

Multifaith Housing Initiative

Twelfth Annual Report

March 2014

MHI MISSION STATEMENT

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

PATRONS 2013

Rabbi Reuven Bulka, Congregation Machzikei Hadas

The Right Reverend John H. Chapman, Anglican Bishop of Ottawa

Imam Zijad Delic, South Nepean Muslim Community

Rabbi Steven Garten, Temple Israel Ottawa

Imam Mohamad Jebara, The Cordova Academy

Father Jacques Kabangu, President of the Christian Council of the Capital Area

Reverend John Marsh, First Unitarian Congregation

Imam Samy Metwally, Ottawa Main Mosque

Reverend Martin Melina, Faith Evangelical Lutheran Church

The Most Reverend Terrence Prendergast, Roman Catholic Archbishop of Ottawa

Reverend Lillian Roberts, Presbytery Minister, Ottawa Presbytery, United Church of Canada

Dr. Anne Squire, Past Moderator of the United Church of Canada

Nityanand Varma, Past President of the Board of Vishva Shakti Durga Mandir

Original Patrons (December 2002) who Retired in 2013

The Rev. Dr. Barton Beglo, St. Peter's Evangelical Lutheran Church

Rabbi Arnold Fine, Rabbi Emeritus, Agudath Israel Congregation

Reverend Andrew Johnston, Minister, St Andrew's Presbyterian Church

TWELTH ANNUAL REPORT
MULTIFAITH HOUSING INITIATIVE
MARCH 2014

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PRESIDENT'S REPORT: GAY RICHARDSON

The past year has been one of many accomplishments for MHI. In March, we launched our first major fund raising campaign "*A Place to Call Home*" and by the end of December we had received pledges for 75% of our \$500,000 goal. We will be making every effort to reach our goal during the course of 2014. My heartfelt thanks to all of our supporters for their generosity.

The purpose of the campaign was to provide the down payment to purchase more housing for from 40 to 60 additional tenants. In the fall, we started our search and made initial, but not successful, offers on two different properties. Finding additional housing to purchase will be a top priority in 2014.

In mid-January, we welcomed our new part-time Executive Director (ED), Suzanne Le. We are so fortunate to have found such an able replacement for Sue Evans who retired at the end December, 2013 after four years as MHI's ED. We thanked Sue and celebrated her many contributions in early January.

Suzanne is completely committed to MHI's mission. She is an extremely fast learner and quickly gained a thorough understanding of MHI, established excellent relationships with those within and outside MHI and vigorously promoted the interests of MHI. Among the highlights, Suzanne ably negotiated a new mortgage with Infrastructure Ontario for Blake House, obtained approval for \$300K in interim financing from the Canadian Alternative Investment Cooperative for a potential new property, and developed a number of important policy statements for managing MHI. She initiated conversations with potential future partners which we will be continuing to explore in 2014. We have applied to the United Way for funding to develop partnerships with others involved in affordable housing and, if successful, Suzanne's position will become full-time.

As well, this year we were delighted to welcome Sahada Alola as our part-time Manager of Volunteers, whom we were able to hire as a result of a Trillium grant. As a result of her work, we have a new Volunteer Manual and more volunteers helping MHI. Micah Garten, our Fund Raising and Communications Manager, is invaluable for the success of MHI. It is largely through Micah's energy and initiative that our fund raising campaign has been so successful to date. As well, he continues to manage the office, update the web site, and generally make sure that things don't fall through the cracks. I am so grateful to all three of our staff for their dedication and extra hours of work and to the excellent work of LSM Services(Lori Simpson, Geoff Lee, Kaeli Van Regan) for managing our properties.

MHI would not be the success that it is without the commitment of our many talented volunteers: Board members, Committee and Team chairs and their members, and occasional volunteers who together have contributed thousands of hours to MHI's work. The huge success of our two major events: the Tulipathon walk and the National Housing Day interfaith prayer service and reception are due their efforts.

My thanks to retiring Board members Bob Birch, Danielle Dugas, and Manu Khemani for their dedication and hard work in support of MHI. At our 2013 AGM, we honoured the commitment of our Past President, Fran Klodawsky by presenting her with the Gay Richardson Volunteer Award.

We are in an excellent position to move forward in 2014: experienced and talented staff, a strong volunteer base, the financial resources to purchase a new property, and the creativity to explore new innovative affordable housing options. It has been an exciting two years to serve as President of MHI. My thanks to all of you for your many contributions to MHI and for your support.

EXECUTIVE COMMITTEE

Suzanne Le	Executive Director
Gay Richardson	President
Rev. Hugh O'Donnell	Vice President
Danielle Dugas	Secretary
Elisha Ram	Treasurer
Manu Khemani	Board Member

Executive Director's Report

Suzanne Le

“Everybody can be great...because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love.” — [Martin Luther King Jr.](#)

My first year at the Multifaith Housing Initiative has been a wonderful one. When I started at MHI in January I was already aware of this organization’s greatest asset – the people. MHI has been blessed by a dedicated Board of Directors, and exceptionally hard working committees. Getting to know everyone who has chosen to engage with MHI, either through committee work, or occasional volunteer work, has been inspiring. And I know I speak for all of the staff at MHI when I say – thank you for your gifts.

My first year at MHI has also been a busy and exciting one. Together we have launched our capital campaign “A Place to Call Home,” and thanks to our Communications and Fundraising Manager, Micah Garten’s leadership, our campaign had reached 75% of its \$500,000 goal by year end. Together we have raised a sea of people to march with us in our annual Tulipathon, an event which had record participation, and raised record funds for MHI. Together we have initiated a partnership with the Catholic Center for Immigrants, an organization with a proven track record in social service, who will help us to reach out to those tenants that would benefit from extra supports. Together we have successfully applied for a loan from Infrastructure Ontario which will result in some much needed and extensive capital improvement work at our Blake property. Together we have successfully applied for grants from Clear Skies and Brighter Tomorrows that will pay for new windows at our Blake property, making the building more energy efficient - a benefit to MHI, our tenants, and the environment. Further, this year we welcomed a new staff member,

Sahada Alolo, our new Manager of Volunteers, who has already been a great asset to MHI, and we finished the year by moving our office to our new home on McArthur Ave in Vanier.

And for all we do, it is important to keep focused on why we do it. This year I have seen firsthand the results of all of the work we do together. I have met tenants whose lives were changed because of MHI, because we offered them a home that they could afford, because we offered them a chance to volunteer or an opportunity to get involved in their living community, or because we offered them employment to go with their home. I have heard the tenants speak in glowing tones about the help they have received from their Tenant Relations Team representatives, and I have heard from tenants how our building was the first place their children ever felt at home. Indeed we have a lot to feel really good about at MHI – and we have a lot to look forward to. There is so much happening at MHI that we cannot help but look forward with excitement and expectation. Therefore, I will end by saying, we are not one of the big housing providers in Ottawa, but we are most certainly one of the great ones.

“If I cannot do great things, I can do small things in a great way”
— [Martin Luther King Jr.](#)

FINANCE COMMITTEE

Elisha Ram	Chairperson, Board Representative
Don Melick	Secretary
Suzanne Le	Executive Director (ex officio)
Gary Zhao	
Don Strange	

MHI experienced a busy and challenging year in 2013 from a financial perspective. A key event was the change in MHI’s financial year-end from December 31 to October 31. As a result, the 2013 financial year was only 10 months long, making year-over-year comparisons of financial results more difficult. At the same time, it is clear that 2013 was a difficult year for MHI’s finances. MHI’s business model depends on two key sources of funding to support our operations: revenues generated from MHI’s buildings and donations. Both of these funding sources came under pressure in 2013, resulting in an overall deficit for the organization for the year.

