



ANNUAL REPORT 2022

FOR THE YEAR OF 2021



MULTIFAITH HOUSING INITIATIVE
CELEBRATING 20 YEARS OF LEADING BY DOING



MULTIFAITH HOUSING INITIATIVE
20th ANNUAL REPORT
PUBLISHED APRIL 2022 FOR THE YEAR OF 2021

TABLE OF CONTENTS	
Land Acknowledgement	2
MHI Mission Statement	2
MHI Vision Statement	2
MHI Strategic Plan	3
Patrons 2021	4
President’s Report	6
Executive Director’s Report	9
Board of Directors 2021	10
Executive Committee	10
Finance Committee	11
Governance Committee	12
Membership & Outreach Committee	14
Properties Committee & Property Maintenance Team	16
Resident Relations Committee & Haven Community Building Team	18
Development Committee	20
Fundraising Committee	22
Communications & Marketing Committee	24
<i>Appendix A: MHI History</i>	<i>27</i>
<i>Appendix B: Minutes of the 19th Annual AGM (2021)</i>	<i>28</i>
<i>Appendix C: AGM List of Attendees of the 19th Annual AGM (2021)</i>	<i>33</i>
<i>Appendix D: 2021 Members</i>	<i>35</i>
<i>Appendix E: Board of Directors for 2022 – Returning & Nominated</i>	<i>37</i>
<i>Appendix F: Audit Summary</i>	<i>41</i>

LAND ACKNOWLEDGEMENT

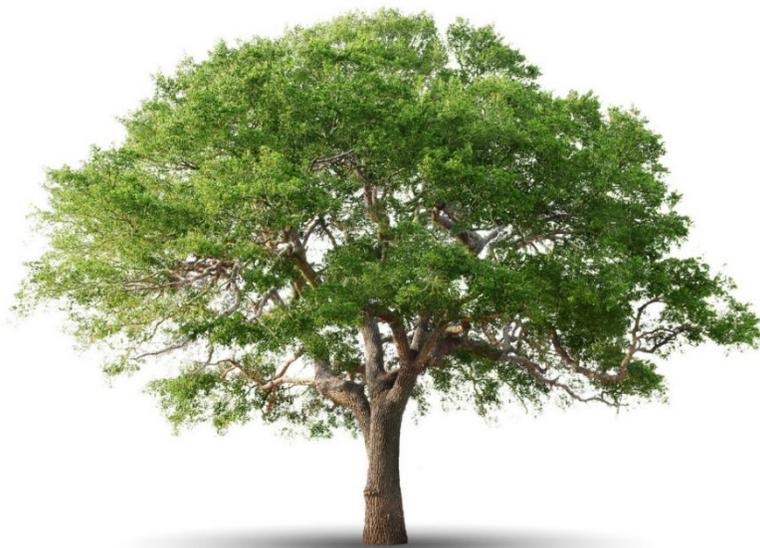
We acknowledge that the work which Multifaith Housing Initiative is called upon to do occurs on the unceded, never-surrendered lands of the Algonquin Anishinaabe Nation. We also recognize that the spirit of this beautiful and bountiful territory stands with us in our wish to provide security through providing affordable housing.

MHI 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.

MHI VISION STATEMENT

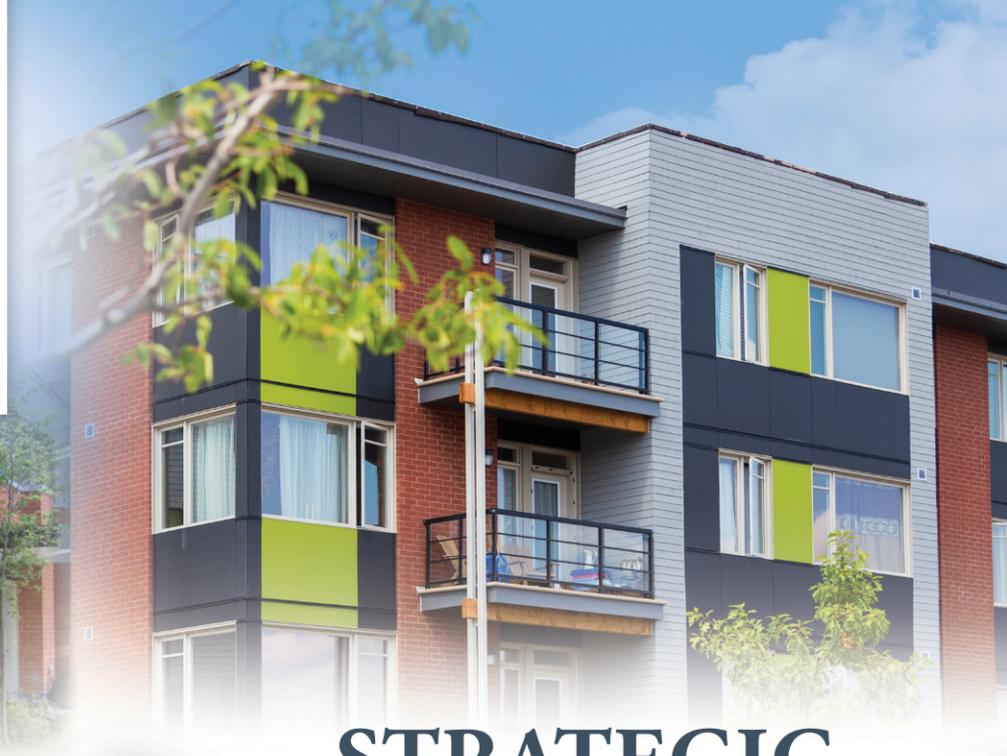
The vision of MHI is to lead in developing greater understanding of, and commitment to, the expansion of innovative housing-related solutions within inclusive communities.





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.

Please note that the MHI Strategic Plan will be updated later in 2022 as a result of a review process that began in 2021.

PATRONS 2021

MHI is 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.

MHI RELIGIOUS PATRONS (AS OF DECEMBER 31, 2021)	
NAME	REPRESENTING
Rev. Dr. Anthony Bailey	Christian (United) - Parkdale United Church
Rabbi Menachem Mendel Blum	Jewish - Ottawa Torah Centre
Donna Boisvert	Christian (Baptist) - Sequoia Community Church
Rev. Dianne Cardin	Christian (United) - Eastern Ontario Outaouais Regional Council
Imam Ziad Delić	Muslim - South Nepean Muslim Community
Rev. Fred Demaray	Christian (Baptist) - First Baptist Church
Rev. Dr. Karen Dimock	Christian (Presbyterian) - St. Andrew's Presbyterian Church
Elder Albert Dumont	Algonquin Nation - Christ Church Cathedral, Ottawa
Rabbi Steven Garten	Jewish, Emeritus - Temple Israel
Sister Jean Goulet	Christian (Roman Catholic) - Sisters of Holy Cross
Imam Sikander Hashmi	Muslim - Kanata Muslim Association
Chaplain Barbara Helms	Muslim - Cordova Spiritual Education Center
Imam Sheikh Haitham Hujajj	Muslim - Ahlul Bayt Center
Wendy James	Baha'i - Baha'i Community of Ottawa
Rabbi Eytan Kenter	Jewish - Kehillat Beth Israel
Rev. Andrew Love	Christian (United) - Dominion-Chalmers United Church
Rev. Martin Malina	Christian (Lutheran) - Faith Evangelical Lutheran Church
Imam Samy Metwally	Muslim - Islamic Society of Gloucester
Rabbi Daniel Mikelberg	Jewish - Temple Israel Ottawa
Rev. Fr. Emeka Onyengubalu	Christian (Roman Catholic) – Roman Catholic Archdiocese of Ottawa-Cornwall
Pandit Ravindra Narayan Pandey	Hindu - Vishva Shakti Durga Mandir Association
The Rt. Rev. Shane Parker	Christian (Anglican) - Anglican Diocese of Ottawa
The Most Reverend Terrence Prendergast	Christian (Roman Catholic) - Roman Catholic Archdiocese of Ottawa
Rev. David Sherwin	Christian (United) - Christian Council of the Capital Area
Dr. Imam Muhammad Suliman	Muslim - Ottawa Mosque
Nityanand Varma	Hindu
Rev. Canon John Wilker-Blakley	Christian (Anglican) - Parish of March

MHI CIVIC PATRONS (AS OF DECEMBER 31, 2021)	
NAME	REPRESENTING
David Kilgour	Member of Parliament (1979-2006)
Nazira Tareen	Ottawa Muslim Women’s Organization
Prof. Rao Nanduri	Indian Fine Arts Society & Great India Festival, Ottawa
Insp. David Zackrias	Ottawa Police Service



Photo courtesy Hobin Architecture

PRESIDENT'S REPORT

"To accomplish great things we must not only act, but also dream; not only plan, but also believe." – Anatole France

A message from Neil Raynor MHI President



Every year I marvel at the pace of progress at MHI and wonder if we can keep it up. Each time I am met with the answer: together, with conviction, we can accomplish great things.

It wasn't all that many years ago that MHI owned and managed 41 housing units in three facilities. Today, after considerable planning and a great many actions, we have 179 housing units in five locations. And we continue to develop exciting plans to grow. I have no doubt 2022 – the 20th year of this extraordinary organization – will be every bit as active, if not more so.

I have mixed feelings about the opening of Veterans' House: the Andy Carswell Building. Certainly, dismay at the need for it. But pride that this quality housing development which was so thoughtfully planned has been filled with veterans who were formerly homeless or experiencing precarious housing. One resident called it "the best barracks I've stayed in!" Not surprisingly, our tenants quickly came together as a community, and they – along with a number of MHI Board of Directors members and stakeholders – experienced their first Remembrance Day ceremony there, conducted with support from tenants and the Royal Canadian Legion. MHI enjoyed impressive media coverage again this year, and much of it focused on this ceremony and the life-altering experience the Andy Carswell Building provides. As COVID-19 allowed, our military and veteran organizations and healthcare partners began settling in, and contributing to, the health and wellbeing of residents. Next year, the veterans should notice even more onsite support.

