applying for grant funding; fire safety and loss prevention; and joint meetings with other committees.

The Housing Management Committee meets each month to review Management Reports, including arrears, vacancy loss, and maintenance. Committee members provide valuable insights and work to continuously improve housing operations. Since the Haven opened, meetings have been held in the Haven Community Room as well as at Heartwood House.

Policy work continued in 2017, including the development of policies on pets, use of the Community Room at the Haven, gift in kind, parking and painting.

The opening of the Haven was an exciting and very busy time for members of the HMC, the Property Maintenance Team (PMT), and staff. It was “all hands on deck” from March until August when the last of the new tenants moved in. Special thanks to the PMT members – along with volunteers from the Haven Resident Relations Team and the Haven Community Building Team – for their help completing the pre-move-in inspections, setting up the office and Community Room, and countless other projects that needed to be done to prepare for the new residents.

The residents are settling in nicely and a caring community is being developed with the dedication and commitment of the Haven Tenant Relations and Community Building Teams.

PROPERTY MAINTENANCE TEAM REPORT

Members: Howard Clark, Danielle Dugas, Brian Kinsley, Fraser MacIsaac, Barbara Smith, Lawrence Wolofsky.

This past year, the six regular volunteers of the Property Maintenance Team (PMT), with the occasional addition of more casual volunteers, contributed about 800 hours to MHI with the savings in labour estimated at \$32,000. PMT work included: the preparation of five units for rental; we also advanced the installation of polyvinyl on the Blake stairwells, scheduled for completion in 2018; and the lower level common spaces at Blake House were repainted. The

PMT planted flowering annuals at Kent House, gave support to the RRC for planting annuals by the children living at Blake House, and installed a perennial garden at Blake. In addition, PMT assisted in various tasks toward the opening of the Haven.

While not measurable, but still precious, is the friendship that has grown among us, and the joy that stems from working with mutual respect and support for each other.

Heartfelt thanks to this dedicated team, and to LSM for their trust and regard.

RESIDENT RELATIONS COMMITTEE

Sherill Besser – Chair	
Sahada Alolo, Manager of Community Engagement (ex officio)	Matt Kirby
Tobore Anethua Idahosa	Suzanne Le – Executive Director (ex officio)
Shirley Cameron	Mavis Mason
Edward Ellis – Budget Secretary	Rosemary Williams – Recording Secretary
Tamara Henry – Past Chair	

THE HAVEN RESIDENT RELATIONS TEAM – Adele Blair, Jane Burgess, Ellen Carter, Carol Dailey, Elizabeth Larmond Elliot, Tyler Hearty, Hisham Javed, Anita Latour, Jojo Loum, Lina Maleki, Muna Mohammed, Diane Ford Robinson, Glen Robinson.

THE HAVEN COMMUNITY BUILDING TEAM – David Hill, Sahada Alolo, Donna Boisvert, Dianne Cardin, Leïla Sieg, Mara Watson, Harvey Goldberg, Jane Burgess, Liz Nieman, Muna Mohammed, Nancy Hazen, Sameeha Patel, Stephanie Woodward, Ayan Abdulle, Sadaf Ebrahim, Kumar Bharti.

The mandate of the Resident Relations Committee (RRC) is to help residents maximize their housing success. RRC volunteers encourage neighbourly relations within MHI buildings, and help connect residents with the Ottawa community as a whole.

This year, members of the RRC continued to volunteer with residents of the 46 households at Blake House, Kent Street, and Somerset Gardens. This includes moral support, providing information on community services, and otherwise assisting residents in ways that respond to their individual circumstances. The RRC also works to build community through hosting social events, and promoting courtesy and understanding among neighbours.

This past year, the RRC instituted “Let’s Talk About...” meetings with residents where subjects of common concern were discussed. The “Let’s Talk About...” topics included bed bug prevention and treatment strategies, and recycling uptake. The City of Ottawa provided special bags to organize recyclables, and education materials to help tenants understand how use the recycling program. RRC volunteers met with each family unit to answer questions and encourage participation.

Collaboration continued with the Vanier Community Services Centre (CSC Vanier) with Tamara Henry and Tobore Anethua Idahosa as the Committee’s representatives on the Together with Vanier Committee.

There were also a number of social events at Blake House. The residents enjoyed the planting of garden boxes. The children were particularly enthusiastic about planting red and white flowers in the flower boxes in the entrance courtyard, symbolic of our Canadian flag colours during the Canada 150 celebratory year.

The annual barbeque held in September was enjoyed by the residents. CSC Vanier provided popcorn and beverages along with the engagement of a talented face-painting artist. Once again, the annual December party was very successful. Mavis Mason ensured that each household received a gift bag.

A good time was had by all who attended the two social events at Somerset Gardens. There was a rooftop picnic dinner during the summer and a potluck turkey dinner in December. The residents helped organize the dinner and provided tasty dishes and lovely seasonal decorations. Although there were no social events at Kent Street, each resident received a gift bag from MHI in December.