On the expense side, significant extraordinary repairs and deferred maintenance were undertaken (primarily at Blake House), which were not anticipated at the outset of the year. The associated costs, while necessary and beneficial in the long run, significantly exceeded the budget originally allocated and were a main contributor to MHI realizing a net loss for the year with respect to its properties. In addition, costs have continued to rise at Somerset Gardens due to special assessments and condo fee increases, which further exacerbated the financial pressures. Somewhat offsetting these expenses were the receipt during the year of a large one-time refund of property taxes with respect to Somerset Gardens. The increase in housing management costs due to LSM being in place for the full year was a third but necessary factor since LSM Services has been a great addition to MHI. On the revenue side, the wind-down of the United Way grant at the end of 2012, lower property tax rebates with respect to previous years, and the reduction in

the amount of donations available to fund operations due to the impact of MHI’s capital fundraising campaign resulted in reduced income. The launch of MHI’s capital fundraising campaign was an important step in securing the organization’s future, with a view to raising the funds required to purchase additional units so that MHI can offer more affordable housing, while at the same time becoming more financially sustainable. While the campaign has been a great success so far, it has meant that fewer donations were available to support MHI’s operating needs in 2013. The Finance committee worked diligently throughout the year with the Executive Director and the external bookkeeper Dynapro to understand the impacts of these trends on MHI’s financial health, and to develop strategies for addressing them.

For the year 2013, the overall outcome was a deficit of \$22,865 for 2013 (on a cash basis, not including amortization of our capital assets), which was financed out of MHI’s accumulated operating reserve. For a more detailed analysis please refer to Appendix F for the audit summary and Appendix G for our budget.

While some of the factors that led to the deficit, such as the extraordinary repairs and maintenance at Blake House, are not expected to repeat going forward, this clearly underscores the need for MHI to pursue strategies to become more financially sustainable. These include moving forward as quickly as possible to acquire new units that can generate additional income, and taking steps to ensure that Somerset Gardens can cover its costs in the future.

The Finance committee was also engaged in the renewal of the mortgages for both Kent and Blake House during the year, and provided advice with respect to different options for acquiring new properties.

MEMBERSHIP AND OUTREACH COMMITTEE

Penny Annand	Chairperson
Rev. Fred Demaray	Board Representative
Micah Garten	Staff Representative
Sr. Jean Goulet	
Manu Khemani	
Stéphane Lessard	
Patrick Marleau	
Wajahat Mian	
Gay Richardson	
Nighat Sayeed	
Andrea Spraakman	

The Membership and Outreach Committee (formerly the Membership and Multifaith Committee) builds a strong membership base for MHI from supervisory structures and associations of major faith groups, individual faith communities and faith-based groups involved in housing. MOC also develops educational materials and programs to motivate faith communities and the general public to promote and provide affordable housing in Ottawa.

This year MOC built on the procedural foundations created in 2012, having clarified policies and procedures for its operation. We changed the name of the committee to reflect its major areas of responsibility- membership building and outreach to strengthen public awareness and encourage participation in the work of MHI.

Leila Sieg stepped down from MOC; she continues to be involved in MHI activities. We welcomed Stéphane Lessard representing the Roman Catholic community. We are also benefiting from the frequent attendance of MHI's Manager of Volunteers, Sahada Alolo.

A highlight of these past months has been the virtual explosion of outreach activities by MOC, other MHI members, and MHI staff. I note that from January to December over 30 events and presentations to faith communities and organizations have been documented. This compares to 5 the previous year. Highlights of these are:

- First Unitarian Church focused on MHI activities for 3 consecutive Sunday services- Fred Demaray, Micah Garten and Sahada Alolo represented MHI.
- MHI set up a table at Westfest to raise awareness.
- Knights of Columbus invited Stéphane Lessard to present at St. Leonard's, Manotick, resulting in their joining MHI and involving the Catholic Women's League.
- Stéphane has started a dialogue with the Sikh community.
- A short presentation on MHI was made during each of 6 masses at St. Patrick's Basilica. St. Patrick's has since joined MHI.
- Waj, Micah and Sahada spoke at the Islamic Society of Cumberland prayer service; they raised more than \$800 and signed up volunteers.
- Penny Annand and Sahada presented MHI at this year's Timeraiser event at the War Museum, resulting in 7 interested volunteers.

As in the previous year, our membership campaign for 2013 was launched in late fall 2012 by means of a letter with a personal follow up in advance of the AGM. I am delighted that by year end we had 47 members- more than ever.

We have had changes in our Patron group. Rev. Andrew Johnston has left Ottawa for a new calling in Kingston. We are grateful for his enthusiastic support since 2002. Rabbi Arnold Fine has left for Israel- also patron since 2002. We welcomed Pastor Martin Malina, from the Evangelical Lutheran church, replacing Rev. Dr. Barton Beglo who stepped down after serving since 2002. Other new patrons are: Father Jacques Kabangu representing the Christian Council of the Capital Area (CCCA); Imam Sammy Metwally and Imam Mohamad Jebara, both from the Muslim community. The MOC Patron Team has created a clear selection process, a tracking sheet, and guidelines for patrons outlining their role and our expectations of them.

National Housing Day (NHD) event planning was again a major activity for MOC. Some changes were tried this year, in particular replacing the dinner with a catered reception. We received much feedback that indicates both the Prayer Service and Reception were well received. Separate reports follow.

MOC supported the Tulipathon by calling faith communities to encourage team participation.

I thank all the enthusiastic members of MOC; together we have brought our individual talents to the tasks at hand, resulting in an exciting and productive year. I am especially grateful to Micah Garten for his enthusiasm, energy and involvement in many outreach activities.

NATIONAL HOUSING DAY CELEBRATIONS

Prayer Service

Fred Demaray Chairperson
Sr. Jean Goulet
Manu Khemani
Waj Mian

Reception

Penny Annand Chairperson
Charlene Pries
Andrea Spraakman

The Membership and Outreach Committee started planning for the 2013 edition of the National Housing Day celebration early in the year. We again achieved our goal of having all major tasks in place before summer.

This year, the theme of the National Housing Day Prayer Service, "*A Place to Call Home*", was chosen to echo the theme of the MHI capital campaign. Drawing on that theme, we again called together a multi faith choir, under the direction of Barbara Clark. This choir sang *Shalom Chevarim*, *Bless this Home*, and *We are One* and once again led the gathered congregation in singing *What Does The Lord Require of You* at the end of the service. In addition, a small musical group from Cordova Academy offered a traditional Muslim song about home and security. Seven of the Patrons offered a prayer or reading from their tradition. Our guest speaker, Sister Lorena Morris, whose long ministry in the Caldwell Community among people who need affordable housing and among people of a wide variety of faith backgrounds, was perfect for our theme and purpose. The planning team met several times to draw this service together. The prayer service was well attended, and everyone appreciated the spirit and the atmosphere.

MOC decided to have a late afternoon reception instead of a dinner following the Prayer Service. We hoped to reduce costs by this change and encourage low- income supporters to come by lowering the ticket price from \$25 to \$15. Consequently both events were moved earlier; the reception starting at 4 pm in the Jean Piggott room at City Hall following the 2:30 pm service.

Tickets were available online with the Eventbrite program- the additional fee costs partially covered by MHI. They were also sold as usual from the office.

Krackers Katering, a long established firm which gives challenged citizens training and job opportunities, developed a buffet menu of vegetarian foods for us. As they do delivery only on Sundays, MHI handled food service. All food was beautifully presented using environmentally friendly recyclable serving ware; disposable dishes and cutlery included meant we had no dish rental costs this year. MHI supporters and friends supplemented this by donating sweets on their own attractive plates. A highlight of the meal was a non-alcoholic punch. A hearty "thank you" to all who assisted in the meal service, and in packaging and delivery of leftovers to the Ottawa Mission.

Kudos to Charlene Pries who procured needed rentals- punch bowls and tablecloths. She also created colourful autumn themed decor for the tables we had set out in the room. This was planned as a "stand up" event with some seating. Micah Garten had children from Blake House decorate donation box houses to add to the tables.