The MHI family has also been working diligently to develop a workable plan to realize The Anchor, another collaborative community, in partnership with the Anglican Diocese of Ottawa, Julian of Norwich Anglican Church, and the St. Vincent de Paul Society. We have been back to the drawing board a number of times to finalize a design that will meet our high standards while being affordable, but I am confident that once our development team – volunteers, staff, and partners – have finished their work, we will be delighted and impressed with the end result.

The Haven community has also continued to come together, and has managed to establish an even warmer and more inclusive identity. Two residents, Leila Sieg and Mara Watson, received well-deserved volunteer awards recognizing their contributions to this community's welcoming character. Residents of the surrounding Barrhaven community joined tenants to participate in creative writing workshops, and ultimately published a collection of their writings.

As it did in 2020, the pandemic impacted our opportunities to come together as we traditionally have. Undaunted, we carried on in our virtual reality with the AGM, Tulipathon, and National Housing Day. The MHI staff – masters at pivoting – produced moving videos that managed to make us feel connected. For May’s Tulipathon, tenants of The Haven were featured in the sponsorship video. Our social media showcased supporters taking another solo stroll or household hike and sharing photos. Virtual fundraising again proved its value, with Tulipathon breaking records for the second year running. The bar was set impressively high, but we vaulted completely over it, raising more than \$105,000!

November’s National Housing Day presentation shone a deserved spotlight on volunteers during the United Nations 20th Anniversary of the Year of the Volunteer. If you haven’t seen the video you can access it here: <https://www.youtube.com/watch?v=44xeUh5fGq0&t=487s>.

Truly, volunteers drive every area of MHI’s progress. Our volunteer-filled committees help with communications, development, finance, fundraising, governance, membership and outreach, property management, tenant relations, and more. Thanks to their thoughtful planning and hard work, MHI’s mission to address homelessness and the dearth of affordable housing was moved forward, empty units in our buildings were refreshed, our social media followers and engagement grew, matching donations were secured for the Tulipathon and Andy Carswell Building fundraising campaigns, and MHI gained new patrons, to name some of the activity. More on all of that appears later in this year’s annual report.

Our financial picture is strong. MHI has a healthy surplus, and our performance in this area surpassed the budget through proactive management. We owe a special thanks to our member faith groups and partners.

For its part, the MHI Board of Directors strove to make sure we are supporting MHI to the fullest, including helping to set its direction for many years. Our fall retreat saw us examining committee plans, perspectives, priorities, and risks, and will result in a shift from an operational to a more strategic focus, with stronger governance. We want to make sure we are all working together, proactively planning across multiple functional areas and following the path towards our mutual goals. We had some great discussions on the importance of the multifaith nature of MHI, with the MHI Board of Directors proclaiming an even stronger commitment to this unique characteristic of our organization. Our special thanks go to the Task Team who took on the job of developing a framework for success in the years ahead.

Thank you members, volunteers, staff, partners, patrons, and all of our other supporters. Thanks to all of you for your contributions – your ideas, hundreds of hours of labour, donations. Every bit matters – not just in helping MHI achieve forward progress, but in the broader outcome of extending and strengthening the organization’s reputation as a caring and authoritative affordable housing provider. MHI makes a difference because you show up and actively work to achieve our mission. I salute you for the difference you are making in our community.

We were also sad to report the passing of MHI Patron Rabbi Reuven Bulka, a community and faith leader who inspired us and set a high moral standard worthy of emulation. None of us will forget the benedictions he gave at the annual Remembrance Day service where he encouraged everyone to join him in expressing our love for veterans. I know he would have been thrilled the Andy Carswell Building has ended the threat of homelessness for 40 veterans.

Next year I know we will have lots more to report, about The Anchor, Dream LeBreton Flats, and who knows what next for us. Our slogan is more than apt: “MHI: 20 Years of Leading by Doing – A Year to Celebrate!”

For all we have accomplished and are working to accomplish, we know we are barely scratching the surface of the desperate need for affordable housing in Ottawa. We are still in an emergency state in this city, with over 12,000 people on the City of Ottawa’s affordable housing wait list, often for up to 10 years. Our work remains crucial. What can we do to make a difference? All that we can: Dare to dream, plan well, act determinedly, and believe.

INTERNATIONAL YEAR OF VOLUNTEERS
20 YEARS
OUR PAST / OUR FUTURE

NATIONAL HOUSING DAY CELEBRATION ONLINE 2021

MULTIFAITH Housing Initiative

You Tube

CELEBRATION AVAILABLE ONLINE!
If you didn't attend 2021's National Housing Day online celebration in honour of the 20th Anniversary of the International Year of Volunteers, you still can watch the video on MHI's YouTube!

<https://www.youtube.com/watch?v=44xeUh5fGq0&t=487s>

EXECUTIVE DIRECTOR'S REPORT

"One must still have chaos in oneself to be able to give birth to a dancing star." – Friedrich Nietzsche

A message from Suzanne Le MHI Executive Director

A recent American study reported that more than half of the people surveyed say the news causes them stress, and many describe feeling anxiety, fatigue or sleep loss as a result. As someone who is an avid news watcher, but also an optimistic person, I can see why this would be the case. There is a lot of bad news in the world right now, which can really wear on even the most upbeat of people. We are entering our third year of the pandemic. As I write this, Ottawa is still recovering from an occupation by a group that left many of our neighbours feeling isolated, intimidated, and very, very tired. Add in global worries like the armed conflict in Ukraine – or the devolving situation in Afghanistan, a country where many Canadian soldiers lost their lives. Given that this is the world in which I am greeting you, I wanted to start with two important points:



- 1) **The COVID-19 Pandemic will end:** Pandemics have always been a part of human history – long before we had media to report on them, or modern science and healthcare to fight them. They have always, 100% of the time, ended. COVID-19 will also end. Whether it's through evolving into an endemic state, like the Spanish Flu did (which is still with us in a variant form), or through some modern medical miracle, it will end.
- 2) **From chaos comes re-birth:** Large-scale hard times in human history are always followed by a period of growth, opportunity, and abundance. Sometimes because of the innovation needed by the hard period. In recent times, we only need to look to the roaring 20s (post First World War, and the Spanish Flu), and the Nifty Fifties (post Second World War) to see the truth of that. Despite the darkness now, I really do believe that we stand on the edge of a period of innovation, abundance, and growth. People's social consciousness is awakened, the west is strengthened in its unity, medical innovation is in top form, and the economy is eager to come back to life.

So, you may not believe me right now, but I promise you, we have a lot to celebrate. And all of this brings me to my main message. Opportunity, celebration, and affordable housing. This year represents an important milestone for MHI. With two main projects in the pre-development stage – 130 units at LeBreton Flats as part of the Dream LeBreton proposal, and 60 units in partnership the Anglican Diocese of Ottawa and the Julian of Norwich congregation – we've been busy seizing every opportunity that has come our way. In 2022, we'll be celebrating "20 Years of Leading by Doing" – that's our tagline for this milestone anniversary year. We will start with an in-person AGM, follow up with an in-person walk among the tulips in May, and close out the year with an anniversary gala dinner. I speak for all of the staff when I say we can't wait to see your smiling faces again!

BOARD OF DIRECTORS 2021

Neil Raynor – President
Christian Kratchanov – Treasurer
Sue Smarkala – Secretary
Bill Austin – Past President
Other Board Members: Sherill Besser, Darlene Boileau, John Harrison, Fran Klodawsky, Christine Kwasse, Suzanne Le – Executive Director*, Arthur Loeb, Monia Mazigh, Neil Raynor, Bijan Safi, Janice Summerby

**= ex officio*

EXECUTIVE COMMITTEE

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

**= ex officio*

FINANCE COMMITTEE REPORT

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

*= *ex officio*

“You will recognize them by their fruits. Are grapes gathered from thornbushes, or figs from thistles?” – Matthew 7:16

Members of the MHI Finance Committee met regularly in 2021 to review and monitor MHI financial information to ensure the organization is operating on solid financial ground. Members performed their oversight duties with a focus on the MHI strategic objective to provide more stable, affordable housing to households living in Ottawa. The MHI Finance Committee is instrumental in ensuring that MHI financial management, including its assets/buildings, is well done and in compliance with accounting principles and good management practices. Committee members are to be commended for their time and effort! Despite the long-lasting challenges due to the COVID-19 pandemic, the Finance Committee successfully carried out the following:

- Assessed monthly MHI financial statements and shared key highlights with the MHI Board of Directors
- Oversaw the annual audit of MHI
- Developed a new financial summary to better brief the MHI Board of Directors
- Reviewed the Terms of Reference for the Finance Committee and provided input
- Monitored the financial viability of the new Andy Carswell Building
- Provided advice on the financial implications of proposals to build two new affordable housing projects

Overall, MHI financial performance was better than expected. End-of-year surplus exceeded by about \$100,000 what was budgeted. Furthermore, additional funds were generated due to the new Andy Carswell Building, which was: (1) completed under budget, and (2) generated an operational surplus during its first few months of operations. This better-than-planned financial performance will allow MHI more funds for new projects of affordable housing in Ottawa. The strength of MHI’s financial health also provides assurance to all tenants that a roof will stay over their heads. Furthermore, should unexpected maintenance and repair be required, MHI would be in a good position to proceed with the work and secure the value to all MHI assets or buildings.

Going forward, the MHI Finance Committee will continue to work diligently to ensure that appropriate financial business processes and best practices are followed, and MHI growth is sustainable and secured. MHI growth includes an ever-increasing number of buildings and tenants, as well as proposals for the development of new buildings. We look forward to embarking on The Anchor and the Dream LeBreton development projects with similar financial success.