The opening of The Haven made this an exciting year for MHI. The newly created Haven Resident Relations Team (RRT) met and introduced themselves to their assigned residents all of whom had moved in over the spring and early summer. The RRT committee provided residents with referrals to community services and resources.

The Haven Community Building Team (CBT) of volunteers help to promote a diverse, multicultural, multifaith, and inclusive community through a positive learning experience; and also to encourage residents' participation in community events and improve their Haven residency. In 2017, the CBT set out to organize various events to enhance cultural and religious learning among residents.

We kicked off the opening of the Haven in July with a summer barbeque to foster a positive environment for Haven residents to meet each other. The event celebrated the opening of the Haven, Canada at 150, and also to mark the Muslim holiday Eid al-Fitr. The residents of the Haven were very instrumental in helping volunteers organize and execute the event. Residents came out in numbers to enjoy food and other merrymaking.

A second event was planned to appropriately celebrate and learn the Christmas customs. This Christmas drop-in event was organized on December 3. Volunteers decorated the Anne Squire Community Room at the Haven with Christmas decor. A Christmas tree was put up for children of the Haven to make their own decorations for the tree. Activities were organized with different time-slots to foster a drop-in effect, which allowed residents the flexibility to come and go. Many residents were in attendance to enjoy the food, listen to Christmas stories, and participate in arts and crafts and other games. The Christmas story portion of the event was led by Sequoia Church and Barrhaven United.

In 2018, the team is looking forward to developing the integration of the residents of the Haven, both internally amongst themselves, and with the Barrhaven municipal community stakeholders.

DEVELOPMENT COMMITTEE REPORT

Barbara Levine – Chair & Team Leader, Haven	
Bill Austin	Elena Goubanova
Mohamed Bakal	Brian Kinsley
Kathy Bergquist – Team Leader, Veterans House	Suzanne Le – Executive Director (ex officio)
Jean-Pierre Baribeau	Bruce Marshall – Board Member
Werner Daechsel	Mike Ward – Board Member
Patrick Francoeur	

A huge thanks to all the members of the Committee, present and past. You are a devoted and hard-working group of champions who work with conviction, passion, and humour. Volunteers are always welcome – there is more than enough work for us to do.

Construction of the Haven is complete; it is fully occupied and home to 98 new households, living in attractive, comfortable, high-quality shelter, built to a standard that ensures lower utility bills and a healthier indoor environment. The project has come in close to on-time and under budget. Furthermore, the partners with whom we worked all say it was a great experience and that they would be happy to work with us again – that's huge!

Of equal importance, the goal of building community is going well (though this falls to other committees and staff). We are all excited to learn about gatherings that are organized within the Haven by and for residents (from hip-hop classes to the homework club) as well as gatherings that facilitate integration into the broader community.

Veterans House – the words “labyrinth,” “slow-moving,” and “serpentine” come to mind by way of describing the challenges, but we're also keeping our eye on the final goal, in which we envision safe, secure housing and support for homeless veterans in Ottawa. This year, the Development Committee has been preoccupied with the process of acquiring the land for construction on the former Rockcliffe Air Force Base, but there are many moving parts to this project.

By the end of 2017, Canada Lands and the Government of Canada were close to finalizing the land transfer, and MHI along with our partners remain hopeful about moving forward with this initiative in 2018. The Committee's biggest challenge this year was knowing where to invest its energy and time at each juncture, as there were many moments when we had to hurry up only to wait. Several attempts to access innovative funds for housing ended in disappointment, and even the newly announced Federal Housing Strategy has yet to bear fruit with regard to capital funds for projects such as Veterans House.

Nonetheless, during the past year, the architecture firm of CSV has done preliminary design work and work on the site plan; partnerships continue to be strengthened; fund-raising and promotion of the project through various media are ongoing and a fundraising strategy is in

development; the exploration of financing options continues; and the Committee is supporting the Executive Director in working through the legal and liability requirements inherent in dealing with multiple organizations – from crown corporations to government departments, and from federal to municipal levels of government. Most importantly, the need for Veterans House has not diminished and the support of various partners and stakeholders has only been strengthened.

Much of what the Development Committee looked forward to accomplishing in 2017 remains on our list for 2018. As a Committee, we have concluded that we were overly ambitious last year; that our biggest and most worthwhile goals are contingent upon other big events and organizations and take large amounts of time, effort and resources.

Our objectives for the coming year fit well within the umbrella of MHI’s Strategic Plan, most notably “to manage the funding, construction and operationalization of new projects,” as follows:

1. Continue to support the initiative to finance and build Veterans House through the design and start of construction phases;
2. Help organize/ facilitate a learning event/ post-mortem once the Haven is completed with a wide group of stakeholders to document lessons learned;
3. Continue to identify suitable partnerships for future MHI projects based on shared values;
4. Increase the diversity of members around the DC table.

