



*Communities Building Communities*

**Fourteenth Annual Report**  
**March 2016**



**Multifaith Housing Initiative**

## **MISSION STATEMENT**

The mission of Multifaith Housing Initiative (MHI) 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 2015**

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

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

**MULTIFAITH HOUSING INITIATIVE**  
**FOURTEENTH ANNUAL REPORT**  
**MARCH 2016**

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## HIGHLIGHTS OF 2015

In 2015, Multifaith Housing Initiative has continued to make outstanding progress in achieving our strategic goals that were put in place by the Board of Directors in 2012. Under the leadership of Executive Director, Suzanne Le, MHI has strengthened our partnerships with both internal and external supporters. These partnerships, with our faith community members and organizations, patrons and volunteers, as well as civil society groups, local businesses, and levels of government have supported and inspired MHI as we work to fulfill our mission. Your generous support of time and resources is integral to MHI's success in providing safe, affordable housing.

MHI accomplishments for 2015 include:

- Permits were issued and ground was finally broken for the Haven in Barrhaven. Construction has begun on the first two buildings.
- Planning for Veterans House continued, with site selection coming soon.
- Over 3700 hours of volunteer service were donated, an increase of 200 hours over 2014. The 1400 volunteer hours spent on maintenance, cleaning and painting saved over \$36,000 in costs.
- Guidance document development continued with policies on finance and procurement, workplace harassment and violence, and an employee code of conduct. In addition, the committee terms and conditions were revised to meet the current environment.
- MHI's financial performance has significantly improved with a 20 percent increase in total net rental incomes. Robust planning and monitoring tools have been implemented to mitigate risk as the construction projects progress.
- Four new Patrons and 10 new Faith Communities were welcomed.
- A beautiful National Housing Day prayer service and reception was held for the first time at the Centrepointe Studio Theatre in Ben Franklin Place.
- The addition of a Communications Committee, a new MHI logo and a website redesign.
- The first Cycling Clerics Challenge was accepted by some of our faith community members who pedaled in support of affordable housing from Parliament Hill to Andrew Haydon Park.
- Building upgrades for our existing properties included the completion of a three year project to replace the windows at Blake House and the renovation of the garden boxes; a new roof for Kent House, plus eavestroughing, a new kitchen and fresh paint in the common areas of the building.
- Our beautiful cookbook, *Gather Around the Table* was launched at the 2014 AGM. The initiative, led by renowned cookbook author, Ellie Topp, has sold over 800 copies.

## PRESIDENT'S REPORT

Once again our accomplishments this past year continue to far exceed expectations. I'm indeed pleased to report on our progress. You may recall that back in the fall of 2012, MHI completed a strategic planning session to chart our future course. At our annual meeting in 2013 we reported to you the following four objectives that we would try to accomplish:

1. Double the number of individuals and families for whom MHI provides affordable quality housing by the year 2020. By doing so, achieve balance between revenue and expenses;
2. Promote the vision of MHI to inspire other stakeholders and solidify our existing relationships;
3. Build the capacity of staff and volunteers; and
4. Ensure quality is a value embedded in the housing we provide and in our human relations (with tenants, volunteers, members and donors, staff, and partners).

We have done more than well on the first objective in that our project *The Haven* is currently underway with completion scheduled for 2017. As you know, our current number of units stands at 41. *The Haven* will provide another 98 units, housing to up to 400 people. The first tenants are expected to move in by January of 2017. This will bring us to a total of 139 housing units. In the planning stage is a special purpose building for homeless veterans that will be located at the former Rockcliffe Airbase. The building would contain approximately 40 units for an overall total of nearly 180 units that MHI would own and operate. This number far exceeds our original strategic plan of an increase to 82 units of affordable housing.

