



MULTIFAITH HOUSING INITIATIVE

ANNUAL REPORT 2020

FOR THE YEAR OF 2019

**MULTIFAITH HOUSING INITIATIVE
EIGHTEENTH ANNUAL REPORT
MARCH 2020**

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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

We are privileged to have the support of Religious Patrons (who are formal faith community leaders) and Civic Patrons (who are recognized leaders within the community and/or field of endeavour) who: support the mission and goals of MHI; promote MHI within their constituency; network and provide advice to MHI's staff and directors concerning their constituency; and represent and speak publicly in support of MHI.

RELIGIOUS PATRONS 2019	
NAME	FAITH & ORGANIZATION
Rev. Dr. Andrew 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
The Rt. Rev. John Chapman	Christian (Anglican), Bishop of the Anglican Diocese of Ottawa
The Rt. Rev. Peter Coffin	Christian (Anglican), Ret'd Anglican Bishop Ordinary - Canadian Forces
Imam Ziad Delic	Muslim, South Nepean Muslim Community
Rev. Fred Demaray	Christian (Baptist), First Baptist
Rev. Dr. Karen Dimock	Christian (Presbyterian), St. Andrews
Rabbi Steven Garten	Jewish , Emeritus, Temple Israel
Imam Sikander Hashmi	Muslim, Kanata Muslim Association
Rev. Patricia Guthmann Haresch	Unitarian, First Unitarian Congregation
Sister Barbara Helms	Muslim, Cordova Spiritual Education Centre
Imam Sheikh Haitham Hujaij	Muslim, Ahlul Bayt Center
Wendy James	Baha'l, Baha'l Community of Ottawa
Rabbi Eyton Kenter	Jewish, Kehillat Beth Israel
Rev. Martin Malina	Christian (Lutheran), Faith Evangelical Lutheran Church
Imam Sammy Metwally	Muslim, Islamic Society of Gloucester
Most Rev. Terrence Prendergast	Christian (Roman Catholic), Archbishop of RC Archdiocese of Ottawa
Pandit Ravindra Naryan Pandey	Hindu, Vishva Shakti Durga Mandir Association
Rev. David Sherwin	Christian, Zion-Memorial United Church
Nityanand Varma	Hindu
Rev. Canon John Wilker-Blakley	Christian (Anglican), Christian Council of the Capital Area
CIVIC PATRONS 2019	
David Zackrias	Ottawa Police Service
Nazira Tareen	Ottawa Muslim Women's Organization

PRESIDENT'S REPORT

Thank you! Multifaith Housing Initiative is thriving and continues to build communities and provide affordable housing to hundreds of people who need your help. You are making a tremendous difference in people's lives by giving them a better future. Here are just a few highlights:



- Almost 400 people are living in MHI communities, and we continue to grow.
- The Haven, a dynamic place of neighbours helping neighbours, is truly an example of community.
- Over 200 people are volunteering more than 8100 hours of time and talents at MHI.
- The Property Maintenance team of volunteers has helped to maintain our properties with over 500 volunteer hours saving MHI in maintenance costs.
- Tulipathon raised more than \$37.5K to help subsidize MHI families; we hope to raise more in 2020.
- National Housing Day was, again, a thoughtful reflection of housing needs.
- Our finances are solid thanks to your generous support and the oversight of the Finance Committee.
- The Development Committee is planning a transformational project with Julian of Norwich Anglican Church, the Anglican Diocese, and Cahdco.
- Veterans' House construction is going well. We are starting the second floor; drive by and see!
- Our fundraising plans are progressing: total cost is \$11.5M and we have \$9.3M nailed down.
- We need to raise another \$2.2M for Veterans' House, please consider if you can help further, and keep spreading the word!
- Communications capitalized on several events – did you see Veterans' House on CTV or CBC?
- We have almost 80 faith-based groups and several Patrons raising community action and awareness.
- The Residents Relations Committee continues to find new or better ways to assist our residents.
- A Governance Committee, Property Management Committee, and recently a Veterans' House Committee were approved by the Board to strengthen coordination, oversight and accountability.

What MHI is accomplishing, as highlighted by these examples, is very impressive. A great deal of credit should go to two groups. First, our five staff, which includes our brilliant and indefatigable Executive Director, combined with her dedicated and extremely hard working staff. And second, our committees, who are all volunteers taking responsibility for planning, overseeing and sometimes delivering the programs and results that allow MHI to help those in need in Ottawa.

MHI's future looks bright. With the opening this fall of Veterans' House: the Andy Carswell Building, a housing community for homeless Veterans, MHI will become much more widely known. This supportive housing project is the first of its kind in Canada. We are working with a number of partners such as the Royal Canadian Legion, Veterans Affairs Canada, Ottawa Salus, The Ottawa Mission, Soldiers Helping Soldiers, Ottawa Police Service, etc. We know there are more veterans on our streets than we can house in the Andy Carswell Building; however, it is our intention this project will act as a model for veterans' supportive housing elsewhere in Canada.

Given the large and rising demand for affordable housing, our proven success at the Haven, along with your ongoing support at Veterans' House, we continue to strive to ensure all people in Ottawa who are homeless – or at risk of being homeless – find a safe, affordable home in an inclusive community. Thank you again for all your efforts. Well done all!

Sincerely,

Bill Austin,
MHI President

EXECUTIVE DIRECTOR'S REPORT

God is beautiful and God loves beauty. - Hadith

This world is filled with incredible beauty. On a recent hiking adventure through the Scottish highlands, I frequently had to stop, to just look around me and attempt to absorb the magnificence before my eyes.



However, this world also has some things that are not so beautiful. When one thinks of God's creation – that miraculous, breathtaking and unbelievable piece of the sacred, found standing on the edge of a cliff on the Isle of Skye, and then contrasts it with the homeless person seen, while standing on the edge of a street curb in the heart of the city, sitting with no hope, on the dirty, wet, cold, cement in the dead of winter – one can't help but contrast God's creation with humans.

Sacred space is defined by Dr. Miki Korp in her book *Sacred Art of the Earth* as physical places that are set apart. Sacred space has defined borders. It has a path in, and a path out. It has a sense of what she calls "a timeless present" – a place where past, present and future all seem to exist at one moment. Dr. Korp explains that such spaces help us to find our place in the world. And for most of us, those of us blessed enough to have one – home is our sacred space. That is the reason why we are all here, working together in this Multifaith Housing Initiative. Many in Ottawa – far too many – lack the basic sanctity of a home.

The stark reality around housing in Ottawa is severe. So severe, in fact, that on January 29, 2020, Ottawa City Council went to the extreme of declaring that there exists a state of emergency around the issue. To give you a snapshot of the problem, the Centralized Registry of Ottawa has seen the list of households in need of affordable housing jump from just over 10,000 to 12,163 in this last year alone. Further, 7937 unique individuals spent one or more nights living in a shelter – a record high for Ottawa. MHI recently partnered with Soldiers Helping Soldiers and the Alliance to End Homelessness Ottawa in a study on homeless veterans, supported by Canadian Forces Morale and Welfare Services. In that study we found that about 5% of the homeless population are veterans, 35% of homeless veterans are Indigenous Canadians, and 46% of homeless veterans are living with one or more medical conditions, including physical disabilities, mental health, and addiction issues. The latest report from the Alliance to End Homelessness cites that the core issue of reducing homelessness lies in "a very small and shrinking stock of lower rent housing, affordable to those on very low income."