FUNDRAISING COMMITTEE

J. Hugh O'Donnell – Chair until March 2017	
Sheldon Leong – Manager of Fund Development/Chair after March 2017 (ex officio)	
Harpal Buttar – Board Representative	Nitya Varma
Christine Francoeur	Mike Ward – Board Representative
Suzanne Le – Executive Director (ex officio)	

Thank you to all our supporters, we have raised close to \$700,000 towards the Haven Capital Campaign, and we still have a few requests pending. While we are shy of our goal of \$1 million, we are reminded of the generosity of all those who gave to this campaign. Furthermore, thanks to the \$500,000 raised from the A Place to Call Home campaign, the total raised for the development of the Haven is close to \$1.2 million.

As the Haven Capital Campaign comes to an end, we are humbled by the support we have received from the community, including those who responded to our inaugural direct-mail campaign in December 2016 that netted just under \$12,000, and the donors who gave to the very successful Ottawa Presbytery and United Churches of Ottawa Campaign to support the Haven. Donations from the individual United churches throughout Ottawa along with proceeds from the Spring Jazz Social in May 2017 and a special gift from the Ottawa Presbytery Church Extension Ministry Team exceeded the goal of \$100,000!

We want to thank all the members of the Haven Campaign Cabinet (Rubin Friedman, Marcel Gauvin, Barry Hobin, Gar Knutson and Monica Patten - Chair) for their support and for reaching out to the community on our behalf. Plans are underway to recognize the supporters to the campaign, including a donor-recognition event later this year. Throughout the campaign, we have gained new friends and supporters. We hope to have their ongoing support over the years.

In November 2017, we sent out our second annual direct-mail pieces, this time with a dollar-for-dollar matching gift of up to \$10,000 from Lim Geomatics. Our supporters overwhelming responses triggered another donor to offer an additional \$5,000 in matching funds. It was a very busy start to our new year, but once all the donations were processed, the 2017 direct mail campaign, including the two matching fund, raised a total of \$41,865! In comparison, last year's inaugural direct-mail campaign raised \$11,733.

As we continue to work on improving our donors' experience, we will soon be offering a way in which donors can create their own fundraising page to support MHI and events such as Tulipathon. Stay tuned as we hope to announce it this Spring.

On Friday, September 14, MHI will host the Veterans House Gala to officially kick off the Veterans House project. Mark it down on your calendar and keep a look out for your invitation this Summer.

Once again, thank you to everyone who supported the campaign and to those who continue to provide subsidies for our tenants. We truly appreciate your generosity.

TULIPATHON TEAM

Members: Sahada Alolo – Chair, Ayan Dualeh, Ria Haynen, Saida Nagti, Naima Sidow, Leila Sieg, Nazira Tareen.

The Tulipathon, held on May 7, 2017, was a great success in terms of funds raised, attendance and organization. In 2017, Sahada Alolo chaired the Tulipathon planning committee and led the team of dedicated volunteers to plan and execute the event flawlessly.

The planning committee met once a month for four months from January to April to plan the event. We are very grateful to Nazira Tareen, who continues to host the planning meetings at her home. The MHI office helped in spreading the word and distributing pledge forms.

Volunteers arrived by 1 pm at Commissioners Park near Dows Lake to set up tents, food, and the registration table. By the time walkers arrived, we were well prepared to commence the program. Members of our faith communities from the Baha'i, Christian, Hindu, Jewish, Muslim, and Unitarian faiths showed up in their numbers with beautiful sign boards and pledge forms ready to walk in solidarity to raise funds for affordable housing.

The event commenced at 3 p.m. with Suzanne Le giving the welcome address. Suzanne introduced MHI Board President Mike Ward, who introduced the event in both French and English. Mike acknowledged politicians and other dignitaries present and introduced Imam Samy Metwally, Imam of the Ottawa Main Mosque and Patron of MHI, for a universal prayer. This followed the recital of the Canadian anthem by Audrey Sarpano. Our guest of honor, Mayor Jim Watson, and Member of Parliament for Nepean, Chandra Arya were present and gave brief speeches at the Tulipathon. The mayor proceeded to judge the best banner contest. Or Hanesamah won the first position, Barrhaven United Church came second, and Kehillat Beth Israel won the third position. The winners of the best banner contest were awarded certificates at the 2017 National Housing Day celebration.

The walk began right after the brief speeches, and walkers were reminded to come back to the starting point to enjoy some delicious snacks.

The 2017 Tulipathon raised \$29,314, an increase from \$27,695, which was the amount raised in 2016. Congratulations to St. John's Anglican Church for raising the most amount of money to win the Dr. Farook Tareen Award.

HUMAN RESOURCES COMMITTEE

Suzanne Le – Executive Director (ex officio)	Phyllis MacRae – Board Representative
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The Human Resources Committee worked on a number of tasks this year, including the hire of a one-year replacement for the office administrator, a salary review of MHI's staff, and revising and updating the staff job descriptions.

MHI put out a call for a one-year-term office administrator position. Amanda Smith-Millar was chosen and began training two days a week while she completed her graduate degree program. Welcome Amanda!

It has been long recognized that the salaries MHI has been able to offer have been significantly lower than comparable organizations in Ottawa. This year, the financial constraints have somewhat abated, affording MHI the opportunity to undertake a comprehensive salary review and to increase salaries to levels that are competitive.