GOVERNANCE COMMITTEE

Bill Austin – Chair & Past President
Karen Ginsberg, Fran Klodawsky, Suzanne Le* – Executive Director, Christian Kratchanov – Treasurer, Christopher Kuchciak, Phyllis MacRae, Mike Ward

*= *ex officio*

Consistent with MHI’s Strategic Plan and particularly Objective B (Ensuring our long-term sustainability), the mandate of the Governance Committee is to assist the board to create and maintain healthy governance such that MHI effectively and efficiently achieves its objectives in a manner characterized by leading-edge governance standards, good business practices and our multifaith collaborative culture. The Governance Committee was approved by the board with, among other things, the following responsibilities:

- Regularly reviewing the governance framework to ensure it is operating as intended
- Reviewing bylaws and board policies on a rotating basis
- Overseeing human resource management on behalf of the MHI Board of Directors
- At least annually, recommending to the board, succession plans and processes to recruit and nurture candidates for the board
- Providing to the board, for its approval and use, an evaluation process to assess the effectiveness and efficiency of the board and the health of relationships between the board, committees and the MHI Executive Director
- In conjunction with the MHI Board of Directors and the Executive Director, support the development of topics, agenda and materials for board retreats

Highlights from the Governance Committee work plan include the following items:

- The board had several “informational” events; for example, Fran Klodawsky led a discussion on housing in Canada, and Christian Kratchanov provided background and details to the board to allow us to better understand our financial statements.
- Executive Director Suzanne Le provided an update on the recently completed analysis of staff salaries and worked with Christian to improve staff benefits.
- Fran worked diligently on succession planning and has created a slate for the 2022-23 board, as well as helping to recruit several new committee members.
- In the late spring of 2021, in preparation for our annual retreat, the board established a task team which included Bill Austin, Fran Klodawsky, Karen Ginsberg and Kami Ramcharan (who is from our Development Committee). The task team conducted extensive interviews with all committees, other volunteers, and people who are or were familiar with MHI. Three themes arose from these conversations – the desire to strengthen the multifaith component of MHI, the need to facilitate continuous growth, and the importance of ensuring sustainability. A report was drafted for the board retreat, appropriately entitled “Boldly Moving Forward,” which captured what we heard from the interviewees. The board agreed with the issues raised and approved the eight recommendations from the task team. Changes are being made to the MHI Strategic Plan, our annual planning processes, our reporting processes,

and the MHI Terms of Reference for Committees. Consistent with our continuing growth, we are strengthening our management and governance practices to better house those who are experiencing homelessness or precarious housing and meet our fiduciary responsibilities to all our stakeholders.

- Finally, we are about to proceed with a board self-assessment like the one we did in 2019-20.

We would be remiss if we did not thank MHI's hard working staff: Executive Director Suzanne Le, Manager of Community Engagement Sahada Alolo, Manager of Fund Development Sheldon Leong, and Manager of Communications & Marketing Amanda Smith-Millar, as well as Office Administrator Kayla Mitchell. We'd also like to thank our property management company, LSM Services, for all that they do.

To close, our plans for 2022 will also include developing a cyclical review of MHI policies, as well as expanding work to capture information and data so we can more clearly demonstrate the significant impact we are having.

MEMBERSHIP & OUTREACH COMMITTEE

Fran Klodawsky – Chair & Board Member

Sahada Aलो* – Manager of Community Engagement, Dianne Cardin, Fred Demaray, Nadine El-Hawary, Suzanne Le* – Executive Director, Patricia Marsden-Dole, Monia Mazigh – Board Member, Gay Richardson, David Spring, Amanda Smith-Millar* – Manager of Communications & Marketing, Mara Watson

*= *ex officio*

The Membership and Outreach Committee is focused on nurturing and expanding relations with existing and potential member organizations and Religious and Civic Patrons, who are supportive of and wish to aid in the furthering of MHI's mission and vision.

One regular aspect of our annual work plan is to provide input for MHI's National Housing Day Celebration, an event that had to be virtual for the second year due to COVID-19-related restrictions. The work of gathering and curating the pre-recorded video once again fell heavily to Amanda Smith-Millar, MHI's Communications & Marketing Manager, whose efforts and achievements were most appreciated. With MOC's input, the theme of celebrating the many volunteers who are so central to MHI was selected, an especially appropriate choice given that 2021 was the 20th Anniversary of the UN Year of the Volunteer. The video recognized the 2020 Gay Richardson Volunteer Award winners Kerry Marriott and Janice Summerby, as well as the tenant volunteer awards received by Leila Sieg and Mara Watson, both residents at The Haven who contributed so significantly during the pandemic. An additional focus was how tenant engagement, under the highly effective leadership of Sahada Aलो, MHI's Community Engagement Manager, is nurturing inclusive community at The Haven and at Blake House.

Another aspect of MOC's work involves relationship building with members (there were 73 faith-based organization members in 2021) and with Patrons. MOC supported numerous outreach activities, in person and virtual, including:

- Making numerous presentations in support of the United Church's United We Stand: the Eastern Ontario Outaouais Regional Council's Campaign for Veterans' House, which raised funds for, and spread awareness about, Veterans' House: the Andy Carswell Building
- Presenting at a national Sorrento Centre Symposium on "homefulness," sponsored in part by two Anglican Dioceses
- Supporting an event in honour of the late MHI Patron Rabbi Reuven Bulka in conjunction with the Jewish holiday of Sukkot, led by Kehillat Beth Israel
- Promoting the Tulipathon to Patrons in a targeted manner

In 2021, the following were appointed as new Patrons of MHI:

- **Civic Patrons:** Professor Rao Nanduri, Chair of The Great India Festival, Ottawa
- **Religious Patrons:** Elder Albert Dumont, Elder in the Algonquin Nation & Algonquin Spiritual Teacher, Christ Church Cathedral Ottawa; Father Emeka Onyengubalu,

Ecumenical Officer, Archdiocese of Ottawa-Cornwall and St. Peter's Parish Roman Catholic Church; Imam Muhammed Suliman, Ottawa Mosque and Ottawa Muslim Association

Additional activities included the preparation of short biographical statements about MHI's Religious Patrons to provide additional information for interested readers and a recommendation to the MHI Board of Directors for MHI's Land Acknowledgement to consist of wording composed by Elder Albert Dumont. This recommendation was accepted.

We continue to explore how best to connect with and deepen our relationships with current MHI faith organization members and Patrons, and to explore possibilities for further outreach with faith communities and with religious and community leaders.



PROPERTIES COMMITTEE

Properties of MHI are run by LSM Services.

Bijan Safi – Chair & Board Member
Jean-Pierre Baribeau, Lori Simpson* – LSM Services, Suzanne Le* – Executive Director

**= ex officio*

The main reason behind the creation of the Properties Committee is to support MHI’s mission “to provide and promote safe, affordable, and well-maintained housing in inclusive communities.”

Among the committee’s achievements:

- The committee was formed in 2021, nearly two years after the last Housing Management Committee was dissolved.
- The Properties Committee has regularly met on an almost monthly basis, and has visited all MHI properties, as well as inspected their current condition.
- The committee has laid the foundation of its framework, which will include long-term asset management, as well as a comprehensive preventive maintenance schedule for all MHI real estate assets according to accepted industry standards i.e. BOMA International.

From its inception on June 2, 2021, this committee has been working to support item 5 of MHI’s Strategic Objective B: to ensure MHI’s long-term sustainability by ensuring that building maintenance and improvement needs will be met and that the capital expenditure revenue account will be adequately funded for all MHI’s properties.

The committee recognizes that there are currently some systems in place that allow for the maintenance of MHI’s buildings and the upkeep and replacement of its mechanical systems. However, the committee is aware of the limitations of this system’s reactive approach. Thus, the committee’s focus has been from the beginning to develop a complete Building Management Plan that will allow for a budget and schedule of preventative maintenance for each of MHI’s properties in the coming years.

The committee has also identified the need to develop an Asset Management Plan for the next five to fifteen years and to develop an inventory of all building-related systems, including building fixtures and MHI’s supplied appliances.

In light of its limited resources, this committee’s modest goals for 2022 will be:

1. To begin the process of obtaining the required data for a Building Management Plan for each of MHI’s properties
2. To ensure that the needed funding is in place for reaching that first goal
3. To recruit expertise and professionals as committee members to help with achieving the goals set earlier

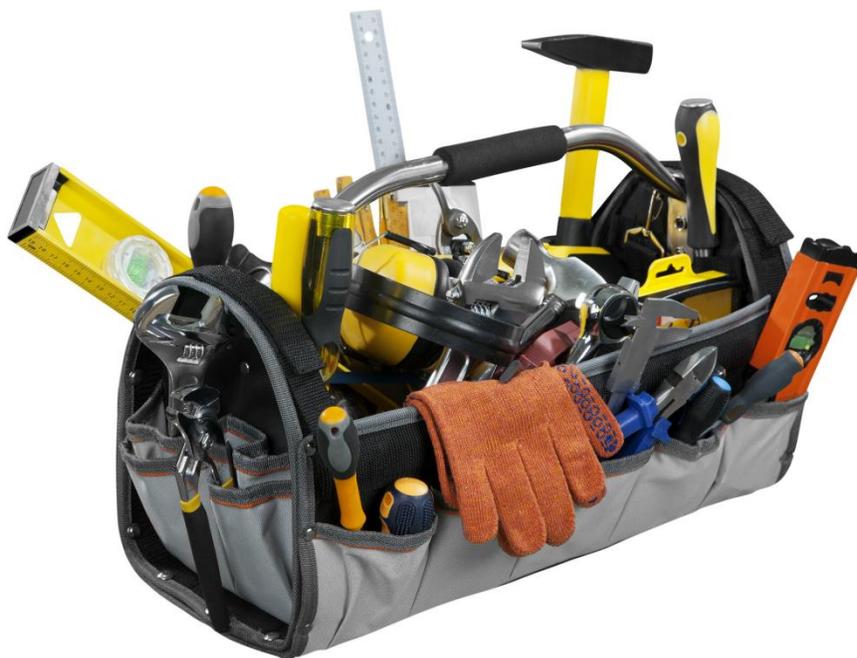
4. To be the key player and advisor to the property management for daily operation
5. To control the costs and make sound decisions on maintaining the high standard of living for MHI communities

PROPERTY MAINTENANCE TEAM REPORT

Team members: Cy Camphaug, Danielle Dugas, Christopher Duschenes, Lorraine England, Fraser MacIsaac, Barbara Smith, Louise Patry, Bob Proper

The good news from PMT in the period from Nov 2020 to Oct 2021 is its expansion to include new volunteers. Thanks to these additional resources, PMT invested approximately 500 hours of human energy in maintenance work, such as helping prepare the building and new units at Veterans' House: the Andy Carswell Building, refreshing empty units at Blake House, Kent House, and The Haven (one at each property), repairing and completing the repainting of Via Verona common spaces, and embarking on a similar effort at Via Chianti.