That is the reason why our volunteers, staff, and supporters work so hard. That is why MHI is so focused on development. That is why we built the Haven. That is why we are in construction

now on Veterans' House: the Andy Carswell Building. And that's why we are in pre-construction on another project in partnership with the Julian of Norwich Congregation and the Anglican Diocese. We see the need. We are called to help. And we want to be part of the solution.

Walking the Quiraing on the Isle of Skye was a bumpy and muddy experience. It was uphill for most of the hike. There were moments when it was very windy and raining, when I needed to step over and around small waterfalls, through careful placement of my feet on wet rocks, while hanging onto cliff edges. Most of the time, as I plodded along, I had to stare at my feet, lest I stepped wrong and twisted an ankle, or worse. Then, suddenly, the air would calm and the sun would shine. I would come around a bend, stop to look up, and see all that beauty. Then, that hard climb was suddenly worth every muddy step.

MHI, from its very inception, has never chosen the easy path. Indeed, when a group of volunteers got together to discuss what they could do to help the poor in 2001, they decided on the most difficult, and the most expensive course they could have picked – they decided to create homes. A sacred space for people who had so very little. Nineteen years and 139 units later, with 400 currently housed in MHI communities, MHI has come a very long way. But, with the issue of housing having reached these crisis levels, there is still so much more to this journey.



Because, in the end it is important that we all recognize that there is, in fact, beauty found in the face of that homeless person. There is beauty found when we give them a home, and see those changes that occur when people are given the hope of a better life. There is beauty found when we are given the blessing of being able to create the space someone needs, that allows them to find their place in the world. So let us continue on this uphill

muddy path, and do our part to contribute to the creation of sacred space in this world. And as we walk together I can promise you two things: 1) it will not always be an easy path. More often than not, it will be a hard hike; and 2) the incredible beauty when we reach the top will be worth every difficult step we take.

“The man on top of the mountain didn’t fall there.”- Vince Lombardy

Sincerely,

Suzanne Le
Executive Director

BOARD OF DIRECTORS 2019

Bill Austin – President	
Christian Kratchanov – Treasurer	
Sue Smarkala – Secretary	
Bernard Benoit	Kerry Marriott
Sherill Besser	Bruce Marshall
John Harrison	Christa McIntosh
Fran Klodawsky	Neil Raynor
Suzanne Le – Executive Director*	Mike Ward – Past President
Awad Loubani	

* = *ex officio*



Back row, from left: Neil Raynor, Director; Sue Smarkala, Secretary; Bill Austin, President; Christian Kratchanov, Treasurer; John Harrison, Director; Suzanne Le, Executive Director (Ex-Officio). Front row: Awad Loubani, Director; Mike Ward, Past President; Sherill Besser, Director; Kerry Marriott, Director. Missing: Bernard Benoit, Director; Dr. Fran Klodawsky, Director; Dr. Bruce Marshall, Director.

EXECUTIVE COMMITTEE

Bill Austin – Chair & MHI Board President	
Christian Kratchanov – Treasurer	Sue Smarkala – Secretary
Suzanne Le – Executive Director*	Mike Ward – Past President
Neil Raynor – Board Member	

* = *ex officio*

FINANCE COMMITTEE REPORT

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

* = *ex officio*

** = MHI Board of Directors representative(s) on the committee

**“Life’s most persistent and urgent question is:
What are you doing for others?”- Martin Luther King Jr.**

MHI Finance Committee is one of the most important committees, composed of a team of dedicated individuals with various accounting and finance backgrounds. The committee has welcomed a couple of new members in the last fiscal years who are committed to help provide sound and accurate financial reports to the Board of Directors.

The work of the committee consists mainly of ensuring the financial viability of an important charity organization, MHI, while also ensuring that all aspects of the management and the stewardship of funds are performed consistent to financial legislation and regulations, and based on appropriate accounting practices. Indeed, the future success of the MHI mission depends on healthy financial planning and management. To achieve its goal this fiscal year, the committee met more than nine times to review financial statements and related reports.

Overall, MHI’s financial position is solid and trending in the right direction in terms of its operational assets. As highlighted in the 2019-2020 audited financial statements, MHI holds approximately \$30 million in assets as of October 31, 2019; a slight increase from 2018. The statements also show a positive result in the management of operations. The excess of revenues over expenses for the year ending October 31, 2019 is just over \$300,000. This positive number provides a solid basis for the long-term financial stability of MHI, and in particular, the ability to operate rental operations efficiently; maintain internal subsidies in a comfortable range and a contingency margin with the construction of Veterans’ House, should funding efforts fall short of MHI’s fundraising goal.

Veterans’ House is unquestionably MHI’s biggest undertaking for this fiscal year 2019-2020. *Veterans’ House: the Andy Carswell Building* is a \$15 million project that will host approximately 40 homeless or at risk veterans, once completed. This will bring the total number of units

managed by MHI to approximately 180, housing more than 440 residents. MHI activities have been growing since its establishment.

In addition, the Finance Committee is one of the MHI entities that performs an oversight role over the construction of Veterans' House. The committee is currently overseeing the project, along with others, to ensure that the construction is completed on time, on budget and with the quality expected at no additional cost. As such, members of the committee cautiously review the Monthly Project Report, which includes qualitative and quantitative financial and operational information. As of February 2020, MHI was on track to complete the project within the originally budgeted cost.

In conclusion, the work performed by the committee would not be done appropriately without the excellent work and commitment of MHI Executive Director, Suzanne Le, who has demonstrated her deep understanding of financial management, real estate management and leadership skills in complex situations. MHI Finance Committee is proud of its team of dedicated members who are constantly striving to contribute to the proper financial management of the organization, especially for the benefits of the people we serve.

GOVERNANCE COMMITTEE REPORT

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

* = *ex officio*

** = MHI Board of Directors representative(s) on the committee

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,
- Monitoring compliance with MHI's bylaws and policies,
- Recommending to the Board, at least annually, succession plans and processes to recruit and nurture candidates for the Board, and
- 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 among the Board, committees and the Executive Director.

Much has been accomplished over the year. Some highlights follow:

- At most of our meetings we discussed aspects of how we can best build and support capacity and succession for the Board and committees. For example, we discussed the representation from our multifaith patrons and members and combined this with an analysis of the skills and experience of members and volunteers. Our objective is to continue to diversify and strengthen, in a balanced fashion, our multifaith representation and benefit from the education, skills and experience of Board members, committee members and volunteers. The Governance Committee developed a slate of new Board members for consideration at the AGM. New committee members have also been recruited, as well as new volunteers. This is an ongoing activity.
- A Balanced Score Card has been drafted to help us systematically review the results of our efforts. It is divided into four quadrants, reflecting Social Impact, Financial Indicators, People, and Processes. Each quadrant has several performance indicators that allow us to gather information to assess accomplishment.

Over the next year the Governance Committee will continue to focus on many of the activities mentioned above. However, our greatest endeavour will quite possibly be opening the doors at Veterans' House.