Along with the salary review, there has been a move to update the job descriptions that aligns responsibilities and tasks with the new Strategic Plan. This will allow MHI to focus on outcomes and achievements.

COMMUNICATIONS COMMITTEE

Kimberly Walker – Chair & Board Representative	
Alex Anderson	Janice Summerby
Robert Cherry	Catherine Morton (ex officio)
Lauren Kupferschmid	Amanda Smith-Millar (ex officio)
Suzanne Le – Executive Director (ex officio)	

The Communications Committee (CommComm) was busy throughout the last year supporting the communication needs of MHI as the organization grows. We have provided communication advice, media advisories, media releases, speaking points, promotional pieces, art, text, editing, and links for our social media to position MHI as the “go-to” organization for affordable housing in Ottawa. MHI received lots of media attention from local news outlets including CTV, CBC, 1310 News, the Barrhaven Independent, the Orleans Star, and the Esprit de Corps.

As mentioned in last year’s AGM report, CommComm was gifted the services of a graphic designer to develop a Veterans House logo and branding. That process was completed early in the year after consultation with the Canadian Legion and the Board voted to adopt the new logo. A new Veterans House website was designed by a talented summer student, which can be found at www.veteranshousecanada.ca.

CommComm revised and updated a number of printed pieces that MHI typically brings to events for distribution. In addition, a communication policy has been developed to help MHI committee members help maintain consistency in promoting our key messages.

To assist in publicizing the unveiling of the Haven, the Grade 8 students of Longfields-Davidson Heights Secondary School competed amongst themselves to write the best journalistic article on the Haven, and each interviewed Suzanne Le, MHI’s executive director. The Communications Committee had the honour of judging these articles and Suzanne presented the winners with a plaque from MHI.

In May, CommComm members designed a poster to promote the United Church Presbytery Spring Jazz Social held at the Haven. In August, there was strong media coverage for an announcement of a Veterans House partnership with Helmets to Hardhats at the HMCS Bytown Officers’ Mess. It was very gratifying to see a packed room and several reporters. As a result, there were two stories in the local press and coverage on the local news station.

Plans are not quite underway for a new website, but CommComm will be exploring our options going forward. As is, the website architecture doesn’t support the user experience and accessible information that MHI needs.

As always, the feedback that we have received has been tremendously helpful to us, and we are very grateful for it.

DONOR RECOGNITION

We received tremendous support from the community for the development of the Haven. As a result, more than 300 people now have a place to call home and are thriving in their new community. The following individuals and organizations have given \$5,000 or more cumulatively to the A Place to Call Home Campaign and Haven Capital Campaign.

Thank you. We couldn't have done it without you.

Individual

Peggy Aitchison
Marilyn Bailey
Denis Carr
Jim and Allison Dingle
Hugh Dorward
Barbara and Detlef Dransch
Danielle Dugas and Ira Greenblatt
Sue Evans
Rubin Friedman
Fran Klodawsky and Aron Spector
Marilyn Letts
Barbara Levine and David Spring
Peggy Lister
Melanie Macdonald
Mavis Mason
Don Melick (deceased)
Hugh and Faith O'Donnell
Monica Patten
Charlene Pries
In memory of Louise Ralston
Gay Richardson
Patsy Mallek Royer and Georges Royer
Ron and Paulette Sharp
Andrea Spraakman and Michael Dowie
Ellie and Clarke Topp
Mike and Kathy Ward

Sue Wheeler
Anonymous (5)

Corporate, Foundation & Other

Giant Commercial Flooring
Lim Geomatics Inc.
State of Qatar Embassy
The Matt Foundation
The Solseed Movement
Warlyn Construction

Faith Groups

Bells Corner United
Emmanuel United
First Unitarian Congregation of Ottawa
Ina Grafton Gage Fund - United Church of Canada
Ottawa Presbytery and United Churches of the Ottawa Area
Parkdale United
Roman Catholic Archdiocese of Ottawa
St. Matthew's Anglican
The Church of St. John the Evangelist
The King's Daughters and Sons - Ontario Branch
United Church Seeds of Hope
Anonymous (1)

Appendix A: MHI History

MHI HISTORY

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

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

Appendix B: Minutes of the Fifteenth AGM

MINUTES FOR THE ANNUAL GENERAL MEETING 2017 MULTIFAITH HOUSING INITIATIVE Barrhaven United Church, 3013 Jockvale Road March 26, 2017, 3:00 p.m

In conformance with the by-laws, the notice of the meeting (attached) and the 15th Annual Report for Multifaith Housing Initiative, dated March 2017, were circulated to members.

PRESENT: See 2017 AGM List of Attendees.

WELCOME AND INTRODUCTION: Hugh O'Donnell (Board President and Chair of the meeting) welcomed those present to the fifteenth annual general meeting. Hugh thanked Reverend Angela Bailey and Barrhaven United for hosting the AGM.

OPENING PRAYER: Rev. Bailey offered prayers for blessings and guidance for those present.