The desire to work constructively animates the team; friendship sustains efforts to help one another in completing tasks and meeting deadlines to make all MHI properties good homes for all residents.



RESIDENT RELATIONS COMMITTEE

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

*= *ex officio*

The Resident Relations Committee (RRC) mandate is to guide residents in their role as neighbours, to fulfill their responsibilities as tenants, to build community and to promote the residents' ability to maintain their homes within MHI housing. RRC volunteers help residents who need to connect with the larger Ottawa community. Members of the RRC also try to resolve conflicts or concerns before they become larger issues. Despite COVID-19, the RRC organized community-building activities. 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. (Please see The Haven CBT report below for more details.)

The RRC promotes practices that enhance the engagement of residents and support their residency. In addition, the CBT engages faith groups and other communities in programming that captures the imagination and passion of its members.

In fulfilling its mandate, the RRC organized a fall pizza party and a December holiday event at Blake House. Much-appreciated gift bags that included gingerbread house kits for Blake House children were distributed. In the spring, there was a transition from individual garden boxes to a community garden that relied on the efforts of two residents. Produce was shared with interested and appreciative residents. Residents moved out of eight of the twenty-six units at Blake House, necessitating considerable work by volunteers to develop connections with new residents that wished to be paired with volunteers. COVID-19 restrictions have made it more challenging for volunteers to build relationships with new residents and their families, and for new residents to be part of the MHI community. Further, neighbours' noise due to poor soundproofing is a major issue for some residents. This leads to discord among neighbours, which RRC volunteers try to resolve.

The residents of Somerset Gardens enjoyed a fall rooftop potluck picnic at which good conversation and food were shared by all. Christmas gift bags were given to the Kent Street residents.

Over the past few years, the RRC has noted the challenges associated with resident engagement at Blake House. We are aware of the successful model at The Haven at which residents assist residents. We have revised the RRC Terms of Reference and will be moving towards a hybrid model where Blake residents will be able to opt for a connection with a RRC member or after contacting the MHI Manager of Community Engagement, rely on an individual volunteer on an as-needed basis.

HAVEN COMMUNITY BUILDING TEAM

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

The Haven Community Building Team (CBT) of volunteers helps to promote a diverse, multicultural, multifaith, and inclusive community through a positive learning experience, and also encourages residents' participation in community events and enhance their residency experience. As a result of the pandemic in 2021, the CBT did not hold any meetings nor plan any in-person social activities at The Haven. Thanks to funding from the City of Ottawa Arts Funding program, the Catherine Donnelly Foundation, and Ottawa Community Foundation, a number of Haven programs moved online. These programs included creative writing workshops, art and paint lessons, computer classes for women, and a change maker program for youth. We were also successful in hosting some in-person programs, including our annual summer camp program through our partnership with Nepean Rideau Osgoode Community Resource Center as well as play groups through City View.

Towards the end of the year, current COVID-19 regulations allowed for limited gathering. Three Haven tenant volunteers – Mara Watson, Lorna Buchanan, and Connie Weatherston – with the help of one CBT team member, Dianne Cardin, worked with Sahada Alolo, Manager of Community Engagement, to plan and hold a Christmas event on December 5, 2021. This was truly a collaborative effort where Dianne Cardin led efforts in reaching out to other CBT volunteers and faith community members to support the Christmas event. The Ottawa Carleton Choristers gathered outside at the Grande Allée to perform Christmas carols. A group of volunteers from Barrhaven United dressed up to display a nativity scene outdoors. Thanks to our generous donors and faith community members, the Haven children from 0-12 years received Christmas presents while each household received a pack of cookies.



Merry & bright

Thanks to everyone who made Christmas at our communities a blast in 2021, despite the pandemic! Pictured are the festivities at The Haven (left three pictures) and Blake House (two pictures at right).

DEVELOPMENT COMMITTEE REPORT

Barbara Levine – Chair
Bill Austin – Past President, Jean-Pierre Baribeau, Kathy Bergquist, Claire Boudreau, Werner Daechsel, Fred Gloade, Elena Goubanova, Cal Hegge, Brian Kinsley, Suzanne Le* – MHI Executive Director, Arthur Loeb – Board Member, Dr. Bruce Marshall, Sami Mohanna, Maziar Qaseminejad, Kami Ramcharan, Kathy Yach

*= *ex officio*

The mandate of the MHI Development Committee (DC) is to:

- Plan, create, and promote affordable, sustainable and vibrant housing solutions for residents of the City of Ottawa who are homeless or precariously housed.
- Acquire and develop properties for MHI that can be rented at an affordable rate and help organize the grants and financing to do this.
- Develop and nurture partnerships with other like-minded organizations, and provide support and advice to faith communities who wish to develop a housing program.

Our first priority for 2021 was to complete the construction of Veterans’ House: the Andy Carswell Building. By March 2021, it was ready to receive its first residents, despite major challenges with supply chain issues and labour shortages related to the pandemic. To complement current Passive House design efficiencies, the DC supported the ED’s strategy to install solar panels to cover the building’s electricity needs. Several Committee members played an important role in supporting the development of Veterans’ House Canada, and they continue providing their knowledge and expertise.

Another major focus of the MHI Development Committee in 2021 was to develop the master design and financing plan for The Anchor, our current affordable housing initiative, in partnership with Julian of Norwich congregation, the Anglican Diocese of Ottawa and other community partners such as St. Vincent de Paul Society (SVPS). We are grateful to both the City of Ottawa and CMHC, which have provided early funding for feasibility and design work for this exciting project. However, the relentless pressures on building costs have forced us to delay submission to the City of Ottawa for zoning and site plan approval. Over the last year, DC members have been involved with our partners and development consultants in two re-designs and budget revisions for the property. The entire team continues to work diligently to close the budget gap while developing a site that facilitates community-building.

On January 20, 2022, the National Capital Commission announced that the partnership between MHI and Dream, a Toronto for-profit developer, would build a significant amount of sustainable, affordable rental housing on the LeBreton Flats Library Parcel. The pre-design work for the submission was done by MHI Executive Director Suzanne Le with support from DC in the second half of 2021. MHI will own and operate 130 of 601 affordable housing units, which will be rented in perpetuity at 59% of median market rent.

In furthering the MHI Board of Directors' goal of increasing integration with other MHI committees, a long-standing DC member has lent his expertise to the new Property Management Committee to ensure current assets can be properly sustained throughout their lifecycle. An inventory of maintenance issues was completed to inform a risk management approach with regard to assets. Another DC member has looked for ways to recognize volunteers.

Overall, despite a lack of in-person contact during this challenging year, DC members continued to keep the MHI Board of Directors informed about new developments in affordable housing policies, plans and priorities at various levels of government. Some members and the ED were in contact with several faith congregations and organizations that have experience in or have expressed an interest in building affordable housing.

To make sure that DC has the right combination of experience, knowledge, and new ideas, and in light of the need for succession planning, the DC welcomed several talented new members this year. DC also thanks departing members Amit Agarwal and Maziar Qaseminejad for their commitment and involvement over the last two years.

MHI has two top priorities for 2022: The Anchor and LeBreton. For the Anchor, DC will work with its partners and development consultants finalizing design and financing, getting the plans and City approvals in place, engaging with neighbours and nearby community organizations, and fleshing out the governance structure for the initiative. The LeBreton project will similarly see MHI identifying and approaching funders for our affordable units, deepening partnerships and keeping "on track" with the vision.

In line with our commitment to evaluate and share the results of MHI's work, we will collaborate with the Governance Committee to elaborate on a longer-term strategy for evaluating our newest projects, and we will help identify potential sources of funding for this work.

FUNDRAISING COMMITTEE

John Harrison – Chair
Peter Coffin, Suzanne Le* – MHI Executive Director, Sheldon Leong* – Manager of Fund Development, Isabel Metcalfe, Sue Smarkala, Amanda Smith-Millar* – Manager of Communications & Marketing

*= *ex officio*

The mandate of the Fundraising Committee is to develop strategies to meet the fundraising goals set by our organization. While this mandate touches on numerous initiatives that support MHI’s strategic objectives, it speaks directly to one initiative – to enhance our fundraising model, processes and successes – that serves to ensure our long-term sustainability.

MHI achieved significant fundraising milestones in 2021:

- The Veterans’ House Capital Fundraising Campaign raised \$5 million in support of Veterans’ House: the Andy Carswell Building. With donations and grants from individual donors, corporations, foundations and all levels of government, this represented the highest total our organization has ever raised for a single campaign, eclipsing the \$1.5 million raised for The Haven Campaign in 2017. It is clear that veterans’ homelessness really resonated in our community, and many donors across our province supported this important project, including a record number of corporate supporters.
- The 2021 Tulipathon exceeded our expectations by a huge margin, raising over \$105,000, compared to the previous year’s record of \$68,665.

With the conclusion of this successful Veterans’ House Capital Fundraising Campaign in 2021, more resources have since been redirected back to MHI’s annual fundraising activities to ensure that the organization has a robust and growing donor base moving forward.