On the second objective to promote the MHI vision and inspire stakeholders, we have certainly elevated our status in the community with the Action Ottawa 2014 competition, having only been incorporated for a little more than 12 years at the time of the contract award. We are highly regarded by the City of Ottawa, and as you know, Mayor Jim Watson is our honorary patron for the fund raising campaign. MHI has built solid relationships within all levels of government, those in the development industry, and service providers. We are proud of the many partnerships that have been formed as we work toward increasing the availability of safe, affordable housing in Ottawa.

Our faith partners continue to inspire us and support the MHI vision of safe, stable, affordable and inclusive housing. While continuing to prize the relationships with our long-standing Patrons and members, we welcomed 10 new faith community members and new Patrons Wendy James, Liz Bolton, David Sherwin, and Sheikh Mumtaz Ali.

For our third objective, we are indeed proud and blessed to have a very competent and dedicated staff under the able direction of Executive Director Suzanne Le. MHI recently recruited Fund Development Manager Sheldon Leong, who, along with Office Administrator Michelle Robichaud and our Manager of Community Engagement Sahada Alolo, keep MHI moving forward. We also continue to enjoy our business relationship with LMS Services under the direction of Lori Simpson, President of LSM, and her assigned staff Geoff Lee and Yvonne

Ashby for their peerless contribution in managing our current 41 units with grace and efficiency.

Our fourth objective is simply how we do business – we strive to ensure that quality is in all of our work and in all of our relationships. Last year we revised the terms of reference for our committees that guides the delivery of our services to tenants and expresses the respect we have for all the members of MHI. Our volunteer base continues to grow – currently 105, who provided over 3700 hours of service to or on behalf of MHI. We now have a new Communications Committee. We are also in the process of launching our Cabinet, which brings together a number of committed individuals in the greater Ottawa community who will help us in raising funds to meet our financial obligations. This is an especially important endeavor during this major expansion program that MHI has underway. In addition, we put in place a number of new policies: Finance and Procurement, Violence and Harassment, and a Code of Conduct for MHI Employees.

We continue with our annual events such as the Tulipathon, which is an important fund raiser, and the National Housing Day Celebration to recognize the need for affordable housing. In October, the first Cleric’s Cycling Challenge saw MHI Patrons and faith community members ride from Parliament Hill to Andrew Haydon Park to raise awareness of the need for more affordable housing in Ottawa. Participants are already planning a rematch for the upcoming year.

Financially we are working close to budget which is well managed by the very competent Finance Committee under the leadership of Elisha Ram. MHI is in a much improved position compared with last year. Financial statements are included in this report.

I wish to recognize our very capable Board, Executive and Committee members who meet monthly (if not more frequently) and make MHI the success it is. This is truly a visionary organization and has accomplished so much since an idea developed by a small group of volunteers in 2000. We are grateful for the countless hours of service to those leaving the Board, namely Gay Richardson and Barbara Levine, and wish to note the contributions of Waj Mian and Amanda Pechousek, who both left the Board during the year. MHI wishes a warm welcome to those who will now join our Board.

In last year’s annual report I, rather rhetorically, asked “aren’t we having fun?” In all honesty, I believe we are having lots of fun!

Blessings,

J. Hugh O’Donnell  
President

## EXECUTIVE DIRECTOR'S REPORT

***"First we pray for the poor, and then we feed them. That is how prayer works."***

***- Pope Francis***

As a religious studies student at Carleton, I was always struck by the fact that many religions from very different areas of the world seemed to have more similarities than differences, and in a time period where the world was a much larger place than what we see today. Core moral imperatives seemed to pervade from one place to the next, from one religious community to the next. At the core of these moral imperatives lay the emphasis on serving those in need and caring for our neighbour. Multifaith Housing Initiative was born out of the knowledge that all the world's great religions emphasize the moral responsibility of individuals towards one other. We were born to serve that responsibility. And we serve a membership that takes that responsibility very seriously.