- In early December, MHI held an initial brainstorming session with many of our partners, including the Royal Canadian Legion (Ontario Command and District G), Soldiers Helping Soldiers, Ottawa Salus, plus a number of very experienced retired leaders from the Canadian Armed Forces. We are presently considering the establishment of a Veterans' House Committee that would oversee the operations of Veterans' House, including intake, and report to the Board.
- While continuing to evolve as MHI grows, our governance regime is there to sustain us over the long term. With the opening of Veterans' House, change will certainly be very present next year. Thank you for your support!
- We have recommended a new committee - the Property Management Committee - to focus on maintaining our properties, which the Board has approved. As a result, we have eliminated the Housing Management Committee, and shifted its tenancy functions (e.g. rents, vacancies, subsidies, etc.) directly to meetings between our contractor (LSM) and the Executive Director. The Property Management Committee will allow MHI to strengthen planning and oversight of long-term expected maintenance and repair costs. These changes were necessary given the millions of dollars that are invested in our community residences and the increased requirement to be more proactive in planning for maintenance to ensure the life-cycle value of all our communities' assets can be maximized for the benefit of our tenants.
- Over the last number of Board meetings we have spent approximately 45 minutes each meeting facilitating dialogue about a particular topic of interest to the Board. These "Informationals" allow learning, discussion and sometimes friendly debate of topics such as the Canadian housing policy environment, communications, community development, and property management, among other topics. The Board has accepted and enjoyed our recommended "Informationals".
- Finally, to foster continual improvement as a Board, the Governance Committee drafted, and the Board agreed to conduct, a self-assessment of its performance, to include such issues as the extent the Board is: managing its oversight and fiduciary role, helping to accomplish the goals of MHI's Strategic Plan, monitoring MHI's financial situation, and interacting with the committees and the Executive Director. The survey had about 20 questions. Answers were compiled in a report for the Board's consideration, and an action plan will be prepared to help us make needed improvements/changes.

MEMBERSHIP & OUTREACH COMMITTEE REPORT

Fran Klodawsky** – Chair	
Sahada Alolo – Community Engagement Manager*	Gay Richardson – Secretary
Fred Demaray – Religious Patron Liaison	Leila Sieg – The Haven Liaison
Suzanne Le – Executive Director*	David Spring – Civic Patron Liaison
Melody Liu – NHD Coordinator	Mara Watson – NHD Coordinator
Awad Loubani – Civic Patron Liaison	

* = *ex officio*

** = MHI Board of Directors representative(s) on the committee

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

During 2019, MOC finalized its work plan to align with MHI's Strategic Plan. To this end, we focused on three sets of activities: 1) widening and deepening our relationships with both current members as well as organizations which have not yet joined or are more tentative about MHI; 2) planning and executing our Interfaith Service in recognition of National Housing Day to exemplify MHI's Mission and Vision; and 3) reflecting upon and developing an action plan to more effectively engage MHI Patrons.

Members of MOC and Sahada, Manager of Community Engagement, attended and presented at various member community events throughout the year. These outreach efforts continue to reap benefits. Faith organizations, we invite you to contact us about a possible outreach event with your community! In 2019, 78 faith-based organizations were members. As of the end of February, 2020, 48 faith communities had already renewed their affiliation with MHI for 2020.

MHI's National Housing Day celebration on Nov. 17 consisted of a prayer service as well as a reception at Ottawa City Hall. Rabbi Eyton Kenter of Kehillat Beth Israel offered the opening prayer and former City of Ottawa Counsellor (and member of MHI's Interim Board of Directors in 2002), Diane Holmes, gave the keynote address, highlighting MHI's considerable accomplishments so far. Winners of the Dr. Farook Tareen Tulipathon Award (St. John's Anglican, Elgin Street) and the Tulipathon Banner Award winners (the Haven Residents team, First Unitarian, Kehillat Beth Israel, St. John's Anglican, South March (Kanata)) were announced and celebrated.

In addition to Religious Patrons, MOC initiated the appointment of Civic Patrons for MHI. These individuals are community leaders who are highly respected by at least one faith tradition in the Ottawa area and who agree to proactively support MHI's Mission and Vision. We also continue to explore opportunities for MHI Patrons to interact with one another. To that end, an informal gathering of Patrons was held just prior to the 2019 National Housing Day.

In 2019, the following were named to be Patrons of MHI: Civic Patrons – David Zackrias of the Ottawa Police Service and Nazira Tareen of the Ottawa Muslim Women's Organization; and Religious Patrons – Sister Barbara Helms of the Cordova Spiritual Education Centre, Rabbi Eyton Kenter of Kehillat Beth Israel, Rev. Patricia Guthmann Haresch of First Unitarian, and Imam Sheikh Haitham Hujaij of the Ahlul-Bayt Centre.

We look forward to continuing our efforts to both expand and deepen MHI's relations with faith community members, Religious and Civic Patrons, and the wider Ottawa community.

HOUSING MANAGEMENT COMMITTEE REPORT

Chair – Lori Simpson, LSM Services	
Yvonne Ashby, LSM Services	Suzanne Le – Executive Director*
Bernard Benoit	Geoff Lee, LSM Maintenance, resigned Nov 8, 2020
Danielle Dugas	Fraser MacIsaac
Mira Goc	Christa McIntosh
Jeannine Gougeon	Mary-Ann Schwering, LSM Services
Brian Kinsley	

* = ex officio

Planning

In April 2019, the Housing Management Committee (HMC) held a planning session to establish goals for 2019.

Goals for 2019 included:

- Completing the stairwell flooring at Blake House,
- Educating residents about the proper disposal of large household items,
- Obtaining rain barrels for the Haven,
- Succession planning for the Property Maintenance Team at the central properties and development of a team for the Haven,
- Preparing for the work on the shared driveway at Blake House, and
- Finishing electrical upgrades at Blake.

A huge thank you to the Property Maintenance Team (PMT) for completing the installation of the stairwell flooring at Blake House! We look forward to placing rain barrels at the Haven this year to conserve water. We will continue to work on recruiting members to the PMT.

Meetings

The Housing Management Committee met each month to review management reports, including arrears, vacancy loss and maintenance. Committee members provided valuable insights and worked to continuously improve housing operations. Meetings were held at both the Haven and Heartwood House.

The residents are settling in nicely at the Haven and a caring community has developed with the dedication and commitment of the Haven Tenant Relations Team and the Community Building Team.

The Community Gardens at the Haven are proving to be a huge success, bringing residents together to share and learn. Last fall, a small fence was built around the gardens. A small shed was also installed allowing residents to keep their tools and equipment close by.

The residents are actively engaged in their community, attending programming organized by Sahada and each other, including weekly coffee get togethers, Friday night dinners, and dances for children.

Personnel

It was with much sadness that we bid farewell to Geoff Lee who resigned from LSM in November to embark on new adventures. Lori Simpson has assumed his duties as Maintenance Manager.

We look forward to welcoming Conner Garrett back from maternity leave at the end of April.

The HMC was formally disbanded in January 2020 as a result of some restructuring. The housing managers are now meeting with Suzanne each month to deal with operating issues and a new committee, the Property Management Committee, was formed with a new mandate and focus.

Thanks to all the members of the Housing Management Committee and the Property Maintenance Team for their dedication, commitment and work in 2019. As always, it was very much appreciated!