APPROVAL OF THE AGENDA: MOTION: Moved by Gay Richardson and seconded by Waj Mian that the agenda be approved. **Carried.**

APPROVAL OF THE MINUTES: Moved by Bernie Benoit, seconded by Mavis Mason that the minutes of the 14th AGM be accepted. **Carried.**

PRESIDENT'S REPORT: Hugh O'Donnell offered a summary of MHI's accomplishments on its fifteenth anniversary, in reference to the 2013 Strategic Plan.

- MHI will have 180 units by the year 2020, rather than the 80 units that were hoped for.
- The Haven attracted 330 applications for 98 units, that community events at this site will be ongoing, and that it was built to a high energy efficient standard.
- The land transfer for Veterans House was in progress and that the Veterans House model is one that can be replicated across the country.
- As Canada celebrates 150 years of confederation, there is a critical housing shortage and the face of homelessness are families.
- MHI is on solid financial footing, and that the Tulipathon and National Housing Day were both successful.

EXECUTIVE DIRECTOR'S REPORT: Suzanne Le shared her reflections after four years at the head of MHI.

- MHI has built its reputation on compassion for others, as members were able to work together to serve others. MHI has gone from an idea to a big community in a relatively short time period.
- It has been a pleasure working with the membership, whose faith and sense of community has raised funds to build affordable housing.

GUEST SPEAKER: City Councillor Jan Harder spoke to the assembly on behalf of Mayor Watson and the city council.

- Housing is a priority for Ottawa, and there are hopes that the federal government will be distributing more land for this purpose.
- The Haven is positive, generating community interest as an attractive community and is very close to schools, parks, and other amenities.

GUEST SPEAKER: Leila Seig provided a few words from her perspective as a long-time volunteer and new resident at the Haven.

- Leila related that she came to Ottawa 10 years ago and that she (and her son) began volunteering with MHI as the faith aspect was important to her.
- Leila had put her name on the housing registry list and was told there was a 10-to-14-year wait for a place in Barrhaven. On the day that the Haven took applications, she was there at 5:00 in the morning. She is very grateful to have been chosen for a unit at the Haven.

TREASURER'S REPORT: Elisha Ram (Board Treasurer) reported that it has been his annual privilege to talk about the numbers, and that the sustainability issue that was recognized in 2012, has been resolved for MHI with the building of the Haven.

- The financial statement looks a bit different as there is an incomplete asset (the Haven).
- The Somerset Gardens mortgage was paid off, so there are now two mortgage-free properties in the MHI portfolio.
- The budget projects that MHI will have a very good year, and it does not include any income from the Haven.

AUDITOR'S REPORT: Hedra Saparno of Collins Barrow reported that, based on the tests carried out, he was satisfied that the proper controls are in place, that our books accurately present our financial results from November 1, 2015 to October 31, 2016 and that there are no material misstatements.

MOTION: Elisha Ram moved and Jim Ralston seconded that the Auditor's Report be accepted. **Carried.**

MOTION: Elisha Ram moved, and Zaineb Kubba seconded that Collins Barrow be retained as MHI's auditor for the next fiscal year (2016-17). **Carried.**

COMMITTEE REPORT: Hugh O'Donnell invited members to ask any questions of the committee chairs.

- A question was asked about solar panels. This had been considered, but was not affordable at the time.

MOTION: Bruce Marshall moved and Bruce Holyoak seconded acceptance of the Committee reports. **Carried.**

ELECTION OF BOARD MEMBERS: Mike Ward, chair of the nominating committee, thanked Kathy Berquist and Kim Walker for their work on the nominating committee. The proposed new directors are: Neil Raynor, Jan Mattingly, Fran Kladowky, and Christian Kratchanov. MHI is also

asking that Bruce Marshall, who has completed three two-year terms, be allowed to stay on for another term as his expertise is invaluable. Nominations from the floor were requested, but none were forthcoming.

MOTION: Moved by Mike Ward and seconded by Sherill Besser that the slate of new Directors be accepted. **Carried.**

MOTION TO ADJOURN: Jim Ralston moved, and Bruce Holyoak seconded that the meeting be adjourned. **Carried.**