Andrea Spraakman was in charge of room set up, buffet organization and tear down. My thanks for the calm efficiency she brings to these tasks. I am grateful to Sahada Alola who organized our student volunteer help from Cordova Academy. Imam Mohamad Jebara kindly offered to provide these students. Naima Sidow, Mansuor Faqiri,

Yusuf Abdi, Mannan Anwar, Afnan Khan and Danish Butt did a wonderful job of setting up, keeping the food organized and helping with cleanup under the leadership of Andrea. Gay Richardson and Micah Garten handled the door prize draws and Nazira Tareen presented the Farook Tareen Tulipathon Award to St. John the Evangelist church for their team effort in that event.

Thanks to Gordon Johnston for again donating his services playing lovely harp music during the meal, to Gay Richardson for bringing equipment from St. John's church and setting up the tea and coffee station; and to Micah Garten for the many hours he spent in planning and for his generous assistance on the day.

The event, planned to be about an hour, was a happy success. People remarked that they liked the freedom to walk around and chat. We received many positive comments and constructive suggestions about the reception, and will refer to these to make next year's even better.

HOUSING MANAGEMENT COMMITTEE

The Year in Review – 2013

Lori Simpson, LSM Services Chair

Suzanne Le Executive Director

Kaeli Van Regan Tenant Administration

Geoff Lee Maintenance/Capital Projects

Sahada Alolo MHI Volunteer Manager

Rosemary Williams TRT Representative

Kimberly Walker TRT Representative

Danielle Dugas Secretary

Brian Kinsley

Scott Ship

Gary Martin

Fraser MacIsaac



PLANNING

In January the Housing Management Committee held a planning session to establish key priorities and goals for 2013.

The Key Priorities included:

- A volunteer co-ordinator
- Annual unit inspections & move in and move out unit inspections
- Development of a work order system
- Smoke Free Policy
- Performance Reviews of Superintendents
- Perennial Gardens at Blake House
- Replacement Reserve Plan

It was an ambitious plan for one year, but thanks to the dedication and energy of everyone on the committee, we made significant progress on our key priorities and met most of our goals.

GOOD FOR THE ENVIRONMENT & GOOD FOR THE BOTTOM LINE

MHI was successful again in their application for grants from Clear Skies and Brighter Futures!

Thanks to the hard work of Micah and Geoff, MHI received a grant to replace a majority of the old, leaky windows at Blake House. In addition to improving the comfort of residents, the replacement of the windows will reduce the heating costs resulting in savings for MHI as we pay the heating costs for all the apartments at Blake House. The windows are scheduled to be installed in February 2014.

FIRE SAFETY

Fire Safety plans were developed for Blake House and Kent House and are now situated in the lobbies. Firefighter key boxes were installed above the entrances to allow emergency access by emergency personnel.

Blake House's fire alarm system is checked annually and any deficiencies are corrected. The certificate of inspection and compliance is posted in the lobby of Blake House.

LANDSCAPING

In the late summer of 2012, MHI was fortunate to receive a grant to replace the walkways at Blake House.

In 2013 the lawn was re-seeded, beautiful and green thanks to Geoff and residents for keeping it looking wonderful throughout the summer and into the fall.

Exterior lighting was updated and parking signs were installed in the parking area at the back of the building.



NEW SUPERINTENDENT

At Kent House we welcomed a new resident superintendent, Laura to our team. She is doing a wonderful job keeping the inside of the building clean and tidy and keeping the grounds looking well cared for.

Thanks to Micah donating flowers to put in the front garden, Kent House looked really nice this past summer.

TWO NEW HOUSING MANAGEMENT COMMITTEE TEAMS

The Housing Management committee established two new teams in 2013: the Replacement Reserve Team and the Smoke Free Advisory Team.

SMOKE FREE ADVISORY TEAM

The **Smoke Free Advisory Team** was formed in January 2013 to prepare the way for a Smoke-Free policy at MHI; the five person team, which included a tenant, LSM staff, a volunteer from the HMC and two volunteers from the Tenant Relations Team. The team met monthly, held three consultation meetings with the tenants, and proposed a policy and bylaw which were adopted in November 2013, and amended in January 2014.

MHI units will be kept smoke free by all new tenants as of April 1st, 2014. Tenants living at MHI as of March 31st, 2014 will be grandfathered until they move out of the unit they occupy.

THE REPLACEMENT RESERVE TEAM

Comprehensive unit inspections were completed at Blake House during the late summer and early fall. This is an important first step in planning for unit repairs and capital replacements. In the coming year, this information will be reviewed and used to identify priorities and create a multi-year capital plan. Thanks to the replacement reserve team: Fraser and Scott for assisting with the inspections and their valuable contributions to the Housing Management Team!

Kent House unit inspections will be done in 2014.

Property Maintenance Team

BLAKE HOUSE

THERE IS A WONDERFUL NEW PLACE TO GATHER AT BLAKE HOUSE!

Thanks to MHI volunteers (Danielle, Brian, Jason, Peter and Diane) and LSM's Maintenance Manager, Geoff, a unit, formerly apartment 376-9, located on the rooftop of Blake House was renovated in the fall of 2013 to create a meeting space for tenants. The Tenant Relations team held their annual holiday gathering in the new meeting room in December and the warm, welcoming space certainly contributed to the successful event! Thanks to everyone involved in making that happen!

In addition to social events, the room is being used by community organizations and MHI Teams to bring community resources to tenants.

This apartment was converted from a maintenance storage room to an apartment by the previous landlord. To create a safe fire exit for the remaining two units on the roof, this unit was converted to be used as their fire escape.

There continue to be many move outs and move ins at Blake. Lots of clean up and refurbishments of units when members leave to prepare for new residents. MHI is very fortunate to have a team of volunteers always ready to pitch in and help with cleaning, painting and just about anything that needs to be done to get the unit ready for a new family. Special thanks to Danielle, Brian, Fraser and Barbara for rolling up their sleeves and rolling on the paint. This saves MHI thousands of dollars each year that we can use to help keep the rents affordable.

We continue to complete interior renovations at Blake, most urgent are bathroom repairs as many haven't had any attention in many years and elements are far past their expected life cycle.

The interior painting of the common areas (hallways, walls, and doors) continues on a regular cycle, thanks to the efforts of Danielle, who also organizes work parties and volunteers to join her.

COMPOSTING & RECYCLING PROGRAM

Many thanks to the Tenant Relations Team, Shirley Bennett and residents of Blake House for getting this program started at Blake House with energy and enthusiasm. It has been very well received by the residents and they are excited to work together with the MHI volunteers.

KENT HOUSE COMMON AREAS

Thanks to the volunteer efforts of Danielle, Peter, Fraser, Barbara and Micah and Geoff, the Kent House common areas were refurbished in 2013. The walls, trim and doors were sanded and painted; the basement was organized, cleaned and painted. The lobby was decorated and is now an inviting and welcoming entrance for the residents. Many thanks also go to Dulux, who donated the paint.

THANK YOU!!!

On behalf of the Housing Management Committee, I would like to express my sincere appreciation to all the members of MHI for their generosity and support over the past year in so many different ways as we work together to deliver good quality, affordable housing within a strong, caring community to all the residents that call MHI their home.

Tenant Relations Team

Rosemary Williams, Chairperson

Shirley Bennett

Hal Burnham

Shoukat Butt

Heather Campbell

Norm Desjardins

Ed Ellis

Angela Felker

Carole Hubbard

Mary Hume

Tara Hutchinson

Mavis Mason

Elizabeth Morgan

Najma Rashid

Cindy Reid

Theresa Russell

Sue Taylor

Kim Walker

Anna Wong

The Tenant Relations Team (TRT) is a volunteer group, quite unique among housing providers, which aims to support tenants and address their concerns. Volunteers bring talent and expertise from their backgrounds in such fields as social housing, chaplaincy, occupational therapy, conflict resolution, law, journalism, health professions, teaching, social work and business. Most link one-on-one with tenant households - welcoming them when they first come and directing them to information and resources as needed. The TRT volunteer maintains a supportive connection during their tenancy, particularly during times of difficulty. We also work to enhance neighbourly relations within our buildings and within the community, and we are a voice for tenant concerns within MHI as an organization.