***Our first responsibility – Serving the poor.*** This year the City of Ottawa shared the news that the waiting list for affordable housing has grown to over 10,000 households. Worse, the wait time for families with children living in city run shelters had increased from 88 days in December 2012 to 105 days by December 2014. While it is true that these numbers can be overwhelming, there is a much more productive way of seeing it. Imagine this whole homeless problem like a big boulder. If everyone picked up their chisel and just started working away at their little piece we could, collectively, destroy that boulder. And that is what MHI, together with you, our membership, is doing. We have started construction on our Haven community of 98 units that will house up to 400 people. Families with children will have a great neighbourhood, surrounded by good schools and sports programs for them to join. All of our residents will have access to city transportation and community space. It is what we all look for in a home and in a neighbourhood. That is what we are doing with our little chisel.

MHI has also furthered Veterans House, a project to house 40 homeless veterans living on the streets of Ottawa. Our timelines are on schedule to start construction on Veterans House as we complete construction on the Haven. The project will use a supportive "housing first" model which will help these individuals gain stable housing, and recover from health, mental health, or addiction-related issues. Veterans House will be the first time MHI has moved into supportive housing, and we are doing so by partnering with the experts in this area, Ottawa Salus, who will manage the supportive component of the project. There are other partners who will also be supporting this project, including Soldiers Helping Soldiers, Veterans Affairs Canada, The Royal Canadian Legion, and some very strong advocates MHI has found in City Councillor Jody Mitic, and MP Andrew Leslie, both Canadian veterans. Together we will create a safe place for veterans to recover, and improve their overall quality of life. It is a project with the potential to be a model that can be taken across the country, and really help end homelessness amongst veterans in Canada.

***Our second responsibility – Caring for our neighbour.*** In 2015, MHI counted 69 members from almost every faith group across the city. You are the groups who picked up your chisels and joined with us to work together in fellowship on this boulder of an issue – a lack of safe,

affordable places for people to live. MHI is a model of an interfaith community: living in an interfaith society, working together in harmony, recognizing and respecting our differences, and honouring our commonalities. As someone who very closely studied the tragic outcomes associated with the breakdown of societies, I cannot stress enough how important this aspect of MHI is. Moreover, it has impact because models can be replicated. This is what the world needs to see in religion - that we care for one another, and can work together as a community - to serve our community. These two aspects of MHI represent fully who we are, and what we do. We are communities building communities.

Clearly, 2015 has been an exciting year for MHI. One of expectation, holding our breath, and finally real-in-the-ground construction! Further, the office staff welcomed a new member. In addition to our Office Manager Michelle Robichaud, and our Community Engagement Manager Sahada Alolo, we now count Sheldon Leong as one of our family. Sheldon has taken on the huge task of Manager of Fund Development. It is his role to ensure that our capital campaign to raise \$1M for the Haven is successful. Please take a moment to introduce yourself to him if you have not had the pleasure of meeting him already.

Finally, as you read through this report, and think on all that we have accomplished together, know that we are who we are *because of your support*. We are only as strong as our membership makes us. And remember we are together in this. MHI is not asking you to watch us as we do affordable housing in our community. We are asking you to do it with us. This is your project that you are building to provide homes to those most in need in Ottawa. This is your community that emphasizes our pluralistic, and yet deeply interconnected world that you are building. This is how we work.

***First we pray for the homeless, and then we house them. That is how MHI works.***

Suzanne Le  
Executive Director



## **FINANCE COMMITTEE REPORT**

Elisha Ram – Chair & Board Treasurer  
James Ralston (Board Member) Suzanne Le, Executive Director (ex officio)  
Don Strange

2015 marked a significant improvement in MHI's financial performance, although the environment remains challenging. Throughout the year, the Committee focused its work on continued improvements to MHI's business model to make it more financially robust, while ensuring that the organization is well-positioned to support its expansion strategy, especially the development of the Haven.