CHAIR _____
Hugh O'Donnell

SECRETARY _____
Kimberly Walker

2017 AGM LIST OF ATTENDEES

BOARD MEMBERS (VOTING)		
Executive Committee: Hugh O'Donnell (President) Mike Ward (Vice President) Kim Walker (Secretary) Bernard Benoit – Baha'i		Other Board Members: Archana Abrol – Vishva Shakti Durga Mandir Ass'n Sherill Besser – Adath Shalom Harpal Buttar Zaineb Kubba Jim Ralston – First Baptist Elisha Ram – Adath Shalom
FAITH GROUP REPRESENTATIVES		
FAITH GROUP	REP. TYPE	REPRESENTATIVE NAME
Adath Shalom	Official	Danielle Dugas
Agudath Israel KBI	Official	David Spring
Baha'i Community	Official	Matt Kirby
Christ Church Bells Corners Anglican	Official	Sharron Hamilton
First Baptist	Official	Fred Demaray – Patron
	Non-Voting	Elizabeth Demaray, Lisa Ralston
First Unitarian	Official	Werner Daechsel
	Non-Voting	Marjorie Daechsel
First United	Official	Sue Taylor
Orleans United	Official	Flora Crombie
	Non-Voting	David MacWilliam
Barrhaven United	Official	Mavis Mason
	Non-Voting	Lois Elkins, Nancy Hazen, Trish Barlow, Sheila Armstrong, Dianne Cardin
Bells Corners United	Official	Barbara Bole
	Non-Voting	Alison Bridgewater, David Stafford
Emmanuel United	Official	Janice Peron
	Non-Voting	Pierre Peron
First Baptist	Official	Lynn Blatchly
MacKay United	Official	Bruce Holyoake
	Non-Voting	Tuan Le
Ottawa Mennonite	Official	Ute Gerbrandt
	Non-Voting	Enkenyelesh Bekele
Ottawa Monthly Meeting (Quakers)	Official	Matthew Kurtz
Sisters of Holy Cross	Official	Jean Goulet
Southminster United	Official	Brian Kinsley
St. Barnabas Anglican	Official	Yvonne Moses
	Non-Voting	Germaine McDonald
St. Basil's	Official	Rosemary Williams
	Non-Voting	John Williams
St. George's Church	Official	Bonnie Campbell

St. John the Evangelist	Official	Gay Richardson
	Non-Voting	Peggy Lister, Monica Patten
St. Leonard's Knights of Columbus	Official	Carol Dailey
Temple Israel	Official	Fran Klodawsky
The King's Daughters & Sons	Official	Walter Davidson
	Non-Voting	Charlotte Davidson
Vishva Shakti Durga Mandir Ass'n	Official	Archna Abrol
	Non-Voting	Ramesh Abrol
Woodroffe United	Official	George Neville
OTHER ATTENDEES (NON VOTING)		
Alex Anderson Bill Austin Rev. Angela Bailey Christine Binns Cleber Figueiredo Christine Francoeur Patrick Francoeur Shelly Gosse Jan Mattingly		Michael McAssey Waj Mian Liz Nieman Brenda Sangster Barb Smith Janice Summerby Sara Surjadinata Clarke Topp Ellie Topp
OTHER		
<u>Staff</u> Sahada Alolo, MHI – Community Engagement Yvonne Ashby, LSM Services Suzanne Le, MHI – Executive Director Sheldon Leong, MHI –Fund Development Catherine Morton, MHI – Administrator		<u>Auditor</u> Hedra Saparno, Collins Barrow

Appendix C: Board of Directors

BOARD OF DIRECTORS FOR 2018

RETURNING BOARD MEMBERS

Bernard Benoit

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

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

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

Dr. Fran Klodawsky

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

Christian Kratchanov

Christian Kratchanov has a strong interest in interfaith and multicultural initiatives focused on helping people overcome life challenges and succeed. He is a member of the Roman Catholic Parish of St. Isidore in Kanata. On a professional level, Christian has acquired a rich experience as a private-sector management consultant and executive in the Government of Canada. Christian has a B.Comm. and an MBA, and is also a certified Management Consultant and a Certified Internal Auditor. Christian joined the MHI Board in 2017.

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 MHI Board. 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 MHI Board in 2013 and is a member of the Human Resources Committee.

Dr. Bruce Marshall

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

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

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

Jan Mattingly

Jan Mattingly is a recognized and accredited risk management practitioner and international and national thought leader in the area of corporate risk management. Jan holds five various risk management-related accreditations and has over 20 years of experience in helping major corporations and government organizations improve the way they manage risk. She has a strong background in the affordable/assisted living sector, including in such areas as risk management, business planning, financing, fundraising, and the pre-development and development phases of operation. Jan was appointed to the Board in 2017.

Neil Raynor

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

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 has worked in immigration, labour market integration, and employment insurance. Kim graduated from the University of Alaska with a BA in Cultural Anthropology, and holds a MSc in Research Methods from Middlesex University in London, UK. By faith, she is a Unitarian Universalist. Kim joined the Board in 2013 and currently serves on the Communications Committee and the Executive Committee.

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

Archana Abrol

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

Sherill Besser

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

Since retirement, Sherill has volunteered at the Royal Ottawa Hospital and Royal Ottawa Place on a weekly basis. She is a member of the Board of Directors of House of Hope, which is a non-profit, community residential facility that promotes community safety by providing client-centered support and services necessary to assist those convicted of offences with responsible reintegration and lifestyle change. Sherill is also a member of Adath Shalom Congregation and on its Board of Directors. Sherill is the chair of the Resident Relations Committee.

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

Mike Ward

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

Mike currently sits on MHI's Development Committee. He also serves as a facilitator with The Oasis in Kanata, a community outreach program of Glen Cairn United Church dedicated to providing support for caregivers of people with mental illness. Over the years, he has been

closely involved with the work of various Buddhist organizations and is longstanding practitioner of Vipassana Meditation.

NEW BOARD MEMBERS SEEKING ELECTION

The MHI Nominating Committee consists of: Mike Ward, Kim Walker, Suzanne Le, and Kathy Bergquist. The committee vetted three people and recommends the Board supports their nomination at the AGM: Bill Austin, John Harrison, and Awad Loubani.