For the TRT the past year has been full of activity, growth and development. We have welcomed new volunteers, linked with new tenants, and enjoyed fruitful collaboration with two new MHI staff people, Suzanne Le and Sahada Alolo. But the year also brought goodbyes: to Sue Evans, our former ED, as well as to volunteers Mary Hume, Carole Hubbard, Hal Burnham, Cindy Reid and Najma Rashid, who stepped down from ongoing work with the team because of other demands in their life. We are grateful for the dedication and commitment of all our volunteers, whose joint efforts contribute to enhancing life for tenants at MHI housing.

Here are some specific examples of what the TRT has been doing over the past year. Under the enthusiastic guidance of Shirley Bennett, a comprehensive recycling project was introduced at Blake House, and now a team of tenants work with her to oversee the project.

Our Team developed a Tenant Handbook for Blake House which will be distributed in English or French to all Blake tenants. Plans are to develop a similar resource book for Kent House and Somerset Gardens as well.



TRT volunteers worked diligently as part of an advisory group developing a new smoke-free policy which will be introduced at MHI properties in 2014.

Collaboration with other organizations such as the Vanier Community Services Centre was strengthened, and new links forged with the Catholic Centre for Immigrants around their expertise in community resources.

We have continued to hold social activities for tenants and volunteers at each of our 3 properties to promote community spirit and simply have fun together. Somerset Gardens tenants in fact meet weekly for a social gathering. Thanks to a donation, Kent House now owns a BBQ for the use of the 5 households there. It also came in handy for the Blake BBQ in September.

MHI has renovated a room for community use at Blake and we look forward to using it for small tenant gatherings. For larger indoor meetings, we have been fortunate to use community facilities in the neighbourhood.

A tenant newsletter for Blake House, published in both French and English, continues to bring MHI news and information to tenants three times a year, and with the talents of some of our new volunteers, plans are to develop a similar newsletter for tenants at our other properties.



The community garden boxes at Blake, organized through the dedication of volunteer Danielle Dugas, have been a major source of pride over the past few years for tenants with a green thumb. Danielle will now pass the coordinator's hat to a team of tenants and volunteers. We want to thank her warmly for bringing such a wonderful project to life at Blake House.

Tenants are more and more taking an active part in activities at their respective properties and within MHI as well. In addition to helping with

social activities and to the recycling and the gardens mentioned above, tenants at Blake hosted a trick-or-treat table for the local area on Halloween night. Tenants have agreed to participate in outreach and publicity for MHI fundraising efforts and one family was part of the official opening of the MHI Tulipathon in May; others collaborated in developing the new smoke-free policy. We look forward to more of such tenant involvement in the future.

The year also had its challenges. Noise between apartments continues to be problematic at Blake House, and TRT volunteers worked diligently in trying to address this issue. Our application for a grant to pay for sound insulation between the floors was not successful, but we will keep trying! Grants to MHI for other improvements to the property have resulted in a more attractive, more energy efficient buildings, for which tenants do not hesitate to express their appreciation.

On behalf of the TRT I want to express the heartfelt appreciation of all our members for the tremendous assistance we receive throughout the year. This includes volunteers such as Kate Missen, layout person for our publications, and translators such as Louise Moore, Marie-Claire Douville, Jane Carson, and Leo Desmarteau. Donations have come from a number of individuals as well as from faith communities and from private businesses or charitable organizations. Many thanks to all. Working together with the tenants in our various ways, large and small, we all benefit!

DEVELOPMENT COMMITTEE

Barbara Levine	Chair, Board Representative
Bruce Marshall	Secretary
Suzanne Le	Executive Director (Ex. Officio)
Sue Evans	
Werner Daechsel	
Leticia Hernandez	
Don Melick	
Gay Richardson	
Brian Kinsley	
Mike Ward	

Heartfelt thanks to the volunteers of the Development Committee - it was a busy, challenging and often exciting year. In the fall, the DC welcomed Mike Ward who brings his quiet warmth and extensive international experience to MHI. Sadly, Leticia Hernandez was obliged to withdraw due to work commitments, but not before helping us identify a number of potential partners in the social service sector.

The Development Committee had two principal objectives this year:

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

While we had several disappointments with regard to meeting our first objective, the groundwork has been laid to ensure that MHI will have the financing in place to purchase the right building when we find it. These two goals will continue to guide our work through 2014.

Highlights

With the solid and steady fundraising efforts of Gay, Suzanne, Micah and the Fundraising Committee to inspire and motivate us, DC members and staff viewed several potential properties early in the fall of 2013 and put conditional offers to purchase on two. The due diligence required for each offer is substantial, as is the effort to build relationships with banks and public agencies to arrange affordable financing, so we were all disappointed when suitable terms could not be arranged for either. A very tight rental market and rising prices for all kinds of housing in Ottawa have pushed the cost of purchasing an existing building almost beyond reach - as a consequence, we have to be both cautious and creative as buyers.

Over the winter and spring, Development Committee members also supported Suzanne in identifying a number of properties that would allow us to submit a proposal to the City of Ottawa's 2013 Housing Action program. A late shift in priorities by the City led us to take the difficult decision that we would not be able to submit a winning proposal in this round. The DC concluded that without access to public funds in the short-term, we need to ramp up our fundraising, look for like-minded partners, and explore innovative financing mechanisms, especially in collaboration with some of our member faith communities.

Partnership was a key theme underlying our work this year. Recognizing that no single organization will ever have the heft and size to solve the many complex issues that keep housing unaffordable for many, the DC helped to organize a spring retreat for the Board to explore the challenges and benefits of partnering with other agencies. Our first partnership of this kind - with Catholic Centre for Immigrants - materialized in the early autumn. We are happy to report that a CCI worker now visits Blake once a month, assisting tenants with a variety of supports.

Members of the DC and executive director also took part in preliminary conversations with a couple of other local social service agencies around future collaboration. We hope that these explorations will bear fruit over the coming year, as such partnerships will provide more support to some of our tenants in need.

As was done for the purchase of ten units at Somerset Gardens, MHI is keen to work collaboratively with the private sector as well, exploring new models for raising investment funds or leveraging assets into more housing.

With a view to the long-term, DC members keep track of development possibilities at the City, neighbourhood and congregation level, and various individuals have represented MHI at meetings concerning the redevelopment of Rockcliffe Air Force Base, Tunney's Pasture, and the Oblates property in Old Ottawa East. The DC provided input to the drafting of a Conflict of Interest policy for MHI and updated terms of reference for the Committee.

We have lots of ideas and never enough time or resources; volunteers are always welcome.

FUNDRAISING COMMITTEE

J. Hugh O'Donnell	Chair
Suzanne Le	Executive Director (ex officio)
Micah Garten	Campaign Manager
Manu Khemani	
Steven Norton	

Context

The Fundraising Committee has been created to develop and lead MHI in its fundraising efforts, and specifically to focus on its current Capital Campaign - "*A Place To Call Home*." The group first met in September 2012. The campaign was announced at the 10th anniversary of MHI on November 18th 2012 and officially launched on March 17th 2013. By the end of 2013 \$377,000 has been pledged.

Purpose

Multifaith Housing Initiative has a stated objective of adding roughly 25 affordable rental units in the next 3 years. This goal is in place to help MHI fulfill its mission of providing safe, well-maintained, affordable housing and support for individuals and families who are either homeless or at risk of homelessness. The purpose of this campaign is to raise \$500,000 and of these funds 90% will be used as a down payment to purchase or develop additional units for MHI to house low income households and to help alleviate the affordable housing crisis here in Ottawa

Highlights

The MHI Board of Directors, recognizing that they needed to financially back their proposal, together pledged nearly \$60,000!