PROPERTY MAINTENANCE TEAM REPORT	
Danielle Dugas – Leader	
Howard Clark	Peter Pazdzior
Talia Levie	Barbara Smith
Fraser MacIsaac	Lawrence Wolofsky
Louise Patry	

The Property Maintenance Team (PMT) has undergone much change in one year, from being heavily involved in late fall 2018 to gradually winding down to its inactive status by October 2019. We estimate the group has given 500 hours to MHI in various projects ranging from timely unit preparations to completion of the resurfacing of stairs at Blake House, tidying up of storage spaces as well as some outdoor clean-ups of the gardens at Blake House, Kent House and the Haven.

Due to various personal reasons, by the end of the summer we concluded that we no longer had sufficient energy or time for the demands of rapid unit preparations. PMT elected to continue to support MHI on a smaller scale by involving ourselves in projects without strict deadlines.

As team leader, I wish to express my deep gratitude for the support, good humour, steady help and friendship that held us together so well over several projects and which continue, beyond MHI days.

Sincerely,

Danielle Dugas
PMT Team Leader

RESIDENT RELATIONS COMMITTEE REPORT

Sherill Besser – Chair**	
Sahada Alolo – Community Engagement Manager*	Mavis Mason
Edward Ellis – Budget Secretary	

* = *ex officio*

** = *MHI Board of Directors representative(s) on the committee*

THE HAVEN RESIDENT RELATIONS TEAM	
Sahada Alolo – Community Engagement Manager*	May Jebara
Sarah Church	Anita Latour
Diane Ford	Jojo Loum
Nancy Hazen	Glen Robinson
Javed Hisham	

* = *ex officio*

HAVEN COMMUNITY BUILDING TEAM	
Sahada Alolo – Community Engagement Manager*	David Hill
Jane Burgess	Leila Sieg
Donna Boisvert	Wendy Todd
Dianne Cardin	Carla Van Delen
Harvey Goldberg	Mara Watson
Nancy Hazen	

* = *ex officio*

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

RRC volunteers facilitate neighbourly relations within MHI buildings, and help connect residents with the Ottawa community as a whole, as needed. RRC volunteers try to address concerns raised by residents before they become issues and facilitate conflict resolution solutions between residents when needed. Through support and activities, the Resident Relations Committee and the Haven Resident Relations Team (RRT) foster relationships. The Haven Community Building Team (HCBT) supports the work of RRC/RRT by organizing community and faith-based celebrations at the Haven.

The RRC encourages resident participation in activities to build a sense of community. 2019 saw a summer BBQ and a Christmas party at Blake House, as well as the planting of garden boxes. A potluck dinner was held at Somerset Gardens in January. In December, gift bags were distributed to all residents of Blake House, the Haven, and Kent House. This year, the bags distributed at the Haven and Blake House contained age-appropriate items for the children thanks to Board member Kerry Marriott, who involved the spouses of the Ottawa Service Attachés' Association. The spouses are much like MHI's members, of vastly different faith and cultural backgrounds but brought together in fellowship to share beliefs and experiences. The gift bags were greatly appreciated.

Residents and volunteers at the Haven participated in a number of events organized by the Haven Community Building Team (HCBT). These events included a Passover seder, Eid party, summer community BBQ, movie in the park, and the annual Christmas party. All of the events were organized with the help of HCBT volunteers and residents of the Haven. These events were all successful and enjoyed by those in attendance.

RRC had the opportunity to learn from a representative of the Canadian Mental Health Association Ottawa Branch, who presented an information session to members about a two-year pilot program. Its goal is to prevent the eviction of residents with mental health and/or addiction issues. This program has the potential to immeasurably help some residents.

The Resident Relations Committee, the Haven Community Building Committee, 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.

DEVELOPMENT COMMITTEE REPORT

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

* = *ex officio*

** = *MHI Board of Directors representative(s) on the committee*

The work of the Development Committee in 2019 aligned closely with MHI’s mission and vision – the provision of safe, affordable and well-maintained housing to those in need. Its work this year focused largely on Veterans’ House. Initially working to secure financing from federal and provincial agencies, DC switched into construction mode over the summer and has been monitoring construction of the building as well as budget, cash flow, and timelines with its development partners and contractors. DC has also taken the lead for MHI in the development of what we hope will be the next MHI project with Julian of Norwich church, the Anglican Diocese of Ottawa, Cahdco, and other community partners.

In 2019, the Committee completed an open, competitive public procurement process to select a contractor for Veterans’ House construction. Overseeing all development phases, the Committee members are currently engaged in monitoring construction costs and assessing risk on an ongoing basis to ensure that MHI is getting the best value for money.

It can take a long time to go from idea to construction, as we’ve learned from past initiatives. In the spring of 2019, Development Committee members started exploring a partnership with Julian of Norwich (J of N) congregation, the Anglican Diocese of Ottawa, Centretown Affordable Housing Development Corporation (Cahdco), and other community partners to create affordable, inclusive housing 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. (How many units can each partner afford to build? How will we share costs and space? What ownership and governance structures will be required?) In the fall, the partners’ group organized a design competition to select an architectural firm for a master plan for the site. A first version was completed in January 2020. The partners also successfully applied for SEED

funding from both CMHC and the City of Ottawa and began several technical studies so that the team can submit plans to the City of Ottawa in spring 2020.

In the fall of 2019 and with financial support from the Ottawa Community Foundation, the Development Committee engaged with a consultant to generate “Lessons Learned” from the building of the Haven, particularly our use of Integrated Design. The findings were subsequently shared with the MHI Board during its fall retreat so that learning from our earlier project could feed directly into the construction of Veterans’ House. Plans are also underway to share these more broadly with the affordable housing sector.

As part of the City’s Ten Year Housing Plan, committee members participated in the City of Ottawa Housing and Planning Department’s consultation process, with a view to contributing to local knowledge and policy development.

Following on MHI’s strategic objective to recruit and retain members from diverse communities, the Committee re-assessed its membership and worked with World Skills (a local non-profit organization) to welcome two newcomers to Canada with expertise in engineering and architecture. Both enrich the knowledge base of the committee.

Our work is definitely not done. In the coming year, the Development Committee’s work on Veterans’ House will end and the job of community building will pass to staff, partner organizations and MHI volunteers. We will have done our job well if the building is constructed as planned, on time and on budget, to the highest level of environmental and operational standards. We also hope that plans for the new Julian of Norwich initiative will have advanced to the point where MHI is engaged with potential funders for eventual start of construction in 2021 or early 2022.

At the centre of the Development Committee’s work is growing MHI’s understanding of how the housing we build, own and manage supports the tenants and broader community through the provision of safe, affordable and inclusive housing. The Development Committee remains committed to building green, which adds value to the project, decreases costs in the long term, provides comfort, and generates positive support for the project.

This is a foundation of our long-term commitment to maximize impact in terms of quality and sustainability of MHI’s assets and to design communities with built-in support based on the needs of our diverse tenant group and future demographics.