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.

Awad Loubani

Awad is currently working as Director, Quality and Risk Management Services in the Strategic Policy and Planning Branch of Public Services and Procurement Canada (PSPC). Awad is Co-Chairperson of the Risk Management Community of Practitioners (RMCOP) and has been teaching a Risk Financing course at Carleton University School of Business since 1999. Awad has an extensive volunteer experience, including serving as Co-Chair of the Ottawa Police - Community and Police Action Committee (2011 to 2016), whose membership includes 24 representatives of the different units of the Ottawa Police Service and 25 community leaders

who represent the mosaic of Ottawa's population. Awad received Queen Elizabeth II Diamond Jubilee Medal (2013) and the Golden Jubilee Medal (2002).

Appendix D: 2017 Members

2017 MEMBERS

Adath Shalom Congregation	Orleans United
All Saints Westboro Anglican	Ottawa Mennonite Church
Anglican Diocese of Ottawa	Ottawa Monthly Meeting (Quakers)
Archdiocese of Ottawa	Ottawa Muslim Association
Baha'I Community of Ottawa	Ottawa Muslim Women's Organization
Barrhaven United	Our Lady of Fatima (RC)
Bells Corners United	Parkdale United
Bethany Baptist	Queenswood United
Britannia United	Rideau Park United
Canadian Martyrs Catholic	Riverside United
Carsonby United	Rothwell United
Centretown Churches Social Action	Sequoia
Committee	South Nepean Muslim Community
Christ Church Bells Corners Anglican	Southminster United
Christ Church Cathedral Anglican	St. Aidan's Anglican
Christian Council of the Capital Area	St. Albans Anglican
Church of St. Barnabas Anglo-Catholic	St. Andrew's Presbyterian
Church of the Ascension Anglican	St. Bartholomew's Anglican
Cornerstone Housing for Women	St. Basil's Catholic Parish
Emmanuel United	St. Basil's Catholic Women's League
First Baptist	St. Elias Antiochian Orthodox
First Unitarian Congregation of Ottawa	St. Georges Parish (RC)
First United Church of Ottawa	St. James Manotick Anglican
Fourth Avenue Baptist	St. John the Evangelist Anglican
Glebe St. James United	St. Margaret's Anglican
Glen Cairn United	St. Mark's Anglican
Good Shepherd Church Anglican Lutheran	St. Matthew's Anglican
Human Concern International	St. Paul's Eastern United
Jamiatul Muslemeen of Ottawa-Carleton	St. Peter's Lutheran
Kanata United	St. Stephen's Anglican
King's Daughters and Sons	St. Thomas the Apostle Anglican
Knights of Columbus Archdiocese of Ottawa	Stittsville United
Association	Temple Israel
Knights of Columbus Council St. Leonard's	The Ottawa Presbytery, United Church of
Parish	Canada
Knox United	Trinity United
Longfields Community (Baptist)	Unitarian Universalist Fellowship of Ottawa
Mackay United	Vishwa Shakti Durga Mandir Association
Or Hanesamah (Jewish)	Woodroffe United

Appendix E: Audit Summary

AUDIT SUMMARY FOR 2017

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2017
Statement of Operations

For the year ended October 31

	General Fund		Capital Asset Fund	
	2017	2016	2017	2016
Revenue				
Rental operations	\$ 907,868	\$ 446,328	\$ -	\$ -
Other contributions	3,895	-	-	-
Donations and fundraising	154,119	140,995	-	-
Interest	4,522	7,442	564	600
Principal Memberships	6,051	7,501	-	-
Amortization of deferred contributions related to mortgage repayments	36,409	48,770	-	-
	1,112,864	651,036	564	600
Expenses				
Capital reserve	-	-	19,654	37,326
Donations and fundraising	13,101	12,244	-	-
Insurance	4,956	5,124	-	-
Marketing and Communications	1,878	998	-	-
Management services	-	43,360	-	-
Office	34,371	29,630	-	-
Professional fees	28,018	28,577	-	-
Rental operations	633,625	333,909	-	-
Salaries and benefits	212,337	192,361	-	-
	928,286	646,203	19,654	37,326
Excess (deficiency) of revenue over expenses before below items	184,578	4,833	(19,090)	(36,726)
Amortization of RRAP loan	1,069	6,404	-	-
Amortization of tangible capital assets	-	-	(341,219)	(103,179)
Amortization of deferred contributions related to capital assets	-	-	182,619	46,525
Excess (deficiency) of revenue over expenses for the year	\$ 185,647	\$ 11,237	\$ (177,690)	\$ (93,380)

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2017 report of the Auditors, Collins Barrow Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2017
Statement of Financial Position