Throughout the summer, members of the board contacted targeted groups to seek their advice and participation.

Numerous presentations have been given by the campaign manager, Micah Garten, assisted by representatives from various MHI committees, notably the Membership and Outreach Committee. Many of these groups made significant contributions to the campaign. A list of groups who have given over \$1,000 include: **Glebe St. James United Church, Ottawa West Kiwanis Club, First Unitarian Congregation, Barrhaven United Church, Bells Corner United Church, Canadian Martyrs RC Church, Sisters of Charity, Emmanuel United Church, Holy Redeemer Knights of Columbus, Ina Grafton Gage Fund of the United Church, St. John's Anglican Church's GIFT grant from the Anglican Diocese, St. Matthew's Anglican Church, Sisters of Holy Cross and the Islamic Society of Cumberland.**

While MHI is not a large or particularly wealthy network, individual supporters were overwhelming generous in support of the campaign, with hundreds of individuals making personally significant contributions ranging from \$1 up to \$32,000.

The committee has a plan of action to secure the remaining funds necessary, including a variety of grant applications, future faith community events, individuals who will host 3rd party fundraisers and the publishing and sale of an MHI cookbook.

Tulipathon Team

Dr. Monia Mazigh, Chairperson

Patrick Marleau

Leila Sieg

Nazira Tareen

Amal Koshin

Hashem Y. Hashem

Imam Mohamad Jebara

Imam Zijad Delic

Ayan Dualeh

Naima Sidow

Micah Garten, Staff

The Tulipathon continues to grow year after year. In 2013, the walk raised over \$29,000 for the capital campaign and 32 different faith communities participated. Both these figures were notable increases from the previous year. Additionally, pre-event activities for the children were expanded and really helped to create a festive atmosphere among the participants. Volunteers doing face-painting were in particularly high demand. A big congratulation goes to St. John the Evangelist Church who was the inaugural recipient of the Dr. Farook Tareen Tulipathon Award for being the faith community who raised the most funds. The late Dr. Tareen's wife, Nazira, was able to make an emotional presentation during the National Housing Day reception to a large group from the church. Many thanks to the volunteers and participants who helped to make the event a huge success.

HUMAN RESOURCES COMMITTEE

Charlene Pries Chairperson

Phyllis MacRae Board Representative

Patricia Baratta

Bob Birch

Safaa Fouda

Rachida Youmouri

HRC benefited greatly from Sahada Alolo's work in drafting our Volunteer Manual – a first for MHI, and an excellent resource that we recommend to all our current and prospective volunteers. It is available on the MHI website under the 'Volunteer' tab. Thank you, Sahada, and congratulations on completing this impressive piece of work.

As a group, we tackled the Performance Assessment process and worked to improve the process and the forms we use. Thanks to everyone who contributed, and thank you to MHI staffers for your patience and input as we pulled this work together.

I would like to thank the former and current members of HRC this year for all their work and dedication: Patti Barrata, Bob Birch, Rachida Youmouri, Phyllis MacRae, and Safaa Fouda, as well as President Gay Richardson who sat in on several meetings. Thanks also to all the MHI staff and volunteers who make MHI such a great organization to work with.

NOTES OF APPRECIATION

OUR THANKS

The board would like to thank the following who contributed to MHI goals:

- ❖ All of our faith community members and the individuals donors without whom our work would not be possible.
- ❖ MHI staff for their dedication to MHI.
- ❖ Our property management company LSM Services and accounting firm Dynapro.
- ❖ Our major donors and granting organizations who contributed to both MHI's operations and capital improvements.
- ❖ Our patrons who have provided support and encouragement and have attended various MHI events.
- ❖ Chairs and members of the MHI committees who so ably assist the board in developing the capacity of MHI to promote and provide affordable housing in Ottawa.
- ❖ Our working teams and the many incredible volunteers who, with energy and enthusiasm, have given thousands of hours of their time.
- ❖ All of our supporters. With over 800 people supporting us in a variety of ways we feel truly blessed!

APPENDIX A

MHI HISTORY

In early 2000, the Social Justice Commission of the Roman Catholic Archdiocese of Ottawa realized that there was a great need for affordable housing in Ottawa. A committee was set up 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 a similar concern, and so the Interfaith Housing Committee (IHC) was established in 2000. Initially the committee comprised representatives from Christian churches and organizations focused on housing issues. In late 2001, Jewish participation was added, followed by Muslim participation in early 2002. During the course of 2002, the Multifaith Housing Initiative emerged as a new organization.

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

APPENDIX B

Minutes of the Eleventh Annual General Meeting MULTIFAITH HOUSING INITIATIVE

Held at St. Basil's Parish, 940 Rex Avenue, Ottawa, Ontario

On 17th March 2013 at 3 pm.

PRESENT: for the board: Gay Richardson (Chair), Bruce Marshall, Manu Khemani, Danielle Dugas (Sec.), Charlene Pries, Elisha Ram, Don Melick, Fred Demaray, Barbara Levine, Hugh O'Donnell, Suzanne Le(ED)

REGRETS: Bob Birch, Fran Klodawsky

For MHI member faith communities: see list following these Minutes

1. WELCOME and INTRODUCTIONS: The meeting was chaired by Gay Richardson; Danielle Dugas was secretary. The Chair welcomed all those present, and thanked all. Specifically, the Chair thanked St.Basil's Parish for hosting MHI's meeting. The Chair thanked the Patrons attending today: Reverend Lillian Roberts and Rabbi Steven Garten. Anne Squire had to send regrets on this day. The Chair thanked all of MHI's staff: Suzanne Le, Lori Simpson, Micah Garten, Geoff Lee and Kaeli Van Regan.

2. OPENING PRAYER: Rabbi Steven noted the progress of MHI from AGMs in small apartments to a full church hall; he referred to all that has been done since the beginning. He then led the group in prayer, referring to Adam and Eve as the first homeless family, and leading the assembly to remember Isaiah's

word about our duty to house those in need. He recited the traditional blessing of Thanksgiving offered when we wish for a joyful event to continue to occur.

3. APPROVAL of the AGENDA: MOTION proposed by Barbara Levine, seconded by Hugh O'Donnell. All in favour.

4. APPROVAL of the MINUTES of the 10th Annual General Meeting of 25 March 2012: (page 24 of the report) **MOTION** proposed by Bruce Marshall, seconded by Charlene Pries. All in favour.

5. AUDIT: Treasurer Elisha Ram invited the assembly to refer to the summary of the audit included in the Annual Report in Appendix F (page 35). He introduced Hedra Saparno, of the firm Collins Barrow, as our auditor, and thanked him for completing the work in record time. Hedra stated that he was satisfied that our books are in order, according to established practice, and made only one standard qualification: Collins Barrow cannot test for completeness with respect to the total donations listed. He stated that the documents in the report represent fairly the situation and activities of MHI for 2012; he noted a surplus for 2012. Elisha thanked Hedra.

MOTION: To accept the auditor's report. Proposed by Elisha Ram, seconded by Bruce Marshall. All in favour.

MOTION: To re-appoint Collins Barrow as our auditors for 2013. Proposed by Elisha Ram, seconded by Manu Khemani. All in favour.

6.ELECTION of BOARD MEMBERS: In Fran Klodawsky's absence, Danielle Dugas reported on the Nominating Committee.

a) Slate presented by the Nominating Committee

MOTION: To reappoint Bob Birch, Fred Demaray, Bruce Marshall and Hugh O'Donnell for a second two-year term. Proposed by Danielle Dugas, seconded by Manu Khemani. All in favour.

MOTION: To appoint Phyllis MacRae, Wajahat Mian, Kimberly Walker for a two-year term. Proposed by Danielle Dugas, seconded by Charlene Pries. All in favour.

b) Nominations from the floor: no nominations were proposed.

MOTION: To authorize the board to appoint up to 2 new members during the year. Proposed by Gay Richardson, seconded by Bruce Marshall. All in favour.