Special mentions go out to some key supporters of our fundraising efforts in 2021. The first goes out to the Eastern Ontario Outaouais Regional Council (EOORC) of the United Church of Canada. In support of the capital campaign for the Andy Carswell Building, we worked with the EOORC and organized the United We Stand: the EOORC Campaign for Veterans’ House. United Church of Canada congregations throughout the region responded and, along with individual churchgoers, raised over \$115,000 to help cover the cost of construction for the Andy Carswell Building. This is not the first time that members of the United Church community have come together to support MHI. They also supported our Haven Campaign where they raised over \$100,000. We look forward to continuing this wonderful partnership as we embark on new projects that would add more affordable housing units to our city.

As the COVID-19 pandemic was still prevalent throughout 2021, MHI could not host an in-person Tulipathon, resulting in another year of online giving, solo strolls and household hikes. To help generate excitement for our signature fundraising event, Hobin Architecture Inc. (our design partner for The Haven community) pledged to match the contributions of any new donors to a

maximum of \$10,000. The response to this generous offer was overwhelming, and the pledge was quickly used up. Not wanting to disappoint other new donors, we managed to secure two additional pledges for matching donations: one from an anonymous donor and the other from McDonald Brothers Construction (the general contractor for Veterans' House). These two matching donations were also fully leveraged, and altogether, more than 200 new donors were introduced to MHI. This injection of new donors will only serve to strengthen MHI's fundraising efforts moving forward and help ensure our long-term sustainability.

As we continue to gain new donors, we have come to realize that we need a more sophisticated donor database to better serve our donors and volunteers. As a result, we decided in 2021 to switch donor databases and began the work of transferring the data so that we can begin to enhance the way we communicate with our loyal supporters. The transfer project is ongoing, and we are excited to fully explore the new database's capabilities in 2022.

The following initiatives will be undertaken in 2022:

- 1) Further promote and position Tulipathon as MHI's signature fundraising event and continue to add new donors. Plans are in the works to host an in-person Tulipathon once more in 2022.
- 2) Continue our efforts to develop a planned giving program, which we hope to officially launch in 2022.
- 3) Host a 20th Anniversary Gala on National Housing Day. Stay tuned for more information as we navigate through the ever-changing COVID-19 safety protocols.
- 4) Using our new database, we will work on improving communications with our donors and volunteers. We will be reaching out to supporters within our membership base to help us.

2022 is MHI's 20th anniversary, and our messaging will include references to this achievement in all our committee's activities for the year.



COMMUNICATIONS & MARKETING COMMITTEE

Janice Summerby – Chair
Suzanne Le* – MHI Executive Director, Sheldon Leong* – MHI Manager of Fund Development, Amanda Smith-Millar* – MHI Manager of Communications & Marketing

*= *ex officio*

In general, MCMC supports MHI’s mission and vision by: raising awareness of the organization’s goals, activities and concerns; promoting fundraising activities; and engaging key audiences. Most of the committee’s efforts help meet the strategic objective of mobilizing and expanding community reach. MHI’s website and social media activity present a large part of the public face of the organization. MHI is fortunate to have a fulltime Manager of Communications & Marketing, whom MCMC assists by advising on website content and improvements, and by recommending and drafting social media messaging. The committee also helps plan public and media events, and prepares associated products, including speeches, news releases, and media outreach.

Notably, 2021 was a year of repeating COVID-19 protocols and conducting events virtually, as well as replicating other activities that worked well in 2020.

MHI Strategic Objective A: Mobilize and expand our community reach

MCMC’s key impactful activity under this objective is social media communication especially when it includes video production. MHI’s Communications and Marketing Manager was a video master once again, producing effective products to help with the final fundraising efforts for Veterans’ House: the Andy Carswell Building; promote and later encapsulate Tulipathon; thank the impressive fundraising campaigns of United We Stand, Commissionaires Ottawa and McDonald Brothers Construction; shine a light on volunteers as part of the National Housing Day ceremony; and pay tribute to veterans on Remembrance Day.

In April, MCMC prepared material for the Government of Canada/Province of Ontario press conference announcing funding for the Andy Carswell Building. This included a speech, quote for the government news release, and media outreach promoting the event. The impact was modest: the *Ottawa Citizen* produced a positive article on the announcement, MHI Twitter posts generated 85 likes/retweets/comments, and Facebook posts resulted in 35 likes or shares. However, communications by the government organizers would have had more extensive reach.

The Tulipathon team had a full day of fun on May 30, monitoring social media, tweeting and posting photos and comments, and sharing the output of participants. Amanda was out and about capturing photos and videos, while our Tulipathon recruit Graeme Le – who also provided administrative support leading up to the day – edited photos and Janice wrote text to accompany the visuals. In all, we issued 20 original tweets and 16 retweets. Engagement was

high with 65 likes, comments, retweets on Twitter in one day, while Facebook communication resulted in 150 likes or shares. One Facebook post leading up to the day – announcing Hobin Architecture as the event’s official sponsor – reached more than 8,600 people. We can’t extrapolate the number of donations that resulted from these efforts, but they surely played a strong part in MHI breaking fundraising records for a second consecutive year.

Text for tweets and Facebook posts were also drafted for a number of key dates, including significant religious days and a week-long social media plan leading up to Remembrance Day. Several were issued November 11, related to the inaugural ceremony at the Andy Carswell Building. Our Twitter posts received more than 130 likes, retweets and comments that week; and Facebook posts received 57 likes or shares. The most popular post – featuring a YouTube video of the ceremony – reached more than 350 people.

As always, a number of media interviews were facilitated and some stories were pitched to reporters. Media coverage focused mainly on the issue of homeless veterans and the opening of the Andy Carswell Building, notably a *Canadian Press* article that circulated widely, including in the *National Post* and on CTV, Global TV and more. Again, it is challenging to link donations to coverage. On a sad note, statements were prepared and issued on the passing of Andy Carswell and MHI Patron Rabbi Reuven Bulka.

MHI Strategic Objective B: Ensure our long-term sustainability

MCMC contributed to the goals of this objective in a number of indirect ways. The distinct development of Veterans’ House Canada (VHC) communications took form, with the introduction of a VHC Communications and Marketing Committee (with MCMC participants) and the model for a VHC webpage. The Marketing and Communications Manager remains active in this work and, along with the Fund Development Manager, provides support and feedback to the VHC contract fundraiser. In addition, as MHI is in the process of hiring an Assistant Manager of Communications & Marketing, a job description was prepared and reviewed, and relevant school programs were researched and recommended as targets for the job posting.

MCMC also contributes to this objective’s goal of supporting and engaging volunteers and tenants. The theme of National Housing Day – which was conducted virtually – was the 20th anniversary of the International Year of Volunteers and, as mentioned above, MHI helpers were recognized. The Tulipathon sponsorship video focused on tenants of The Haven, while Andy Carswell Building videos typically highlight our veteran tenants.

2021 Social Media Stats: Increasing engagement with community

MHI communicates to faith groups, volunteers and other supporters directly by email, providing important outreach. Social media provides an extra level of communication with additional reach and the added feature of interactivity. MHI’s social media following and interactions continue to grow. At year’s end, MHI had 686 likes and 809 followers on Facebook, up from 663 and 753,

respectively. On Twitter, MHI (@MHIottawa) had 893 followers and Veterans' House: the Andy Carswell Building (@VetsHouseCan) had 190 followers, up from 843 and 138.

Next year, MCMC expects to report on improvements to the functionality of our website, which will allow us to introduce blog communications and an e-newsletter. We plan to use these to strengthen our communication to MHI's member faith groups and to MHI's tenants. Celebrating the 20th anniversary of MHI will present many communications and marketing opportunities, from planning to reporting on the event, including video development and support for a major gala dinner. As always, MCMC will provide support for new MHI projects and annual events.

Finally, we recognize once again the impressive efforts of Amanda Smith-Millar, and extend kudos to our Tulipathon helper Graeme Le, Bill Beaton – the popular and ever-accommodating Andy Carswell Building interviewee – and of course our Executive Director who connected meaningfully with all of us.



Thanks to everyone who attended the first Remembrance Day ceremony and reception at Veterans' House: the Andy Carswell Building on November 11, 2021.

MHI HISTORY

In early 2000, the Social Justice Commission of the Roman Catholic Archdiocese of Ottawa realized that there was a great need for affordable housing in Ottawa. A committee was formed and began meeting with people who work with the homeless and with those providing emergency shelter. This committee became aware that there were other groups with similar concerns, and so the Interfaith Housing Committee (IHC) was established. Initially, the committee was comprised of representatives from Christian churches and organizations focussed on housing issues. In late 2001, Jewish participation was added, followed by Muslim participation in early 2002. During the course of 2002, Multifaith Housing Initiative emerged as a new organization. MHI received its letters patent on October 30, 2002. It is a federally registered non-profit organization. MHI was registered as a charitable organization effective January 1, 2003. In April 2003, charitable status was confirmed in Quebec. In October 2004, the letters patent was amended to allow the purchase of housing to be rented to people with low incomes, and the Canada Revenue Agency approved this change early in 2005.



MINUTES FOR THE ANNUAL GENERAL MEETING 2021 MULTIFAITH HOUSING INITIATIVE

Zoom Meeting, Sunday, April 18, 2021, 2:00 pm

In conformance with the by-laws and all statutory requirements, the notice of the meeting, the planned agenda and the 19th Annual Report for Multifaith Housing Initiative, dated April 2021, were made available to members digitally.

PRESENT: See 2021 AGM List of Attendees, with 48 voting members present. Eighty-six supporters of MHI attended in total. Thus, it was noted that quorum was reached.

WELCOME AND INTRODUCTION:

Bill Austin (Board President and Chair of the Meeting) welcomed all attendees to the first “virtual” Annual General Meeting, MHI’s 19th AGM – MHI Patrons, Members, volunteers and staff.