October 31			2017	2016
	General Fund	Capital Asset Fund	Total	Total
Assets				
Current				
Cash	\$ 122,415	\$ 48,154	\$ 170,569	\$ 1,103,314
Accounts receivable	35,048	318,846	353,894	279,018
Prepaid expense	11,295	-	11,295	8,215
	168,758	367,000	535,758	1,390,547
Assets under construction	-	225,931	225,931	11,798,568
Tangible capital assets	-	24,903,222	24,903,222	6,277,197
	<u>\$ 168,758</u>	<u>\$ 25,496,153</u>	<u>\$ 25,664,911</u>	<u>\$ 19,466,312</u>
Liabilities and Net Assets				
Current				
Bank indebtedness		\$ 27,589	\$ 27,589	\$ -
Accounts payable and accrued liabilities	223,064	281,846	504,910	2,172,061
Deferred contribution	-	-	-	259
Deferred contributions for capital projects	419,382	-	419,382	1,161,694
Current portion of promissory notes payable	-	40,000	40,000	89,000
Current portion of long-term debt	-	163,120	163,120	2,234,973
Interfund (receivable)/payable	(883,078)	883,078	-	-
	(240,632)	1,395,633	1,155,001	5,657,987
Promissory notes payable	-	321,000	321,000	321,000
RRAP loan	-	-	-	1,069
Mortgages payable	41,365	9,157,158	9,198,523	1,542,011
Deferred contributions related to assets under construction	-	-	-	7,630,347
Deferred contributions related to capital assets	-	12,207,843	12,207,843	1,502,902
Deferred contributions related to mortgage repayment	418,702	-	418,702	455,111
	<u>219,435</u>	<u>23,081,634</u>	<u>23,301,069</u>	<u>17,110,427</u>
Fund Balances				
Capital reserve		48,154	48,154	21,837
Internally restricted for capital fund reserve	9,244	-	9,244	9,244
Internally restricted for investment in tangible capital assets		2,366,365	2,366,365	2,448,462
Unrestricted deficit	(59,921)	-	(59,921)	(123,658)
	<u>(50,677)</u>	<u>2,414,519</u>	<u>2,363,842</u>	<u>2,355,885</u>
	<u>\$ 168,758</u>	<u>\$ 25,496,153</u>	<u>\$ 25,664,911</u>	<u>\$ 19,466,312</u>

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

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

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2017

Statement of Cash Flows		
For the year ended October 31	2017	2016
Cash flows from operating activities		
Excess of revenue over expenses for the year		
General fund	\$ 185,647	\$ 11,237
Capital asset fund	(177,690)	(93,380)
Adjustments for		
Amortization of capital asset	341,219	103,179
Amortization of deferred contributions	(182,619)	(46,525)
Amortization of RRAP loan	(1,069)	(6,404)
Amortization of deferred contributions related to mortgage repayment	(36,409)	(48,770)
	<u>129,079</u>	<u>(80,663)</u>
Changes in non-cash working capital items		
Accounts receivable	(74,876)	402,315
Prepaid expenses	(3,080)	(1,727)
Accounts payable and accrued liabilities	(1,667,151)	1,873,486
Deferred contribution	(259)	-
Deferred contributions for capital projects	(742,312)	497,438
	<u>(2,358,599)</u>	<u>2,690,849</u>
Cash flows from investing activities		
Assets under construction	11,572,637	(10,655,967)
Additions to tangible capital assets	(18,967,244)	(6,301)
	<u>(7,394,607)</u>	<u>(10,662,268)</u>
Cash flows from financing activities		
Addition to long term mortgage interest payable	6,223	6,223
Addition to mortgages payable	5,605,415	2,207,994
Mortgages payable payments	(26,979)	(341,743)
Additions to deferred contributions	3,257,213	6,612,992
Additions to promissory notes payable	-	38,000
Promissory notes principal repayments	(49,000)	(5,000)
	<u>8,792,872</u>	<u>8,518,466</u>
Increase (decrease) in cash during the year	(960,334)	547,047
Cash and equivalents, beginning of year	1,103,314	556,267
Cash and equivalents, end of year	\$ 142,980	\$ 1,103,314

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PROJECTED BUDGET FOR 2017-18¹**Revenues**

Revenues Associated with Rental Properties

- The Haven	\$ 1,081,400.00
- Blake Boulevard	\$ 307,900.00
- Somerset Gardens	\$ 104,400.00
- Kent Street	\$ 39,100.00

Fundraising Activities \$ 64,200.00

Other Revenues \$ 8,400.00

Total Revenues \$ 1,605,400.00

Expenditures

Expenditures associated with rental properties

- The Haven	\$ 866,600.00
- Blake Boulevard	\$ 232,400.00
- Somerset Gardens	\$ 74,300.00
- Kent Street	\$ 28,900.00

Salaries and Benefits² \$ 115,400.00

Staff and Office Expenses \$ 35,800.00

Legal, Bookkeeping, Audit and other Professional Fees \$ 42,400.00

Board Expenses \$ -

Membership \$ 1,400.00

Less: Allocation to the Fundraising Reserve³ -\$ 19,500.00

Total Expenditures \$ 1,377,700.00

SURPLUS (DEFICIT) \$ 227,700.00

¹ These figures represent the projected MHI budget as of November 2017. They are subject to change throughout the year as approved by the Board of Directors.

² \$125,600 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.

³ This line has been added to indicate that the MHI Fundraising Reserve is used to pay part of the expenses.