The construction of the Haven represents a major change in activity for MHI, which acquired its existing properties through purchase rather than development. During the construction phase, MHI's monthly financial inflows and outflows will be much higher than the organization has been accustomed to. This means that MHI must have robust financial planning, monitoring and financing tools and frameworks to ensure that it can execute on a major construction project, without putting its existing operations at undue risk. The Committee worked throughout the year with the Development Committee, our bookkeeper and external auditor, and our project consultants to develop and put in place these tools, including detailed budgets, cash flow projections, and financial contingency plans.

In addition, the Committee supported MHI's continued engagement with the funders for Somerset Gardens, including the City of Ottawa, the Province of Ontario and the federal government, to help make this component of MHI's business more sustainable. These efforts successfully concluded with the receipt of significant additional financial resources during the year from our funders, which will enable MHI to fully pay off its mortgage on Somerset Gardens in 2016, with a remaining balance to support other priorities. The result will place Somerset Gardens on a financially sustainable footing and support MHI's overall financial health. The Committee would like to thank the staff of the City of Ottawa for their incredible efforts over the last two years to help MHI address this situation.

The Committee members also extend their warmest thanks to Don Melick for his many years of tremendous service to the Finance Committee and to MHI as a whole as Board member and Treasurer.

MHI critically depends on its properties to generate positive revenue streams, to support its program and overhead costs. In this regard, 2015 saw continued strong performance, with the buildings generating total net rental income of \$141,704, compared to \$115,442 in 2014, an improvement of over 20 per cent.

As per the audited financial statements, revenues for 2015 were \$649,570, and expenses were \$617,204, for a total gain for the year of \$32,366. This compares to a shortfall of \$27,377 for 2014. Note that these figures do not include amortization.

As at October 31, 2015, MHI had cash balances of \$516,604, up from \$316,950 at the same point in 2014. However, this includes the resources in MHI's capital campaign, which will ultimately be used to support the acquisition of new units.

## **MEMBERSHIP AND OUTREACH COMMITTEE REPORT**

Stéphane Lessard (Chair)  
Penny Annand (Secretary) Jasmine Lessard  
Ally Bilenkey Christina Lewis  
Fred Demaray Patrick Marleau  
Tyler Hearty Gay Richardson  
Fran Klodowsky Sahada Alolo  
Manu Khemani

This past year was a successful year for the Membership and Outreach Committee (MOC). Its membership was renewed. Several outreach activities took place, including some to new faith groups. This contributed to raising the overall MHI membership to 69 faith communities and faith-based organizations, a new high!

### **MOC MEMBERSHIP**

Some members stepped down from the MOC in 2015: Gulwant Bajwa, Leevie Hart, Andrea Spraakman, Nighat Sayeed and Waj Mian. A priority for 2016 is to identify new representatives of the Muslim community to continue the excellent work of Nighat and Waj, and recruit members from other faith traditions, if possible.

### **MEMBERSHIP OF MHI**

MHI membership reached 69 faith communities as of December 2015, representing Christian, Hindu, Jewish, Muslim, and Unitarian communities. This progress is due in part to active outreach by MOC members, as well as to the efforts of Sahada Alolo, MHI Manager of Community Engagement, who took on additional responsibilities for membership and outreach in 2015.

### **OUTREACH**

MOC members visited several faith communities to raise awareness of MHI, the importance of affordable housing, deepen the connection to existing member communities, and recruit new members. For example:

- Sahada Alolo and Stéphane Lessard attended a parish BBQ and social justice fair at Kanata United Church in July 2015.
- MOC members and the MHI Executive Director met with a representative of the Ismaili Council for Ottawa, to establish stronger links with this community.
- Gay Richardson set up an information table at the Anglican Diocesan Synod, held on Oct. 30-31, 2015 at St. Elias.
- Waj Mian, Nighat Sayeed, Sahada Alolo and Maha Sakka collaborated with MHI Patron Imam Jebara to raise awareness of MHI during Ramadan.