The Chair thanked the new as well as the on-going board members for their work on behalf of MHI and Fran Klodawsky for her excellent work chairing the Nominating Committee.

7. BY-LAW CHANGE RELATED to MHI MEMBERSHIP : Charlene Pries explained that MHI must adjust its by-laws by 2014 to be able to continue to exist. The first step is to modify the membership categories. (Refer to hand-out distributed and attached) Charlene reminded members that no actual changes occur today to how we function, but that rewording is necessary.

Background: MHI, as a federally-incorporated Not-for-Profit Corporation, has recently become subject to new legislation requiring MHI to file for a continuance as a corporation by October 2014. As a preparatory step to filing for the continuance, we need to update the membership provisions of our bylaws. Our current bylaws provide for 3 types of members: Principal, Supporting, and Honorary. Only Principal Members are entitled to vote at the AGM, but under the new Act, non-voting classes of members could be entitled to vote under certain circumstances (one of which is related to approving the continuance). Therefore, the motion seeks approval to have a single membership class, now referred to as Members instead of Principal Members. Members comprise MHI Board Members and a representative from each faith-based community who has paid its annual membership fee. However, while the categories of Supporting Members and Honorary Members are to be removed from the bylaws, former Supporting and Honorary Members are now recognized as Friends of MHI under the new bylaws. In fact, anyone who contributes in any way – as a volunteer, committee member, financial supporter, or other interested party – is a Friend of MHI unless they request not to be.

MOTION: The bylaws regarding members are changed such that “Principal Members” become the only membership class and are referred to as “Members” . Under the new bylaws, anyone who contributes in any way – as a volunteer, committee member, financial supporter, or other interested party – is a Friend of MHI unless they request not to be. Proposed by Charlene Pries, seconded by Bruce Marshall. All in favour.

8. PRESIDENT’S REPORT: Gay Richardson focused on thanks: to all volunteers, staff, donors, for their level of commitment, for the good work and the progress made. She celebrated the presence of LSM for property management, thus placing MHI in the perfect position to pursue growth. She noted that Micah Garten has proven himself an essential member of the MHI team.

9. EXECUTIVE DIRECTOR’S REPORT: Suzanne Le commented on the recent installation of the new pope, whose interests are peace, and the poor, which are also MHI’s interests. She expanded on how MHI demonstrates that varied faith communities can successfully work toward the common good in harmony. She urged all to continue.

10. COMMITTEE REPORTS:

a) Human Resources Committee: Charlene Pries outlined the practical issues that governed the work of the committee, taking precedence over the goal of policy development. She thanked Patti Barratta, Bob Birch and former Chair Raminder Singh.

b) Membership and Multifaith Committee: Penny Annand thanked the 11 members of this committee, representing most faith groups, especially for the 10th anniversary preparations. She referred all members to the display at the back of the room “Speaking on the Same Page”, and invited members to peruse the resources available.

c) Housing Management Committee: Lori thanked all members of this committee: the LSM team of Geoff Lee, Kaeli Van Regan and the volunteers who support their efforts. She referred to changes in staff and to the numerous improvements at each property. She made a special mention of Sue Taylor’s deep involvement at Somerset Gardens. She outlined also the presence of the Tenant Relations Team, under the

guidance of Rosemary Williams, a distinguishing feature of MHI's support system for its tenants. She referred to the Strategic Plan now in place as a useful tool to avoid surprises.

d) Development Committee: Barbara Levine thanked her committee members, those who left as well as all friends who are interested in the wellbeing of MHI. She recognized the good work of the Tulipathon team, and of the newly minted Fundraising Team. Gay Richardson explained that since the Tulipathon exists thanks to the efforts of Farook Tareen, who passed away in 2012, his memory would be honoured in the Dr. Farook Tareen Tulipathon Award to be awarded yearly to the faith community raising the largest amount for the Tulipathon.

e) Finance Committee: Elisha Ram thanked this team, acknowledged the improvements in bookkeeping, the newfound ability, as a result, to focus on long term issues, and emphasized the importance of continuing to grow.

11. ACCEPTANCE of the REPORTS:

MOTION: Proposed by Fred Demaray, seconded by Hugh O'Donnell. All in favour.

12. HONOURING OUTGOING BOARD MEMBERS:

Sue Evans thanked **Fran Klodawsky** in absentia for her wisdom and common sense, her passion for the MHI mission, her focus on capacity and building capacity, her good listening skills during her 10 years of service on the board.

Elisha Ram thanked **Don Melick** for being a true pillar of MHI, serving on the board from 2005, and as treasurer from 2006 to 2012. He noted his dedication and commitment to the work of MHI.

Penny Annand thanked **Charlene Pries** for her calm, attention to details, good listening skills in their work together for the 10th year celebration and National Housing Day Dinner.

13. FUNDRAISING PRESENTATION: Interim Chair Hugh O'Donnell thanked his team members, explained the goal of \$500,000 in order to acquire 25 more units. He referred to \$140,000 already raised (\$60 000 of which from the board). He introduced 3 Honorary Patrons supporting this endeavour: Perrin Beatty (Senior Liberal MP), Jim Watson (Mayor of Ottawa), Jackie Holzman (former mayor of Ottawa). Micah Garten was able to interject that as of that moment \$170,000 had been pledged.

Hugh acknowledged the very solid work of Micah Garten in this endeavour, and thanked him for his amazing job as MHI's champion.

Gay Richardson, as President of MHI, explained that in order to ask others to donate, she had to take the first step: Gay has made of pledge of \$3000 more than her usual contribution to MHI, over the next 24 months.

Micah Garten introduced a video, just recently assembled where tenants have agreed to speak up about what MHI has meant to them. Micah asked all faith communities to consider a fundraising event specifically for MHI.

14. GAY RICHARDSON VOLUNTEER AWARD

Gay Richardson explained that this award was created in 2011, when Gay left the board, to recognize someone whose generosity of spirit and legacy stood out. Gay was the first recipient, Brian Kinsley the second, Ellie and Clarke Topp were the third. This year the award goes to Fran Klodawsky, longest serving board member, as Vice-President, President, Vice-President, President and Past-President. Fran shone through her commitment, her astuteness, her numerous connections, her ability to bring volunteers, to recruit board members. It is to her that MHI owes the presence of the Charter for Compassion as its guiding document. Congratulations and many thanks to Fran Klodawsky.

15. ONE MORE WORD OF THANKS: The Chair thanked the St. Basil Chapter of the Catholic Women's League for their donation of \$231 via their "pennies from heaven" collection.

16. ADJOURNMENT: Proposed by Bruce Marshall, seconded by Charlene Pries. All in favour.

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

2013 AGM ATTENDEES

Principal Members	Official Representative	Non-voting
Adath Shalom	Leslie Ram	
Agudath Israel	Barbara Levine	
Barrhaven United Church	Liz Nieman	Mavis Mason, Barbara Smith, Sara Surjadinata
Bells Corners United Church	Andy Mutch	
St Basil's Catholic Women's League	Catherine Casselly	Carmel Horan, Alberta Casey, Margery Livingstone
Emmanuel United Church	Nanette Whitham	Phyllis MacRae
First Baptist Church	Rev. Scott Kindred-Barnes	Elizabeth Demaray
First Unitarian Congregation	Mike Wheeler	Anita McLean, Bill and Agnes Davis, Werner and Marjorie Daeschel
First United Church	Sue Taylor	
Glebe St James United Church	Marilyn Hamilton	
Orleans United Church	Flora Crombie	David MacWilliam