He then asked that we reflect for a moment, acknowledging that the land on which we gather is the unceded territory of the Algonquin Anishinaabe people who have cared for it for thousands of years, as an important part of reconciliation.

Bill introduced staff members: Suzanne Le – Executive Director, Lindsey Comeau – new Office Administrator, Amanda Smith-Millar – Manager of Communications & Marketing, Sheldon Leong – Manager of Fund Development, Sahada Alolo – Manager of Community Engagement, and thanked them all for their tremendous efforts to pull together this virtual meeting. He also added and thanked Sue Smarkala – Board Secretary, who has been involved in the planning of this meeting. Sue, as a member of the United Church, has been very supportive within her denomination, identifying fundraising opportunities in support of Veterans’ House: the Andy Carswell Building, our newest housing community.

To describe usage of the new interactive meeting format, Bill and Lindsey reviewed the participation protocol and the voting logistics/processes under Zoom.

OPENING PRAYER: Rev. Andrew Love, Minister at Dominion Chalmers United Church, Chaplain, 33 Canadian Brigade Group and Chair of Veterans’ House Canada Inter Faith Chaplaincy, prayed for the past and ongoing work of MHI.

APPROVAL OF AGENDA:

Moved: Christian Kratchanov – Board
Seconded: Fran Klodawsky – Temple Israel
Vote: Carried unanimously

APPROVAL OF MINUTES AS AMENDED:

Amendment: Appendix B: Minutes of the 18th Annual AGM (2020), under BYLAW CHANGES,

“1. Allow interactive gatherings to explicitly allow chat boxes.”

be amended to read,

“1. Allow meetings to be held electronically.”

Moved: Gay Richardson – St. John the Evangelist Anglican Church

Seconded: Barbara Levine – Kehillat Beth Israel

Vote: Carried unanimously

TREASURER’S REPORT:

Christian Kratchanov reported that MHI’s overall financial health is good. We have a small surplus that helps with maintenance costs.

He noted that Veterans’ House: the Andy Carswell Building was successfully completed and on budget, a rare thing in construction work, particularly with the pandemic.

He reminded members that a summary of the auditor’s report could be found in Appendix F, page 43, of the MHI Annual Report 2021 and that if anyone wanted a complete copy of the Auditor’s Report and Statements, they could ask the office to mail them a copy.

REPORT OF AUDITOR:

a) HEDRA SAPARNO, SENIOR MANAGER, BAKER TILLY

Mr. Saparno reported that everything was in order with MHI books. There were no changes from previous years. He is satisfied that our accounting policies and statements accurately reflect our business results. There were no questions.

b) Approval of Auditors, Baker Tilly, for 2021

Moved: Christian Kratchanov - Board

Seconded: Kathy Yach – First Unitarian Congregation of Ottawa

Vote: Carried unanimously

COMMITTEE REPORTS

a) Questions to Committee Chairs

No questions raised.

b) Acceptance of Reports

Moved: Fred Demaray – First Baptist Church

Seconded: Janet Mrenica – Knox Presbyterian Church

Vote: Carried unanimously

ELECTION OF BOARD MEMBERS:

a) Farewell to Outgoing Board Members (presented by Bill Austin)

- **Dr. Bruce Marshall** has made significant contributions to both the MHI Board of Directors and its Development Committee, since 2011. He brought his valuable knowledge and experience to the development and construction of The Haven and Veterans' House: the Andy Carswell Building. He was a very special senior advisor, innovator and renowned problem solver to Suzanne for these most recent communities. MHI thanks him for his service with this plaque.
- **Kerry Marriott** joined the MHI Board of Directors in 2019 when her family was posted to the UK High Commission in Canada. She made an exceptional contribution to MHI as a strong and talented member of the Communications and Marketing Committee, helping to develop marketing strategies, fundraising activities and branding Veterans' House: the Andy Carswell Building. Kerry also provided valuable contributions at the board level, asking questions to clarify issues and build agreement around the table. Kerry was instrumental in bringing people together. A good example was a tea hosted by the High Commissioner at Stornaway where veterans, Executives from the Royal Canadian Legion, members of the Canadian Armed Forces and the Defence Industry representatives came together to support Veterans' House. We will miss you Kerry as you return to the UK. Your MHI friends say farewell, and give you this plaque to remember us.

b) Slate presented by Governance Committee: Bill Austin, Fran Klodawsky, Christian Kratchanov, Phyllis MacRae and Mike Ward:

- i. Third 2-Year Term: Neil Raynor, Fran Klodawsky, Christian Kratchanov
- ii. Second 2-Year Term: Sue Smarkala
- iii. New Members: Darlene Boileau, Arthur Loeb, Janice Summerby, A.S. Ardestani (Bijan Salfi)

MOTION: There being no further nominations for the MHI Board of Directors from the floor, that the slate, as presented, be accepted:

Moved: Sherill Besser – Adath Shalom

Seconded: Dr. Bruce Marshall – Board

Vote: Carried unanimously

Bill noted that Sherill Besser, John Harrison, Christine Kwasse and Monia Mazigh are in the midst of their terms and continue on the MHI Board of Directors.

TOWNHALL PRESENTATION: A YEAR IN REVIEW

Bill opened this review, describing MHI 2020 as being a challenging year. All our lives were complicated due to the pandemic and, yet, work was completed, exceeding expectations every time. Today is a unique moment in time when strong support for affordable housing is possible; we must push forward.

Suzanne then spoke about various aspects of the year: She thanked everyone for their support of Veterans' House: the Andy Carswell Building. The federal and provincial governments just announced an investment of \$1.5M in Veterans' House through the Canada-Ontario Community Housing Initiative (COCHI) Provincial Funding Agreement. This money moves MHI very close to satisfying its \$5M commitment for VH, together with current campaigns meeting their goals. It is through enthusiastic public support of our projects that governments "get" the need for such housing.

We had a virtual tour of Veterans' House with comments from Suzanne. She pointed out to us a Canadian flag, hanging in a tenant's window, saying that it was from the coffin of an Afghan veteran. The finishing touches on Veterans' House were yet to be finished: soft landscaping will start in May, a flag pole will be raised, and a portion of a plane's cockpit will be mounted in the outdoor space just outside the common area.

Rent-up continues with 20 veterans housed and 16 more applications in process. Settling people into VH has been slowed due to COVID.

Suzanne highlighted the efforts of the United Church – Eastern Ontario Outaouais Region to raise funds for Veterans' House: the Andy Carswell Building. The campaign, United We Stand, has raised \$83,807 to date. An opening ceremony for Veterans' House, possibly on Remembrance Day 2021, will be planned. The supporters, members and the neighbourhood would be invited to honour and celebrate the building. The VH folks want to hold a barbeque to thank everyone.

Launch of Tulipathon 2021

Suzanne announced a virtual Tulipathon on May 30, 2 pm. It will be much like last year with each of us singly or in small groups being asked to walk for MHI. There are 2 highlights for 2021:

1. Merchandise – You can sport a Tulipathon face masks – a collector's item for sure!
2. Hobin Architects are matching new sponsor dollars up to \$10,000.

All Tulipathon monies raised are used to help subsidize MHI tenant rents. This past year, \$400,000 in subsidies were applied to MHI rentals. For more information, see multifaithhousing.ca/tulipathon.

The next MHI development project is “The Anchor” – a partnership of MHI, the Julian of Norwich congregation and the Anglican Diocese of Ottawa. We are in pre-development.

New staff were introduced:

Lindsey Comeau – Office Administrator

Seyram Kudolo – Communications and Marketing Assistant, starting May 1st

Finally, Suzanne thanked everyone in the Zoom meeting for meeting and being part of the conversation. Next year she promises coffee and cupcakes for all AGM attendees.

GAY RICHARDSON VOLUNTEER AWARD

Gay Richardson presented the 2020 award to Kerry Marriott and Janice Summerby, Co-Chairs of the Communications & Marketing Committee. They are innovative problem solvers who both worked very hard to develop the committee and support fundraising. A full description of their many contributions to MHI are attached.

SPECIAL SURPRISE

A lovely bouquet of flowers was delivered to Gay Richardson’s door at this point in the meeting to thank her very much for all her volunteer efforts in support of MHI.

MOTION TO ADJOURN:

Moved: Wendy James – Bahá’i Community of Ottawa

Chorus of thank yous for the teamwork among MHI staff, volunteers and MHI members.

CHAIR _____
Bill Austin

SECRETARY _____
Sue Smarkala

Appendix C: AGM List of Attendees of the 19th Annual AGM (2021)

2021 AGM (FOR THE YEAR OF 2020) LIST OF ATTENDEES

The following individuals attended Multifaith Housing Initiative's Annual General Meeting on April 18th, 2021 on Zoom Webinar.