- Fran Klodawsky has been setting the stage for further engagement with the Jewish community through an information campaign. The first element was an article about MHI and its Jewish connections in the Oct 12 edition of the Ottawa Jewish Bulletin.

In addition, MOC continued its efforts to reach out to Ottawa's youth. Jasmine Lessard contacted some schools and was able to promote strong participation from St. Francis-Xavier High School at the Tulipathon, MHI's annual fundraiser on May 3, 2015. Youth outreach will continue to be a high priority for MOC in 2016.

## **SUPPORT TO FUNDRAISING**



MOC was also active in promoting MHI's fundraising objectives. The Committee promoted the Tulipathon, which took place along the Rideau Canal and helped raise almost \$27,000 to provide rent subsidies for MHI tenants. MOC also encouraged member faith communities to hold events to raise funds for, and increase awareness of MHI and affordable housing. To this end, the Knights of Columbus and Catholic Women's League chapters of St. Leonard Parish in Manotick held a Trivia Night and Chili Dinner on November 21, 2015. The events raised over \$2,400 for MHI, including a \$400 contribution from Emma McNicholl, a young parishioner who is passionate about social justice and housing for the homeless.

## **MHI PATRONS**

One of MOC's responsibilities is to recommend individuals to the Board who may become Patrons of MHI. In 2015, the Board approved four new Patrons: Wendy James for the Baha'i community, Rev. David Sherwin for the United Church, Sheikh Mumtaz Ali for the Shia Muslim community, and Rabbi Liz Bolton for Ottawa's Reconstructionist Jewish community. Also, in 2015, MOC maintained regular contact with Patrons, to ensure their effective engagement in, and guidance to, MHI activities. Rev. Fred Demaray, our Patron from the Baptist Church, coordinated ongoing email communications with Patrons to ensure awareness of key events. Fred also organized three afternoon coffee hours with Patrons to discuss key issues and to provide opportunity for our Patrons to share together.

## **LOOKING FORWARD**

As we look to a new and exciting year in 2016, the Chair wishes to thank all members of the Committee for their efforts, including Penny Annand and Sahada Alolo for their leadership on membership renewal and recruitment, and Andrea Spraakman for keeping the records of our discussions. We were also very proud of Penny for receiving the Gay Richardson Volunteer Award for her outstanding commitment to MHI at the Annual General Meeting on March 22, 2015.

## **NATIONAL HOUSING DAY CELEBRATIONS 2015**

The MHI-led National Housing Day (NHD) celebrations took place at the Centrepointe Theatre Studio on November 15, 2015. Once again, the event was in two parts: a multifaith prayer service and a reception.

### **Prayer Service**

This year, because the Council Chambers at City Hall are no longer available for events such as ours, the venue was moved to the Centrepointe Studio Theatre in Ben Franklin Place. With a new space to work in, the planning committee for the prayer service, under the leadership of Rabbi Liz Bolton, considered some changes in format for the service. The theme of the day was “Providing Haven” with a focus on the new Longfields Project. There was a greater attempt at audience participation, a direction that will be pursued even more in the future. A song, “Building Haven” was written for the event and sung by everyone to the tune of “I’ve Been Working on the Railroad.” Patrons from Roman Catholic, Muslim, Jewish, Baha’i, Hindu and Protestant traditions each shared from their faith perspective on the importance of providing haven. Suzanne Le, MHI Executive Director, further reflected on the topic as keynote speaker, and Barbara Levine, MHI Board Member, gave an update on the new project, to be called The Haven, in the Longfields area of Barrhaven. The new format met with good reviews from all in attendance. Watch for even more new developments at the next celebration.

### **Reception**

Penny Annand, Andrea Spraakman and Jill Corley (from the Tenants Relations Team) organized the Reception at a new venue, the Centrepointe Studio Theatre lobby. Thanks to support from the efficient Centrepointe staff, we were able to hold another enjoyable get-together allowing participants to meet and discuss their shared interest in affordable housing and MHI.