Principal Members	Official Representative	Non-voting
Paroisse Ste-Marie d'Orleans	Patrick Marleau	
Rideau Park United Church	Don Melick	
St. Basil's Roman Catholic Parish	Rosemary Williams	John Watters, Margaret Bott
St. Barnabas Anglican Church	Yvonne Moses	
St. John the Evangelist Anglican Church	Mary Francis Marshall	Andrea Spraakman, Judy Treinen
St. George's Roman Catholic Parish	Bonnie Campbell	
St. Paul's Eastern United Church	Rev Laura McKnight-Walker	
Sisters of Holy Cross	Jean Goulet	
Southminster United Church	Brian Kinsley	
Temple Israel	Hal Burnham	Sandra Thomas, Mark Holzman
Vishva Shakti Durga Mandir Association	Manu Khemani	
Unitarian Universalist Fellowship of Ottawa	Elinor Mueller	Pat Lucy
United Church Ottawa Presbytery	Rev. Lillian Roberts (Patron)	

MHI Board Members (Voting)

Fred Demaray
Danielle Dugas
Bruce Marshall
Hugh O'Donnell
Charlene Pries
Elisha Ram
Gay Richardson

Patrons

Rabbi Garten
Rev. Lillian Roberts

Staff

Micah Garten, Suzanne Le
Geoff Lee, Lori Simpson

Friends of MHI

Norma McCord
Sybil Grace
Carol Dixon
Doreen Taylor
Penny Annand
Ellie and Clarke Topp
Nancy Jonah
Hugh Dorward
Sue Evans
Michael Dunn
Nighat Sayeed
Rita Anderson
Wajahai Mian
Norma Jean
Rick Lavigor

APPENDIX C

BOARD OF DIRECTORS

Board of Directors for 2013	Board Members Continuing for a 2 nd Year
Gay Richardson, President Deacon Hugh O'Donnell, Vice-President Danielle Dugas, Secretary Elisha Ram, Treasurer Deacon Robert Birch (Resigned January 2014) Rev. Fred Demaray Dr. Safaa Fouda (Appointed September 2013) Manu Khemani Barbara Levine Phyllis MacRae Waj Mian Dr. Bruce Marshall Kimberley Walker	Rev. Fred Demaray Dr. Safaa Fouda (To be confirmed by members) Phyllis MacRae Dr. Bruce Marshall Waj Mian Deacon Hugh O'Donnell Kimberley Walker
	Board Members Presented for Re-Election
	Barbara Levine Elisha Ram Gay Richardson
New Nominations for Election	Nominating Committee
Parmod Chhabra Stéphane Lessard Amanda Pechousek Mike Ward	Gay Richardson (chair) Fred Demaray Sue Evans

Biographies of Nominees

Board members running for a second two-year term:

Barbara Levine:

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

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

Elisha Ram:

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

Gay Richardson:

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

Gay is a founding member of MHI and served on the Board until May 2010 as Secretary. From 2010 to 2012, she was a member of both the Finance Committee and the Membership and Multifaith Committee. In March 2012, Gay re-joined the Board and has been President for the past two years as well as a member of the Development Committee and Membership and Outreach Committee.

Board member to be confirmed for a one-year term

Safaa Fouda:

Safaa Fouda came to Canada in 1969 with a bachelor's degree in chemical engineering from Cairo University and obtained a master's degree and a Ph.D. at the University of Waterloo, Ontario. Safaa spent most of her professional career in energy research and development in the areas of clean, renewable and alternative fuels. She retired from the department of Natural Resources Canada in 2005 and became more involved in community work with an interest in cross-cultural bridge building and peace building. She is involved in a Muslim-Christian interfaith dialogue group and an Arab-Jewish peace group. She offered information sessions about Islam to the Jewish community, the Christian community, government and non-government organizations and the school board. She co-facilitated a course called Islam and Christianity: History, Relations, Issues, and Perspectives at the Ottawa Lay School of Theology.

Safaa was a member of the Board from 2008 to 2012, serving as Vice President in 2011-2012 and has been a member of the Membership and Multifaith Committee, the Human Resources Committee and the Tulipathon team. At the invitation of the Board of Directors, she re-joined the Board in September 2013.

New Board members to be elected for a two-year term

Parmod Chhabra

Parmod Chhabra has a Master of Commerce with majors in Accounting and Business Statistics. He is currently working as a financial analyst with the Ontario Ministry of Community and Social Services (MCSS). He was previously a case worker in the same ministry. Parmod has been a member of the MCSS Diversity Team for the past two years and assisted in planning two events. He is a double recipient of Ontario Volunteer Service Awards for 20 years of community service. Parmod previously was President of the India Canada Association of Sudbury and Vice-President of the Sudbury Multicultural Association. Parmod is presently Vice-President (Finance) of the Vishva Shakti Durga Mandir Association. He is also responsible for communication with internal and external stakeholders. Past roles in the association have included event organization, fund raising, and facilitating public presentations.

Stéphane Lessard

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

Amanda Pechousek, CPA, CA, CFE

Amanda Pechousek is both a qualified Chartered Accountant (CPA, CA) and Certified Fraud Examiner (CFE) who works full time in Price Waterhouse Coopers LLP's (PwC) Forensic Services group in Ottawa, where she provides an array of services including forensic accounting and auditing, fraud and financial investigations, personal and commercial economic loss calculations, valuations, and litigation support services. Prior to her current role, for several years she worked in the Audit and Assurance Group of PwC's office in Montreal, where she was born and raised. Amanda has applied her accounting and financial analysis skills on numerous audit and assurance engagements for private, public and development stage companies. Amanda recently joined the Finance Committee of MHI in February 2014.

Mike Ward

Mike Ward has worked closely with various religious organizations, including as a result of assignments to a number of overseas locations during a career in Canada's Foreign Service. For example, during a posting at the Canadian Consulate in Chicago in the late 1990s, one of his objectives was to build U.S. support for the Canadian government's initiative to ban the international use of landmines. To this end, he established The Chicago Interreligious Campaign to Ban Landmines, a coalition of 25 religious denominations, which also included representatives from the local medical community and civil groups. One outcome of this "grass roots" initiative was The Chicago Weekend of Prayer to commemorate the implementation, at that time, of the Ottawa Convention to Ban Landmines. The Weekend of Prayer succeeded in reaching over 4 million Chicago area residents through the work of individual parishes in the region. Political support came in the form of separate proclamations issued by the Governor of Illinois and by the Mayor of Chicago. Mike currently sits on MHI's Development Committee. He also serves as a facilitator with The Oasis in Kanata, a community outreach program of Glen Cairn United Church dedicated to providing support for caregivers of people with mental illness. Over the years, he has been closely involved with the work of various Buddhist organizations and is longstanding practitioner of Vipassana Meditation.

APPENDIX D

2013 MEMBERS

At the 2013 AGM, MHI's by-laws were changed such that faith communities, faith-based organizations and members of the Board of Directors were defined as members.

Adath Shalom Congregation
Agudath Israel
All Saints Sandy Hill Anglican Church
All Saints Westboro Anglican Church
Anglican Diocese of Ottawa
Barrhaven United Church
Bells Corners United Church
Bethany Baptist Church
Canadian Martyrs RC Church
Catholic Women's League, St. Basil's Church
Centretown Churches Social Action
Committee
Christ Church Cathedral
Christian Council of the Capital Area
Ladies Guild, Church of the Resurrection
(Anglican)
Church of the Ascension (Anglican)
Cordova Spiritual Education Centre
Cornerstone Housing for Women
Emmanuel United Church
First Baptist Church
First Unitarian Congregation
First United Church
Fourth Ave Baptist Church
Glebe St James United Church
Human Concern International
MacKay United Church
Orleans United Church
Ottawa Muslim Association
Ottawa Muslim Women's Organization
Ottawa Presbytery of the United Church of
Canada
Paroisse Sainte-Marie (RC)
RC Episcopal Corporation
Rideau Park United Church
Sisters of Holy Cross
Southminster United Church
St George's RC Church
St. Barnabas Anglican Church

St. Basil's RC Church
St. John the Evangelist Anglican Church
St. Margaret's Anglican Church
St. Mark's Anglican Church
St. Matthew's Anglican Church
St. Peter's Evangelical Lutheran Church
Temple Israel
Trinity United Church
Unitarian Universalist Fellowship of Ottawa
Vishva Shakti Durga

Bob Birch
Fred Demaray
Danielle Dugas
Safaa Fouda
Manu Khemani
Barbara Levine
Phyllis MacRae
Bruce Marshall
Wajhat Mian
Hugh O'Donnell
Elisha Ram
Gay Richardson
Kimberley Walker

APPENDIX E

OUR DONORS

Fundraising in 2013 was primarily focused on the *A Place to Call Home* campaign. Over 50 individuals/couples (in addition to the faith communities listed in the fundraising report) gave over \$500 and many others made personally significant pledges which are being filled over a 24 month period. In light of these facts we have decided to wait until the completion of the campaign to list all those donors at once. A big thank you to everyone who has helped us reach the 75% mark and brought us that much closer to being able to provide safe and affordable housing to 40-60 more people in need.