Board Members (Voting)		
Bill Austin (President)		
Sherill Besser – Adath Shalom		
John Harrison		
Fran Klodawsky – Temple Israel		
Christian Kratchanov (Treasurer)		
Kerry Marriott		
Dr. Bruce Marshall – St. John the Evangelist Anglican Church		
Monia Mazigh		
Neil Raynor (Vice-President)		
Sue Smarkala (Treasurer) - Woodroffe United Church		
MHI Member Faith Group Representative Attendees (2020 Membership)		
Faith Group	Attendee Name	Rep. Type
Adath Shalom Congregation	Danielle Dugas	Official
Baha'i Community of Ottawa	Wendy James	Official
	Bijan Safi	Non-voting
Barrhaven United Church	Dianne Cardin	Official (proxy)
	Barbara Smith	Non-voting
	Trish Barlow	Non-voting
Bells Corners United Church	David Stafford	Non-voting
	Ellie & Clarke Topp	Non-voting
Centretown Churches Social Action Committee	Kristine Burr	Official
Christ Curch Bells Corners	Judy Harris	Official
Christian Muslim Dialogue	Jennifer Waterman	Official
Cornerstone Housing for Women (Anglican)	Sarah Davis	Official
	Peggy Lister	Non-Voting
Eastern Ontario Outaouais Council The United Church of Canada	Dianne Cardin	Official
Emmanuel United Church	Janice Peron	Official
	Phyllis MacRae	Non-Voting
First Baptist Church	Fred Demaray	Official
	Elizabeth Demaray	Non-voting
First Unitarian Congregation of Ottawa	Kathy Yach	Official
First United Church of Ottawa	Patricia Lindsey	Official
	Margaret Maxted	Non-voting
	Liz Tyrwhitt	Non-voting
Fourth Avenue Baptist Church	Charlene Pries	Official
Glebe St. James United Church	Rebecca Dalton	Official
Julian of Norwich Anglican Church	Monique Stone	Official
Kanata United Church	Penny Gelas	Official
Kehillat Beth Israel	Barbara Levine	Official
	David Spring	Non-voting

King's Daughters and Sons Apartments	Walter Davidson	Official
	Lisa Hollingshead	Non-voting
Kitchissippi United Church	Norah Patriquin	Official
Knox Presbyterian Church	Janet Mrenica	Official
Knox United Church	Margaret Coughtrey	Official
Mackay United Church	Norma McCord	Official
Manotick United Church	Catherine McVie	Non-voting
Orleans United Church	Flora Crombie	Official
Ottawa Muslim Women's Organization	Ayan Dualeh	Official
Parkdale United Church	Edward Ellis	Official
	Faye Beaufort	Non-voting
Rideau Park United Church	Lynn Sherwood	Official
	Elizabeth Bryce	Non-voting
Riverside United Church	Charles Barrett	Official
Sequoia Community Church	Donna Boisvert	Official
Sisters of Holy Cross of St. Joseph's Cornwall	Jean Goulet	Official
Southminster United Church	Brian Kinsley	Official
St. George's Parish (Roman Catholic)	Bonnie Campbell	Official
St. John the Evangelist Anglican Church	Gay Richardson	Official
	Garth Bulmer	Non-voting
	Barbara Dransch	Non-voting
	Mary Frances Marshall	Non-voting
St. Matthew's Anglican	Ashley Thorvaldson	Official
St. Peter's Lutheran	Agnes Casselman	Official
	Sara Anisha Eipe	Non-voting
Temple Israel	Fran Klodawsky	Official
	Arthur Loeb	Non-voting
	Anne Alper	Non-voting
Trinity United Church	Jean Meldrum	Official
Woodroffe United Church	Sandi Bain-Forsyth	Official
Other Attendees (Non-voting)		
Rev. Andrew Love	Suzanne Doerge	
Hedra Saparno (Baker Tilly)	Brenda Sangster	
Janice Summerby	Kami Ramcharan	
Rev. Martin Malina	Brendan Trickey	
Fiona Harrison	Penny Annand	
Cal Hegge	Mike Ward	
Other Attendees (Staff)		
Suzanne Le (MHI – Executive Director)		
Sahada Alolo (MHI – Manager of Community Development)		
Lindsey Comeau (MHI – Office Administrator)		
Seyram Kudolo (MHI – Communications & Marketing Assistant)		
Sheldon Leong (MHI – Manager of Fund Development)		
Amanda Smith-Millar (MHI – Manager of Communications & Marketing)		

2021 MEMBERS

Baha'i Communities

Baha'i Community of Ottawa

Christian Communities

Christian Council of the Capital Area

Centretown Churches Social Action

Committee

Sequoia Community Church

The King's Daughters and Sons Apartments

The Salvation Army Barrhaven Church

Anglican Communities

All Saints Westboro with St. Matthias

Anglican Diocese of Ottawa

Christ Church Bells Corners

Christ Church Cathedral

Cornerstone Housing for Women

Julian of Norwich

St. Aidan's

St. Alban's

St. Barnabas

St. Columba Anglican Church

St. James the Apostle Manotick

St. John the Evangelist

St. John's Kanata North

St. Margaret's

St. Mark the Evangelist

St. Peter and St. Paul's

St. Stephen's Anglican Church

St. Thomas Stittsville

St. Thomas the Apostle

Anglican Lutheran Communities

Good Shepherd - Barrhaven

Baptist Communities

First Baptist Church

Fourth Avenue Baptist Church

Lutheran Communities

Faith Evangelical Lutheran Church

St. Peter's Lutheran Church

Presbyterian Communities

Knox Presbyterian Church

St. Andrew's Ottawa

Quaker Communities

Ottawa Monthly Meeting of the

Religious Society of Friends

Roman Catholic Communities

Canadian Martyrs Catholic Church

Immaculate Heart of Mary

Knights of Columbus, St. Leonard's Parish

Our Lady of Fatima Parish

Roman Catholic Archdiocese of Ottawa-

Cornwall

Sheng Shen Chinese Catholic Community

Sisters of Holy Cross

St. Basil's Catholic Church

St. Vincent de Paul of Ottawa

United Church Communities

Barrhaven United Church

Bells Corners United Church

Dominion Chalmers United Church

Eastern Ontario Outaouais Regional Council

Emmanuel United Church

First United Church

Glebe St. James United Church

Kanata United Church

Kitchissippi United Church

Knox United Church

MacKay United Church

Manotick United Church

Orleans United Church

Parkdale United Church

Queenswood United Church
Rideau Park United Church
Riverside United Church
Southminster United Church
Stittsville United Church
St. Paul's Eastern United Church
Trinity United Church
Woodroffe United Church

Interfaith Communities

Christian Muslim Dialogue

Jewish Communities

Adath Shalom Congregation
Jewish Federation of Ottawa
Kehillat Beth Israel
Or Haneshamah-Ottawa's Reconstructionist
Community
Temple Israel

Islamic Organizations and Communities

Human Concern International
Jamiatul Muslemeen of Ottawa Carleton
Ottawa Muslim Association
Ottawa Muslim Women's Organization

Hindu Communities

Vishwa Shakti Durga Mandir Association

Unitarian Universalist Communities

First Unitarian Congregation of Ottawa
Unitarian Universalist Fellowship

BOARD OF DIRECTORS FOR 2022: RETURNING & NOMINATED

RETURNING BOARD MEMBERS

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

Fran Klodawsky: Fran Klodawsky is a long-standing member of Temple Israel Ottawa, serving most recently as Co-Chair of the Task Force on Responses to the Truth and Reconciliation Commission. Until she retired in 2017, she was a Full Professor in the Department of Geography and Environmental Studies at Carleton University and is now a Professor Emerita. She is a founding member of and Academic Advisor to City for All Women Initiative (2004-) and was Secretary of the Board of Women and Cities International between 2006 and 2017. In the past, she also served as Chair of the Research and Evaluation Committee of the Alliance to End Homelessness in Ottawa and as President and Vice-President of Multifaith Housing Initiative (between 2003 and 2014).

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

Arthur Loeb: Arthur Loeb's career began as vice-president of operations at M. Loeb Limited Pinto Division, and he has been president of Ambassador Realty Inc. for more than 35 years. This privately held company provides property management and development services to its regional

and US portfolio. Holding an undergraduate degree and RPA (BOMI), Arthur's volunteer and committee work has been varied, from the National Arts Centre, Kidney Foundation, United Jewish Appeal, Temple Israel (Syrian Refugee Project) (Real Estate Committee), Ottawa Kosher Food Bank, and Ottawa Technical High School. He and his family have given back to the community supporting various causes such as Veterans' House, Ottawa School of Art, Canadian Football League Alumni Support Fund, Tamir Foundation, UJA, Soloway JCC, Ottawa Hospital and Heart Institute, New Israel Fund of Canada, Ottawa Public Library.

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

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

Sue Smarkala: Sue Smarkala's career spans over 35 years in the information technology field in a variety of Ottawa IT companies. A long-time member of the United Church of Canada (UCC), she has been active within the Woodroffe United Church congregation for many years. Sue is very engaged as the United Church representative on the MHI Board. She is active in encouraging her church community and the Eastern Ontario Outaouais Region (EOOR) of UCC to be more aware of, and supportive of MHI and its initiatives. Sue is part of a working group developing a Housing Matters Network within EOOR. Its purpose is to share community housing concerns and solutions across the Region.

Janice Summerby: It's not quite seven degrees of Kevin Bacon, but back in early 2017, a former boss of Janice's introduced her to a colleague who was a member of MHI's Communications Committee. They thought she might be especially interested in the non-profit's fifth project, Veterans' House, since she had worked for 30 years at Veterans Affairs Canada (VAC) in communications. They were 100 percent correct, and she has been a member of the committee ever since. Originally from Brockville, Janice came to Ottawa to study journalism and never left. She also worked at the Department of National Defence for three years. In her last government position as VAC's Manager of Media Relations, her favourite part of the job was helping veterans share their stories with Canadians. Now she is most satisfied when Ottawa media talk about MHI's work and tenants. In the winter, Janice also enjoys being an instructor with the Ottawa

Bandits hockey program and is Secretary of the Granite Curling Club Day Ladies League. In summer she is happiest in her kayak and – while obsessively frustrated – on a golf course.

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

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

BOARD MEMBERS TO BE ELECTED FOR A 3RD 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.

NEW BOARD MEMBERS SEEKING ELECTION

Kathy Bergquist: Kathy holds a B.A. in Geography, and works as a visual artist/sculptor using mild steel and found materials. Her work addresses relationships between elements of landscape, and she is using art as a tool for environmental and social justice activism. Approximately eight years ago, an associate of hers in green residential real estate contacted her to ask if she would be interested in joining MHI's Development Committee; she has enjoyed being part of MHI and the DC ever since. She is a founding member and past president of Studio Space Ottawa; has been a volunteer with the National Capital Network of Sculptors, the Canada Green Building Council, Education and Events Committee; served as a member of the Canada Green Building Council Board of Directors, Ottawa Chapter; and chaired the Charles H. Hulse Public School Council. Philosophically, she thinks actions matter.