We repeated the style as last year, building on the “Providing Haven” theme. Jill designed a winter wonderland snowflakes on the windows, silver branch arrangements, and lighted snow globes on the tables, featuring tiny houses echoing the theme. MHI volunteers answered the call for food donations; the popular non-alcoholic punch was again a hit. Attendees helped defray costs with their free-will donations. MOC has gathered feedback for future planning.

Heartfelt thanks go to Penny for leading the organization, to Andrea for her management of setup and takedown, and to Jill for her wonderful décor. As ever, the support from MHI volunteers and friends, office staff, and the students from Cordova Academy was very much appreciated.

## **HOUSING MANAGEMENT COMMITTEE REPORT**

Brian Kinsley (Chair) / Lori Simpson — Manager, LSM Services (Vice Chair)

Bernard Benoit Yvonne Ashby, Tenant Administration, LSM

Danielle Dugas (Secretary) Geoff Lee, Maintenance/Capital Projects, LSM

Fraser MacIsaac Suzanne Le, Executive Director (ex officio)

### **PLANNING**

In January, the Housing Management Committee held a planning session to establish key priorities and goals for 2015. These key priorities included:

- Complete unit inspections for capital planning
- Upgrade fire safety equipment
- Replace roof at Kent House
- Finish window replacements at Blake House (Brighter Tomorrows)
- Remove stairwell carpets at Blake House
- Set up planter boxes at Blake House

The priorities set out by the committee helped MHI finish some long-standing projects and take on new projects to maintain or improve its housing stock.

### **UNIT INSPECTIONS & CAPITAL PLANNING**

Unit inspections at all three properties (Kent House, Blake House, Somerset Gardens) were completed and the results were distilled for planning purposes. The findings will provide the HM Committee with direction in allocating funds in a prescriptive and preventative manner with regard to the capital items replacement. The study will allow for sensible, predictable planning and action. Budgeting will be fashioned with insight and confidence instead of on an ad hoc basis. Immediately following the initial review of the inspections, a preventative maintenance calendar was devised for all three properties. In addition, a tenant handout of maintenance responsibilities was also generated in part due to the inspections. Since MHI depends heavily on grant funding to sustain its housing stock, the knowledge obtained from the inspections will provide sound direction when applications are submitted to granting foundations for renovations and improvements.

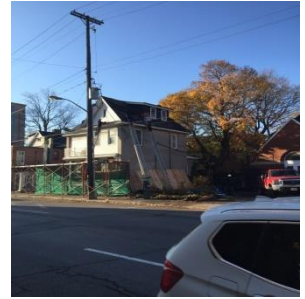
### **FIRE SAFETY – KENT & BLAKE**

Blake House and Kent House received their annual fire alarm safety system checks. 2015 saw a significant decrease in deficiencies. This translated into a marked decrease in costs associated with follow-up remediation. This long-awaited piece of good news came about after several years of persistent effort to address deficiencies in fire safety systems at both of these properties and ensure the two addresses were up to current fire safety code standards.

## KENT GETS A NEW ROOF

Kent House was in dire need of a new shingle roof. The old roof that had held up for many years had deteriorated to the point that the issue could no longer be ignored.

The shingles needed to be replaced. With much of the attention being focused on Blake House in the last few years, Kent was thrust into the spotlight in the fall and work on the Kent roof finally became a reality. Sky High Roofing was contracted to replace the old shingles in addition to the metal valleys and flashing. The project was completed in short order without any delays or significant challenges. The great fall weather was a blessing. The assistance of Kent's neighbour, St. Barnabas Parish, was greatly appreciated, as the roofing crew fully occupied their parking lot for an entire day.