In 2013, over 850 individuals and organizations provided some degree of financial support to MHI and the tenants. While this is a substantial increase over the 2012 figure of 759, this still represents a relatively small number of people helping to make an enormous difference in our community and in the lives of people in Ottawa who are homeless or at risk of homelessness. Thank you all for helping to show that by working together we change the world and give hope to those in need.

APPENDIX F

AUDIT SUMMARY for 2013

Multifaith Housing Initiative
Financial Statements Summary For the 10 Months Ended October 31, 2013

Statement of Changes in Net Assets								Statement of Cash Flows		
For the 10 months ended October 31								For the 10 months ended October 31		
(Comparatives for the 12 months ended December 31)								(Comparatives for the 12 months ended December 31)		
	Internally Restricted				Unrestricted	Total	Total		2013	2012
	Capital Reserve	Fundraising Reserve	Capital Fund Reserve	Invested in Capital Assets						
Balance, beginning of period as previously reported	\$ 67,012	\$ -	\$ -	\$ 52,334	\$ 112,431	\$ 231,777	\$ 130,866	Excess of revenue over expenses for the period	\$ (56,975)	\$ 100,911
Retrospective adjustment	-	-	-	-	(11,308)	(11,308)	(11,308)	Adjustments for		
Balance, beginning of period	67,012	-	-	52,334	101,123	220,469	119,558	Amortization of capital asset	78,218	93,863
Excess (deficiency) of revenue over expenses for the period	-	-	-	(39,447)	(17,528)	(56,975)	100,911	Amortization of deferred contributions	(38,771)	(46,525)
Invested in capital assets								Amortization of RRAP loan	(5,337)	(6,404)
Principal repayment of mortgages payable and promissory notes	-	-	-	41,427	(41,427)	-	-		(22,865)	141,845
Transfer from Unrestricted to Capital Fund Reserve	-	-	29,838	-	(29,838)	-	-	Changes in non-cash working capital items		
Net Transfer from Unrestricted to Fundraising Reserve	-	23,333	-	-	(23,333)	-	-	Accounts receivable	4,824	(15,548)
Net Transfer from Capital Reserves to Unrestricted	(18,899)	-	-	-	18,899	-	-	Prepaid expenses	1,504	4,438
Balance, end of period	\$ 48,113	\$ 23,333	\$ 29,838	\$ 54,314	\$ 7,896	\$ 163,494	\$ 220,469	Accounts payable and accrued liabilities	(17,840)	20,578
								Deferred contribution	47,842	8,500
								Deferred contributions for capital fund	134,187	-
									147,652	159,813
								Cash flows from financing activities		
								Addition to long term mortgage interest payable	6,223	6,223
								Mortgages payable payments	(36,426)	(40,441)
								Promissory notes principal repayments	(5,000)	(52,000)
									(35,203)	(86,218)
								Decrease in cash during the period	112,449	73,595
								Cash, beginning of period	259,776	186,181
								Cash, end of period	\$ 372,225	\$ 259,776

The condensed financial statements and note have been extracted from the Audited Financial Statements. Copies of the October 31, 2013 report of the Auditors, Collins Barrow Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

Multifaith Housing Initiative
Financial Statements Summary For the 10 Months Ended October 31, 2013

Statement of Operations			Statement of Financial Position	
For the 10 months ended October 31			October 31	December 31
			2013	2012
(Comparatives for the 12 months ended December 31)				
Revenue			Assets	
Rental	\$ 355,759	\$ 400,221		
Appliance Contribution	6,572	-	Current	
Clear Skies	-	10,000	Cash	\$ 372,225 \$ 259,776
Summer student contribution	5,226	-	Accounts receivable	21,874 26,698
Trillium Contribution	12,811	-	Prepaid expense	5,424 6,928
United Way Contribution	1,018	61,005		399,523 293,402
Donations	14,672	81,354	Tangible capital assets	3,872,825 3,951,043
Fundraising	29,838	26,498		
Interest	2,127	4,446		\$ 4,272,348 \$ 4,244,445
Principal Memberships	2,900	5,200		
Property tax rebates	29,267	103,423		
Other	1,715	-		
	<u>461,905</u>	<u>692,147</u>	Liabilities and Net Assets	
Expenses			Current	
Appliances	6,572	-	Accounts payable and accrued liabilities	\$ 48,417 \$ 66,257
Bank charges	429	712	Deferred contribution	56,342 8,500
Clear Skies	-	10,000	Deferred contributions for capital fund	134,187 -
Consulting fees	40	700	Current portion of promissory notes payable	45,000 35,000
Insurance	4,060	4,592	Current portion of long-term debt	1,273,895 1,305,495
Marketing and Communications	645	10,042		1,557,841 1,415,252
Management services	34,313	18,760	Promissory notes payable	422,000 437,000
Office	19,902	32,684	RRAP loan	20,281 25,618
Professional fees	25,769	20,995	Mortgages payable	466,255 464,858
Rental	299,090	352,694	Deferred contributions related to capital assets	1,642,477 1,681,248
Salaries and benefits	93,950	99,123		4,108,854 4,023,976
	<u>484,770</u>	<u>550,302</u>		
Excess (deficiency) of revenue over expenses			Net assets	
before below items	(22,865)	141,845	Internally restricted for capital reserve	48,113 67,012
Amortization of RRAP loan	5,337	6,404	Internally restricted for fundraising reserve	23,333 -
			Internally restricted for capital fund reserve	29,838 -
Amortization of tangible capital assets	(78,218)	(93,863)	Internally restricted for investment in tangible	
Amortization of deferred contributions			capital assets	54,314 52,334
related to capital assets	38,771	46,525	Unrestricted	7,896 101,123
				163,494 220,469
Excess of revenue over expenses for the period	<u>\$ (56,975)</u>	<u>\$ 100,911</u>		\$ 4,272,348 \$ 4,244,445

The condensed financial statements and note have been extracted from the Audited Financial Statements. Copies of the October 31, 2013 report of the Auditors, Collins Barrow Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

APPENDIX G

PROJECTED BUDGET FOR 2013/2014

REVENUE	
Grants	-
Fundraising activities *	\$53,250
Revenues associated with rental properties	
- Kent House	\$36,600
- Somerset Gardens	\$82,100
- Blake Blvd	\$309,100
Other revenues	\$7,033
Appropriation of Operating Surplus	\$2,700
Total Revenues	\$490,783
EXPENDITURES	
Salaries and benefits	\$90,300
Less: Salaries and benefits allocated to fundraising reserve	\$(31,600)
Staff and office expenses	\$28,400
Board Expenses	\$2,000
Legal, bookkeeping and other professional fees	\$23,800
Membership	\$1,420
Tenant Relations	\$2,100
Expenditures associated with rental properties	
- Kent Street	\$28,200
- Somerset Gardens	\$96,063
- Blake Street	\$250,100
Total Expenditures	\$490,783
SURPLUS (DEFICIT)	-

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

Note: these figures represent the projected MHI budget as at December 2013, and are subject to change throughout the year as approved by the Board of Directors.