Nadine El-Hawary: Nadine has been an active member of the Kanata Muslim Association (KMA) for the past five years and served on their board of directors from 2018-2020. Nadine's primary interest is in aiding low-income people. She co-founded the KMA Zakat Committee which was established in January 2019. The Zakat Committee provides financial assistance to Ottawa/Gatineau low-income families/individuals based on a thorough review of the clients' financial documents and using donated funds that are collected from the KMA congregation for this purpose. Nadine continues to co-lead the Zakat Committee since it was founded by introducing new initiatives, processes, and events to support the Zakat Committee mandate.

She has also initiated and implemented many other efforts on behalf of the KMA in supporting local shelters and disadvantaged youth.

Nadine has been a member of the MHI Membership and Outreach Committee since December 2021. Nadine is a Computer Systems engineer and has held various positions in the private and public sector throughout her career. She is happily married and has three teenage children that keep her very busy.

AUDIT SUMMARY FOR 2021

- Statement of Operations
- Statement of Financial Position
- Statement of Changes in Fund Balances
- Statement of Cash Flows
- Budget for 2021-2022

**Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2021**

Statement of Operations				
For the year ended October 31				
	<u>General Fund</u>		<u>Capital Asset Fund</u>	
	2021	2020	2021	2020
Revenue				
Rental operations	\$ 1,890,772	\$ 1,633,264	\$ -	\$ -
Other contributions	48,975	50,106	-	-
Donations and fundraising	304,868	261,549	-	-
Interest and investing income (loss)	8,913	3,663	(5,594)	7,716
Principal membership	7,389	6,696	-	-
Amortization of deferred contributions assumed from Live Work Play	36,409	36,409	-	-
Veterans' House Canada revenue	113,833			
	<u>2,411,159</u>	<u>1,991,687</u>	<u>(5,594)</u>	<u>7,716</u>
Expenses				
Rental operations	1,170,542	987,363	-	-
Capital reserve	-	-	100,844	50,224
Projects	59,264	44,664	-	-
Insurance	8,660	6,748	-	-
Marketing and communications	1,379	3,678	-	-
Donations and fundraising	58,080	86,560	-	-
Office	66,012	55,172	-	-
Professional fees	41,596	53,806	-	-
Salaries and benefits	390,020	366,965	-	-
Veterans' House Canada expenses	113,833			
	<u>1,909,386</u>	<u>1,604,956</u>	<u>100,844</u>	<u>50,224</u>
Excess (deficiency) of revenue over expenses before items below	501,773	386,731	(106,438)	(42,508)
Amortization of tangible capital assets	-	-	(724,170)	(580,019)
Amortization of deferred contributions related to capital assets	-	-	441,745	322,388
Excess (deficiency) of revenue over expenses for the year	\$ 501,773	\$ 386,731	\$ (388,863)	\$ (300,139)

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2021 report of the Auditors, Baker Tilly Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2021

Statement of Financial Position					
October 31				2021	2020
	General Fund	Capital Asset Fund	Total	Total	
Assets					
Current					
Cash	\$ 1,589,741	\$ 77,520	\$ 1,667,261	\$	664,031
Accounts receivable	71,416	174,393	245,809		1,039,001
Prepaid expenses	21,672	-	21,672		14,404
	<u>1,682,829</u>	<u>251,913</u>	<u>1,934,742</u>		<u>1,717,436</u>
Investments	104,259	394,954	499,213		446,858
Assets under construction	-	200,603	200,603		9,413,941
Tangible capital assets	-	36,581,158	36,581,158		25,969,415
	<u>\$ 1,787,088</u>	<u>\$ 37,428,628</u>	<u>\$ 39,215,716</u>	<u>\$</u>	<u>\$ 37,547,650</u>
Liabilities and Net Assets					
Current					
Bank indebtedness	\$ -	\$ 174,576	\$ 174,576	\$	174,574
Accounts payable and accrued liabilities	267,880	17,475	285,355		2,757,971
Deferred operating contributions	604,210	-	604,210		267,394
Current portion of promissory notes payable	-	66,000	66,000		101,000
Current portion of long-term debt	-	273,602	273,602		201,018
Interfund (receivable)/payable	349,949	(349,949)	-		-
	<u>1,222,039</u>	<u>181,704</u>	<u>1,403,743</u>		<u>3,501,957</u>
Deferred contributions towards assets under construction		150,000	150,000		7,031,624
Promissory notes payable	-	185,000	185,000		210,000
CMHC seed loan payable	-	-	-		200,000
Mortgages and loans payable	-	11,063,275	11,063,275		9,373,664
CEBA loan	30,000	-	30,000		30,000
Deferred contributions related to capital assets	-	20,467,574	20,467,574		11,360,782
Deferred contributions assumed from Live Work Play	273,066	-	273,066		309,475
	<u>1,525,105</u>	<u>32,047,553</u>	<u>33,572,658</u>		<u>32,017,502</u>
Fund Balances					
Capital reserve	-	286,107	286,107		298,001
Internally restricted for capital fund reserve	-	-	-		9,244
Internally restricted for investment in tangible capital assets	-	5,094,968	5,094,968		4,967,391
Unrestricted	261,983	-	261,983		255,512
	<u>261,983</u>	<u>5,381,075</u>	<u>5,643,058</u>		<u>5,530,148</u>
	<u>\$ 1,787,088</u>	<u>\$ 37,428,628</u>	<u>\$ 39,215,716</u>	<u>\$</u>	<u>\$ 37,547,650</u>

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2021 report of the Auditors, Baker Tilly Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2021

Statement of Changes in Fund Balances									
For the year ended October 31									
	General Fund				Capital Asset Fund				
	Capital Fund Reserve	Unrestricted	2021 Total	2020 Total	Invested in Capital Assets	Capital Reserves	2021 Total	2020 Total	
Balance, beginning of year	\$ 9,244	\$ 255,512	\$ 264,756	\$ 175,857	\$ 4,967,391	\$ 298,001	\$ 5,265,392	\$ 5,267,699	
Excess (deficiency) of revenue over expenses for the year	-	501,773	501,773	386,731	(282,425)	(106,438)	(388,863)	(300,139)	
Invested in capital assets									
Repayments of mortgages payable and promissory notes	-	(410,002)	(410,002)	(212,532)	410,002	-	410,002	212,532	
Transfer from Unrestricted to Capital Fund Reserve	(9,244)	-	-	-		9,244	9,244	-	
Net Transfer from Unrestricted to Capital Reserves	-	(85,300)	(85,300)	(85,300)	-	85,300	85,300	85,300	
Balance, end of year	\$ -	\$ 261,983	\$ 271,227	\$ 264,756	\$ 5,094,968	\$ 286,107	\$ 5,381,075	\$ 5,265,392	

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2021 report of the Auditors, Baker Tilly Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

Multifaith Housing Initiative
Financial Statements Summary For the Year Ended October 31, 2021

For the year ended October 31	2021	2020
Statement of Cash Flows		
Cash flows from operating activities		
Excess of revenue over expenses for the year		
General fund	\$ 501,773	\$ 386,731
Capital asset fund	(388,863)	(300,139)
Adjustments for		
Amortization of tangible capital assets	724,170	580,019
Amortization of deferred contributions related to tangible capital assets	(441,745)	(322,388)
Amortization of deferred contributions assumed from Live Work Play	(36,409)	(36,409)
CEBA loan forgiveness		(10,000)
	358,926	297,814
Changes in non-cash working capital items		
Accounts receivable	793,192	(811,580)
Prepaid expenses	(7,268)	(1,731)
Accounts payable and accrued liabilities	(2,472,616)	1,842,539
Deferred operating contributions	336,816	(1,543,747)
Deferred contributions towards assets under construction	-	7,031,624
	(990,950)	6,814,919
Cash flows from investing activities		
Additions to capital assets	(35,231)	-
Costs incurred towards assets under construction	(2,087,344)	(7,177,952)
Contributions to investments	(52,355)	(86,393)
	(2,174,930)	(7,264,345)
Cash flows from financing activities		
Additions to deferred contributions related to capital assets	2,666,913	-
Proceeds from issuance of CEBA loan	-	40,000
Repayment towards promissory notes	(60,000)	(20,000)
Proceeds from issuance of mortgages and loans	1,963,197	708,000
Repayment of CMHC seed loan	(200,000)	-
Repayments towards mortgages and loans	(201,002)	(224,075)
	4,169,108	503,925
Increase (decrease) in cash during the year	1,003,228	54,499
Cash and equivalents, beginning of year	489,457	434,958
Cash and equivalents, end of year	\$ 1,492,685	\$ 489,457

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2021 report of the Auditors, Baker Tilly Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

BUDGET FOR 2021-2022

Note 1

Revenues

Revenues Associated with Rental Properties

- The Haven	1,199,082
- Blake Boulevard	355,732
- Somerset Gardens	112,737
- Kent Street	18,266

Fundraising Activities \$ 165,150

Other Revenues (interest) 3,500

Total Revenues \$ 1,854,467

Expenditures

Expenditures Associated with Rental Properties

- The Haven	963,200
- Blake Boulevard	271,500
- Somerset Gardens	86,100
- Kent Street	39,300

Salaries and Benefits \$ 167,000 Note 2

Staff and Office Expenses 59,500

Legal, Bookkeeping, Audit and other Professional Fees 64,800

Board Expenses -

Membership 3,100

Total Expenditures \$ 1,654,500

SURPLUS (DEFICIT) \$ 199,967 Note 3

Notes:

Note 1: These figures represent MHI budget as of November 2021. The budget is subject to change throughout the year as approved by the Board of Directors.

Note 2: \$199,050 of salaries related to MHI funds are not included in this line item. This salary money is used for community engagement in the properties as well as with our stakeholders. Also to a lesser extent, this salary money is used for fundraising.

Note 3: Veterans' House: the Andy Carswell Building is not included in this budget presentation, as it will be transferred from MHI to a newly created charity, Veterans' House Canada.