FUNDRAISING COMMITTEE REPORT

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

* = *ex officio*

** = *MHI Board of Directors representative(s) on the committee*

As we reflect on 2019, there was one thing that truly stood out from everything else: our donors and members really care about our veterans! In year two of our Veterans' House Campaign, individuals, corporations and foundations continue to step up to help homeless veterans. In fact, our 2019 mail out campaign, which was distributed close to Remembrance Day, resulted in one of its highest returns. Not only were donors giving generously, many included messages of support and encouragement for the project, often referring to a family member who served with the Canadian Armed Forces, whom they wished to honour. Thanks to the generosity of our supporters, MHI has raised \$2.8M of the \$5M campaign goal.

On July 9th, 2019, a groundbreaking ceremony was held at the construction site where the Honourable Lawrence MacAulay, Minister of Veterans Affairs, announced the Government of Canada's contribution of \$6.5M to support the development of Veterans' House. While we have now secured 80% of the total project cost of \$11.5M, we will look in 2020 to engage with the greater Ottawa community to help us reach the finish line.

As you may know, the building has been named Veterans' House: the Andy Carswell Building, in honour of Squadron Leader (ret'd) Andrew (Andy) Carswell. Andy is a WWII veteran of the Royal Canadian Air Force and was stationed at CFB Rockcliffe after the war. On September 16th, 2019, Andy and his family were invited to a special event that was also attended by some of the campaign's lead donors and project partners. For everyone, it was such an honour to see him lay the pivotal cornerstone for Veterans' House.

Understandably, the majority of fundraising efforts have focused on the Veterans' House Campaign, but many of our regular donors continue to support our current tenants in our existing communities. Knowing the impact of their donations, they maintain their support and participate in events such as the Tulipathon, where 100% of the donations go toward providing subsidies for our tenants. We look forward to another wonderful turnout at this year's event on Sunday, May 31st. In addition, MHI has successfully raised funds to enable the creation of

tenant-led projects, such as the community garden at the Haven and writing workshops that empower women to share their stories in a safe, supportive environment.

On behalf of our existing and future tenants, thank you for your ongoing and generous support. We look forward to working with all of our members to help provide safe and affordable housing in our city – for veterans and civilians. If you would like to discuss any fundraising opportunities within your faith community or with the community-at-large, please call us at (613) 218-7380 or e-mail us at office.admin@multifaithhousing.ca.

TULIPATHON TEAM	
Sahada Alolo – Chair & Community Engagement Manager*	
Ilham Abdo	Catherine Morton* -- MHI Office Administrator
Nadia Alafashi	Rehana Qureshi
Hanan Alcharif	Leila Sieg
Aminata Brah Moumouni	Nazira Tareen
May Jebara	Amina UmuZayire
Rasheeda Mellick	Kathy Yach
Zak Mian	

* = *ex officio*

The 2019 Tulipathon was a great success in terms of funds raised, attendance and organization. Based on feedback from MHI staff and volunteers, we strived to improve the organization of this event. To this end, Catherine Morton, MHI Office Administrator, joined the Tulipathon committee and provided leadership and administrative support. Chair, Sahada Alolo, led the team of dedicated volunteers in planning and executing the event. MHI Communications Manager, Amanda Smith-Millar, helped in developing and circulating the communication materials. The planning committee met once a month for four months beginning in February. Special thanks to Nazira Tareen who hosted - and continues to host - committee meetings in her home.

The Tulipathon event was held Sunday May 26th. Volunteers and staff arrived in a staggered fashion according to plan. The first batch of volunteers and staff arrived by noon at Commissioners Park near Dow's Lake to set up tents, food and the registration table. By the time walkers arrived, all was in readiness. Members of our faith groups - from Baha'i, Christian, Hindu, Jewish, Muslim, and Unitarian communities - showed up in numbers with beautiful sign boards and pledge forms, and ready to walk in solidarity to raise funds for affordable housing. The event officially began at 3 pm with Executive Director Suzanne Le giving the welcoming address. Suzanne introduced MHI Board President, Bill Austin, who introduced the event in

both French and English. Our guest of honour, Mayor Jim Watson, gave a brief speech and judged the best banner contest. Congratulations again to the 2019 winners: in first place was two winners - the Haven Residents' Team (whose poster was designed by children from the Haven) and First Unitarian Congregation; in second place was Kehillat Beth Israel; and third place, St. John's Anglican, South March (Kanata). The winners of the best banner contest were awarded certificates at the 2019 National Housing Day celebration. Hat's off to St. John's Anglican Church, Elgin Street whose members raised the most money (\$5,425) and won the Dr. Farouk Tareen award. In all, our supporters raised **\$37,698** - the highest amount ever raised in the history of MHI Tulipathon!

COMMUNICATIONS COMMITTEE REPORT

Alex Anderson – Chair	
Sabrine Barakat	Kerry Marriott**
Both Gakah	Amanda Smith-Millar – Manager of Communications*
Suzanne Le – Executive Director*	Janice Summerby

* = *ex officio*

** = MHI Board of Directors representative(s) on the committee

2019 was an extremely busy year for the Communications Committee (CommComm), as the quantity of work to be accomplished required members to dedicate extra time, energy and commitment above and beyond our monthly meetings and typical workload. Whether the members were drafting press releases, phoning in to Sunday night conference calls before high-profile events, or working to revamp the MHI website, CommComm members kept very busy throughout the year.

Due to the nature of communications duties, CommComm's work tends to intersect with the responsibilities of most (if not all) committees, as well as with the duties of the MHI Board and staff. As such, the majority of CommComm's activities typically support all goals listed under the MHI Strategic Plan's Objective A ("mobilize and expand our community outreach"), as well as many of those listed under Objective B ("ensure MHI's long-term sustainability"). Here are a few highlights of our activities throughout 2019:

- **Improving quality and quantity of communications products:** The committee worked on creating a host of additional communications materials for both MHI and Veterans' House, including banners, pamphlets, info sheets, newsletters, digital materials, etc. Improvements to MHI's largest and most resource-intensive communications product – the website – is ongoing.
- **Additional events support:** This year, on top of publicity and marketing-related duties for regularly scheduled events (such as Tulipathon, National Housing Day, and the Annual General Meeting), CommComm assisted with providing materials for special events, including the Veterans' House Groundbreaking Ceremony and Cornerstone Laying Ceremony.
- **News media:** The year 2019 saw increased public and media interest regarding Veterans' House. Our project received coverage in local and national news organizations, including print, television, radio and online formats. Our Executive Director has worked diligently to make herself available for as many interviews as

possible. A comprehensive listing of the coverage MHI has received can be viewed at www.multifaithhousing.ca/in-the-news.

In addition, MHI was fortunate enough to receive nine complementary advertisements courtesy of Postmedia in 2019, including two in the *Toronto Sun*, four in the *Ottawa Citizen*, and three in the *National Post*. The first advertisement was designed by Postmedia artistic staff, and all subsequent ads were designed by the MHI Manager of Communications. Each of these advertisements encouraged readers to donate by texting a code to 41010 through text-to-give.

- **Brand identity:** Throughout 2019, CommComm continued the important work of developing a cohesive brand identity for MHI. The end of 2019 saw CommComm taking steps to redesign our “parent” MHI logo in a way that incorporates elements of the Veterans’ House logo. CommComm’s end goal is to have both the MHI logo and Veterans’ House logo look as similar as possible; they should harmonize in such a way that the public intuitively understands both logos represent the same organization. As part of the branding strategy, MHI will also introduce standardized colours, typography, and a cohesive presentation style across all its products. CommComm expects to introduce the new logo and branding no later than mid-year 2020.
- **Behind-the-scenes communications tools:** This year, CommComm performed the unglamorous, challenging, and necessary work to improve many essential tools behind the scenes, such as our email service provider, contact database, and website security.

Near the end of the year, CommComm welcomed two new members – Sabrine and Both – who have offered to provide their expertise and assistance, and spread the workload more evenly for members.

Our goal for the coming year is to continue with the activities in 2019. We will also be coordinating closely with other committees in MHI and improving outreach opportunities among the faith groups that support us. Crucially, we will be providing support for the Veterans’ House opening, tentatively scheduled for November 2020.

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 Seventeenth AGM

MINUTES FOR THE ANNUAL GENERAL MEETING 2019

MULTIFAITH HOUSING INITIATIVE

Ismaili Community Centre, 3225 Conroy Road

March 31, 2019, 3:00 p.m.

In conformance with the by-laws, the notice of the meeting (attached) and the 17th Annual Report for Multifaith Housing Initiative, dated March 2019, were circulated to members.

PRESENT: See 2019 AGM List of Attendees

WELCOME AND INTRODUCTION: Mike Ward (Board President and Chair of the Meeting) welcomed those present for the seventeenth annual general meeting. Mike thanked the MHI past presidents in attendance, Hugh O'Donnell and Gay Richardson, and MHI Patrons, Fred Demaray and Wendy James. Mike expressed MHI's gratitude to the Ismaili Community Centre for hosting the AGM.

OPENING PRAYER: Zahra Jadarji, the Honorary Secretary for the Ismaili Council for Ottawa, offered an invocation for those in attendance, noting the tragedy in New Zealand, which prompted an outpouring of love and empathy toward the Ismaili community.

APPROVAL OF AGENDA: MOTION – Neil Raynor moved and Bernie Benoit seconded that the agenda be approved. **Carried.**

APPROVAL OF MINUTES: MOTION – Wendy James moved and Awad Loubani seconded that the minutes of the 16th AGM be accepted. **Carried.**

PRESIDENT'S REPORT: Mike Ward provided a summary of MHI's accomplishments in addressing the issue of affordable housing in Ottawa, including:

- The completion of the Haven, which tripled the number of people MHI provides housing for, and which was completed on time and under budget. The Haven also won an award from the Ottawa Home Builders' Association.
- The new MHI project – Veterans' House – generated fundraising events, under Board member Neil Raynor's guidance, including a gala at the Aviation Museum and a tea party at the British High Commissioner's residence. Canada Mortgage and Housing Corporation will provide funding as well.

- Our Tulipathon, under Nazira Tareen, raised \$32,000 this past year – a record!
- A new Governance committee will be working to develop strategic objectives for MHI going forward.

EXECUTIVE DIRECTOR’S REPORT: Suzanne Le provided a different perspective – that instead of wondering what is wrong with homeless people, perhaps we should look to ourselves and ask what is wrong with us that we allow homelessness to go on. We need to look for ways to help people and one way to do that is to build housing.

TREASURER’S REPORT: Christian Kratchanov reported that in the recent past, MHI was in a shaky financial position. MHI is now on a much more solid footing with the Haven on line for a full year. The Audit Committee asked former Board member Jim Ralston to provide the outside view on the financial statements.

REPORT OF THE AUDITOR: Hedra Saparno of Collins Barrow presented the audited financial statements, stating that the annual financial report accurately reflects MHI’s financial situation for the 2018 fiscal year (November 1, 2017 through October 31, 2018) and that there are no material misstatements.

MOTION: Christian Kratchanov moved and Bernie Benoit seconded that the Auditor’s Report be accepted. **Carried.**

MOTION: Awad Loubani moved and Bill Austin seconded that Collins Barrow be retained as MHI’s auditor for the next fiscal year. **Carried**

GUEST SPEAKER: Mike Ward introduced the Ven. Dr. Peter John Hobbs, Director of Mission, Anglican Diocese of Ottawa. Dr. Hobbs noted the long-standing relationship between MHI and the Diocese and extended greetings from the Bishop. Dr. Hobbs praised MHI for its depth of compassion and service to social justice as qualities of the divine. Shared lives in households take many forms and symbolize a quality of intimacy that is eternal, and that its absence leaves constant yearning. He noted that in the work of providing housing, MHI is creating spaces that allow communities to come together and do wonderful things.

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

MOTION: Sherill Besser moved and Neil Raynor seconded that the committee reports be accepted. **Carried.**

ELECTION OF BOARD MEMBERS: The slate of nominations to the MHI Board was presented to the membership by the Governance Committee chair Bill Austin. Board members serve two-

year terms and have the option to renew their role for up to three terms, for a total of six years. Because of Bruce Marshall's important role in the development of Veterans' House, a special motion was needed to allow an additional two-year term.

- Third Two-Year Term: Bernard Benoit
- Second Two-Year Term: Neil Raynor, Fran Klodawski
- New Members: Kerry Marriott, Sue Smarkala
- Fifth Two-Year Term: Bruce Marshall

There were no nominations from the floor.

MOTION – Awad Loubani moved and Sherill Besser seconded that the slate of Directors be accepted. **Carried.**

HONOURING OUTGOING BOARD MEMBERS: The Board would like to acknowledge the contributions of outgoing Directors: Archana Abrol, Phyllis MacRae, Jan Mattingly, and Kim Walker.

GAY RICHARDSON VOLUNTEER AWARD: The 2018 award was given to Phyllis MacRae and Kim Walker. Phyllis was instrumental in strengthening MHI's relationship with the United Church Presbytery and in facilitating their \$120,000 gift to MHI. Kim served as the chair of the Communications Committee and coordinated the MHI annual report.

FINAL COMMENTS FROM THE PRESIDENT: Mike thanked staff members Catherine, Yvonne and Amanda for their work on the AGM.

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

CHAIR _____
Mike Ward

SECRETARY _____
Kimberly Walker

Appendix C: 2018-19 AGM List of Attendees

2018-19 AGM LIST OF ATTENDEES

The following individuals attended Multifaith Housing Initiative's Annual General Meeting in March 2019 and signed the attendance sheets.

BOARD MEMBERS (VOTING)		
<u>Executive Committee:</u> Mike Ward (President) Bill Austin (Vice President) Christian Kratchanov (Treasurer) Kim Walker (Secretary) Bernard Benoit – Baha'i (Member at Large)		<u>Other Board Members:</u> Sherill Besser – Adath Shalom John Harrison Awad Loubani Neil Raynor
MHI MEMBER FAITH GROUP REPRESENTATIVES (2018 MEMBERSHIP)		
FAITH GROUP	REP. TYPE	REPRESENTATIVE NAME
Adath Shalom	Official	Danielle Dugas
Diocese of Ottawa	Official	Peter John Hobbs
Baha'i Community	Official	Wendy James
Barrhaven United	Official	Sara Surjadinata
	Non-Voting	Dianne Cardin, Barbara Smith
Bells Corners United	Official	Barbara Bole
	Non-Voting	Peggy Aitchison, Alison Bridgewater, David Stafford, Desna Sulway, Vernon Sulway
Christian Muslim Dialogue	Official	Leila Sieg
Cornerstone Housing for Women	Official	Barbara Dransch
Emmanuel United	Official	Janice Péron
First Baptist	Official	Elizabeth Demaray
	Non-Voting	Fred Demaray (MHI Patron)
First Unitarian Congregation	Official	Kathy Yach
	Non-Voting	Patricia Haresch
Fourth Avenue Baptist	Official	Charlene Pries
Glebe St. James United	Official	Marilyn Hamilton
	Non-Voting	Andy Hamilton, Kim Lewis
Ismaili Community of Ottawa	Official	Fayez Thawer
Kehillat Beth Israel	Official	Marcia Aronson
Orleans United	Official	Dave MacWilliam
Ottawa Muslim Women's Organization	Official	Nazira Tareen
Sequoia Community Church	Official	Donna Boisvert (MHI Patron)
	Non-Voting	Michael Boisvert

Sisters of Holy Cross	Voting	Jean Goulet
St. Barnabas Anglican	Official	Yvonne Moses
St. Basil's Church	Official	Rosemary Williams
St. John the Evangelist	Official	Gay Richardson
	Non-Voting	Peggy Lister, Mary Frances Marshall
St. Mark the Evangelist	Official	Brian Harrison
	Non-Voting	Fiona Harrison
St. Stephen's Anglican	Official	Ruby Elver
Temple Israel	Official	Gabriel Spector

OTHER ATTENDEES (NON-VOTING)

Alex Anderson	Kerry Marriott
Alana Ashby	Sami Mohanna
Yvonne Ashby	Betty Neelin
Peter Campbell	J. Hugh O'Donnell
Sue Davies	Pierre Peron
Karen Harrison	Sue Smarkala
Zahra Jadavti	Monique Stone
May Jebara	Janice Summerby
Lauren Kupferschmid	Brendan Trickey
Martin Malina (MHI Patron)	Kathy Ward

OTHER

Staff

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

Auditor

Hedra Saparno, Baker Tilly Ottawa LLP

BOARD OF DIRECTORS FOR 2020

RETURNING BOARD MEMBERS

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 to 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.

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.

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

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.

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

Service – Experica and the Women’s Business Network of Ottawa — a network of entrepreneurial, management and commissioned sales women.

BOARD MEMBERS BEING ELECTED FOR A 2ND TWO-YEAR TERM

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.

BOARD MEMBERS BEING ELECTED FOR A 3RD TWO-YEAR TERM

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-centred 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 is on its Board of Directors. Sherill is the Chair of the Resident Relations Committee.

NEW BOARD MEMBERS SEEKING ELECTION

Christine Kwasse: Christine Kwasse holds a Master in Economics and Social Sciences from the Faculty Notre-Dame de la Paix of Namur in Belgium. She also has a Master of Business Administration (MBA) from the University of Ottawa. Christine has developed strong abilities in

providing oversight, strategic advice and guidance and in delivering value-added results through her public sector working experience in Europe and North America. Christine is currently a Special Advisor at the Department of Finance Canada. Christine also has local experience with owning and managing rental housing. Christine has excellent communication skills, and is fluent in both English and French (writing and oral). She has great interpersonal abilities, and a strong aptitude to establish solid partnerships and maintain a healthy and productive work environment.

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 short-listed 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. In January 2020, her third novel *Farida* is expected. Monia Mazigh is very involved in her community. She sits on the board of several not-for-profit organizations, including: the Ottawa Muslim Women's Organization, the Canadians for Justice and Peace in the Middle East, the Ottawa Muslim Association and the Rideau Institute. She is also a member of the International Advisory Council of the Institute for Canadian Citizenship.

Christa McIntosh: Christa has a strong belief that housing is an essential human right and that everyone deserves an affordable place to call home. Christa is the Senior Manager of Housing and Administration for Ottawa Salus, one of the largest supportive housing providers for people with severe and persistent mental illness in Ottawa. In addition, she is a new board director, Chair of the Property Management Committee and member of the former Housing Management Committee for MHI. Christa has 20 years of experience in the community mental health and supportive housing sectors, with the last 12 years focused on development and management of affordable housing for vulnerable populations. The latest new development project, Karen's Place, won multiple sustainability and innovation awards, achieved LEED Platinum certification, was the first Passive House-certified multi-residential affordable housing project in North America, and the first in the world in a cold climate using steel frame construction.

2019 MEMBERS

Adath Shalom
 All Saints Westboro Anglican
 Anglican Diocese of Ottawa
 Baha'i Community of Ottawa
 Barrhaven United
 Bells Corners United
 Canadian Martyrs Church
 Centretown Churches Social Action Committee
 Christ Church Bells Corners
 Christ Church Cathedral
 Christian Council of the Capital Area
 Christian Muslim Dialogue
 Cornerstone Housing for Women
 Eastern Ontario Outaouais Regional Council
 Emmanuel United Church
 First Baptist
 First Unitarian Congregation of Ottawa
 First United
 Fourth Avenue Baptist
 Glebe St. James
 Good Shepherd Church
 Human Concern International
 Immaculate Heart of Mary
 Ismaili Community of Ottawa
 Jamiatul Muslemeen
 Julian of Norwich Anglican Church
 Kanata United
 Kehillat Beth Israel
 King's Daughters and Sons
 Kitchissippi United
 Knights of Columbus St. Leonard's Parish
 Knox Presbyterian
 Knox United
 MacKay United
 Manotick United
 Or Haneshamah
 Orleans United
 Ottawa Mennonite Church
 Ottawa Monthly Meeting

Ottawa Muslim Association
 Ottawa Muslim Women's Organization
 Our Lady of Fatima
 Parkdale United
 Paroisse Saint-Gabriel
 Queenswood United
 Rideau Park United
 Riverside United
 Roman Catholic Archdiocese of Ottawa
 Salvation Army Barrhaven Church
 Sequoia Community Church
 Sisters of Holy Cross
 Southminster United Church
 St. Aidan's Anglican Church
 St. Albans Anglican Church
 St. Andrew's Presbyterian
 St. Barnabas Apostle and Martyr
 St. Bartholomew's Anglican Church
 St. Basil's Catholic Church
 St. Columba
 St. Elias Cathedral
 St. George's Parish
 St. James the Apostle Anglican
 St. John the Evangelist
 St. John's South March Anglican
 St. Margaret's Vanier
 St. Mark the Evangelist
 St. Matthews Anglican
 St. Paul's Eastern United
 St. Peter and St. Paul's Anglican
 St. Peter's Lutheran
 St. Stephen's Anglican Church
 St. Thomas the Apostle Anglican
 Stittsville United
 Sufi Ottawa
 Temple Israel
 Trinity United
 Unitarian Universalist Fellowship
 Woodroffe United

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2019
Statement of Operations

For the year ended October 31

	General Fund		Capital Asset Fund	
	2019	2018	2019	2018
Revenue				
Rental operations	\$ 1,591,662	\$ 1,575,346	\$ -	\$ -
Other contributions	14,473	32,876	-	-
Donations and fundraising	232,277	296,813	139,797	-
Interest	6,732	5,594	5,950	572
Principal Memberships	7,700	8,300	-	-
Amortization of deferred contributions related to mortgage repayments	36,409	36,409	-	-
	<u>1,889,253</u>	<u>1,955,338</u>	<u>145,747</u>	<u>572</u>
Expenses				
Rental operations	1,049,269	1,010,486	-	-
Capital reserve	-	-	90,034	15,630
Donations and fundraising	70,936	104,783	-	-
Insurance	4,859	4,024	-	-
Marketing and Communications	1,781	1,001	-	-
Projects	10,029	21,611	-	-
Office	47,441	39,886	-	-
Professional fees	42,807	53,785	-	-
Salaries and benefits	360,280	312,277	-	-
	<u>1,587,402</u>	<u>1,547,853</u>	<u>90,034</u>	<u>15,630</u>
Excess (deficiency) of revenue over expenses before below items	301,851	407,485	55,713	(15,058)
Amortization of tangible capital assets	-	-	(580,017)	(579,325)
Amortization of deferred contributions related to capital assets	-	-	319,560	319,560
Excess (deficiency) of revenue over expenses for the year	\$ 301,851	\$ 407,485	\$ (204,744)	\$ (274,823)

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2019
Statement of Financial Position

October 31			2019	2018
	General Fund	Capital Asset Fund	Total	Total
Assets				
Current				
Cash	\$ 114,073	\$ 495,684	\$ 609,757	\$ 603,827
Accounts receivable	66,958	160,463	227,421	87,204
Prepaid expense	40,278	-	40,278	11,691
	221,309	656,147	877,456	702,722
Investment	-	360,463	360,463	37,876
Assets under construction	-	2,208,383	2,208,383	472,281
Tangible capital assets	-	26,549,436	26,549,436	27,129,453
	<u>\$ 221,309</u>	<u>\$ 29,774,429</u>	<u>\$ 29,995,738</u>	<u>\$ 28,342,332</u>
Liabilities and Net Assets				
Current				
Bank indebtedness	\$ -	\$ 174,799	\$ 174,799	\$ -
Accounts payable and accrued liabilities	237,673	677,759	915,432	325,478
Deferred contribution	28,738	-	28,738	10,398
Deferred contributions for capital projects	-	1,782,402	1,782,402	657,877
Current portion of promissory notes payable	-	80,000	80,000	85,000
Current portion of long-term debt	-	193,655	193,655	186,574
Interfund (receivable)/payable	(554,284)	554,284	-	-
	(287,873)	3,462,899	3,175,026	1,265,327
Promissory notes payable	-	251,000	251,000	261,000
CMHC seed loan payable	-	200,000	200,000	-
Mortgages payable	54,857	9,022,806	9,077,663	9,265,094
Deferred contributions related to capital assets	-	11,602,554	11,602,554	11,922,114
Deferred contributions related to mortgage repayment	345,884	-	345,884	382,293
	<u>112,868</u>	<u>24,539,259</u>	<u>24,652,127</u>	<u>23,095,828</u>
Fund Balances				
Capital reserve	-	255,209	255,209	115,696
Internally restricted for capital fund reserve	9,244	-	9,244	9,244
Internally restricted for investment in tangible capital assets	-	4,979,961	4,979,961	5,038,320
Unrestricted	99,197	-	99,197	83,244
	<u>108,441</u>	<u>5,235,170</u>	<u>5,343,611</u>	<u>5,246,504</u>
	<u>\$ 221,309</u>	<u>\$ 29,774,429</u>	<u>\$ 29,995,738</u>	<u>\$ 28,342,332</u>

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2019
Statement of Changes in Fund Balances

For the year ended October 31

	General Fund				Capital Asset Fund			
	Capital Fund Reserve	Unrestricted	2019 Total	2018 Total	Invested in Capital Assets	Capital Reserves	2019 Total	2018 Total
Balance, beginning of year	\$ 9,244	\$ 83,244	\$ 92,488	\$ (50,677)	\$ 5,038,320	\$ 115,696	\$ 5,154,016	\$ 2,414,519
Excess (deficiency) of revenue over expenses for the year	-	301,851	301,851	407,485	(260,457)	55,713	(204,744)	(274,823)
Invested in capital assets								
Principal repayment of mortgages payable and promissory notes	-	(202,098)	(202,098)	(181,720)	202,098	-	202,098	181,720
Contribution of land	-	-	-	-	-	-	-	2,750,000
Net Transfer from Unrestricted to Capital Reserves	-	(83,800)	(83,800)	(82,600)	-	83,800	83,800	82,600
Balance, end of year	\$ 9,244	\$ 99,197	\$ 108,441	\$ 92,488	\$ 4,979,961	\$ 255,209	\$ 5,235,170	\$ 5,154,016

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Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2019
Statement of Cash Flows

For the year ended October 31	2019	2018
Cash flows from operating activities		
Excess of revenue over expenses for the year		
General fund	\$ 301,851	\$ 407,485
Capital asset fund	(204,744)	(274,823)
Adjustments for		
Amortization of capital asset	580,017	579,325
Amortization of deferred contributions	(319,560)	(319,560)
Amortization of deferred contributions related to mortgage repayment	(36,409)	(36,409)
	<u>321,155</u>	<u>356,018</u>
Changes in non-cash working capital items		
Accounts receivable	(140,217)	266,690
Prepaid expenses	(28,587)	(396)
Accounts payable and accrued liabilities	589,954	(179,432)
Deferred contribution	18,340	10,398
Deferred contributions for capital projects	<u>1,124,525</u>	<u>238,495</u>
	<u>1,885,170</u>	<u>691,773</u>
Cash flows from investing activities		
Assets under construction	(1,736,102)	(246,350)
Additions to tangible capital assets	-	(55,556)
Contributions to investment	(322,587)	(37,876)
	<u>(2,058,689)</u>	<u>(339,782)</u>
Cash flows from financing activities		
Addition to long term mortgage interest payable	6,223	6,223
Addition to mortgages payable	-	250,000
Addition to seed loan payable	200,000	
Mortgages payable payments	(186,573)	(166,198)
Additions to deferred contributions	-	33,831
Promissory notes principal repayments	(15,000)	(15,000)
	<u>4,650</u>	<u>108,856</u>
Increase (decrease) in cash during the year	(168,869)	460,847
Cash and equivalents, beginning of year	603,827	142,980
Cash and equivalents, end of year	\$ 434,958	\$ 603,827
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PROJECTED BUDGET FOR 2019-2020			Note 1
Revenues			
Revenues Associated with Rental Properties			
- The Haven		1,138,500	
- Blake Boulevard		337,700	
- Somerset Gardens		106,500	
- Kent Street		37,000	
Fundraising Activities	\$	130,000	
Other Revenues		8,300	
Total Revenues	\$	1,758,000	
Expenditures			
Expenditures associated with rental properties			
- The Haven		920,300	
- Blake Boulevard		252,100	
- Somerset Gardens		79,600	
- Kent Street		31,600	
Salaries and Benefits	\$	204,300	Note 2
Staff and Office Expenses		41,000	
Legal, Bookkeeping, Audit and other Professional Fees		44,600	
Board Expenses		-	
Membership		2,200	
Total Expenditures	\$	1,575,700	
SURPLUS (DEFICIT)	\$	182,300	
<u>Notes:</u>			
Note 1: These figures represent the projected MHI budget as of November 2020.			
They are subject to change throughout the year as approved by the Board of Directors.			
Note 2: \$128,900 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.			