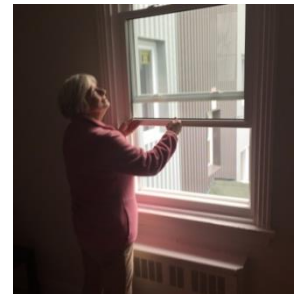


## STILL MORE WINDOWS!

Thanks to yet another successful grant application, The United Way & Ottawa Hydro provided the funding through the Brighter Tomorrows grant to MHI to finish a long-standing project. The remaining fifty windows at Blake were finally replaced! A project that spanned three years had come to an end. In the fall, Comfort King was contracted to exchange the last of the old windows at 376 and 380 Blake for new units.



These windows provide tenants with increased security and are easier to operate than the old ones. The new units also have better seals which will cut down on drafts and reduce heating costs for MHI. To see the United Way video produced onsite at Blake House on the window project and MHI's energy saving efforts visit: <https://www.youtube.com/watch?v=o265Ko7T4KQ>.



## BLAKE CARPETS



Due to a successive set of floods at the end of the year at Blake House, alternative methods of completing maintenance work is being explored as precious funds were depleted to attend to the clean ups and repairs. The carpet dismantling at Blake is overdue. The front and back stairwell carpets at Blake have reached the end of their lives. Once again volunteer effort will be sought to tackle this formidable task. In 2016, renewed effort will be dedicated toward finding creative methods of engaging volunteers to complete this important work.

## PROPERTY MAINTENANCE TEAM

The Property Maintenance Team (PMT), a small band of highly motivated volunteers, continued to be invaluable to MHI. In 2015, PMT logged roughly 1400 volunteers hours in numerous projects large and small. PMT's four regular volunteers had a very good year: overall nine apartments were ready on time for new tenants, and the community gardens were rebuilt at Blake House. At Kent House, a new kitchen was installed, along with eavestroughing in the rear exterior of the building, while the entrance stairs, walls, banisters and doors were refreshed with new paint; and storage spaces were tidied.

### **New Kitchen**

Volunteer engagement was instrumental in providing apartment #3 at Kent House with a "nearly new" kitchen. Volunteer extraordinaire and MHI founding member Brian Kinsley obtained a beautiful kitchen set and further volunteer effort was used to assemble the cupboards and cabinets. Over many days in the summer the kitchen took shape, as the old set of kitchen cabinetry was disposed of and the new pieces set in place. A contractor was used in the final stages to finish some of the installation. The residents were overjoyed with the dramatic facelift.



### **Eavestroughing**

An important project this past summer was the issue of water pooling at the back of Kent House. The large water accumulation after rainfalls was a concern since the levels would often reach the lip of the back door – the entrance to apartment #3. Flooding of the unit had become a reality. In the colder months any water pooling leftover from the fall, or created during occasional thaws during winter, would turn the back alley into a large ice patch. This was a dangerous predicament for tenants exiting apartment #3 or tenants using the back fire escape for emergencies. Several volunteers were recruited to install new eavestroughing to divert water safely away from this area and ensure any chance of injury was eliminated.

### **Landscaping at Blake**

The large garden boxes that had to be dismantled for the siding installation at Blake House were re-assembled for tenant use during the summer by MHI's impeccable team of outstanding volunteers. Positioned closer to the two utility sheds at the back of 372 Blake, two smaller planter boxes were constructed from the salvaged wood of the former boxes situated at the back of 376 Blake. The boxes were filled with black earth and painted anew. The utility sheds also received a fresh coat of paint and a picnic table was assembled near the planters. The completion of these two latter jobs was also the result of volunteer effort. The tenants at Blake now enjoy quality time at the back of the property thanks to these individuals who donate



hundreds of hours of their time toward the betterment of MHI's properties. These dedicated volunteers reliably tend from the biggest to the smallest of jobs on an ongoing basis. Another volunteer-driven project has changed the life of all residents at Blake House. Previously inaccessible to most tenants, the large garbage bin at the back of 380 Blake was too high for most residents and they were not able to drop their garbage into the bin. Bags of garbage were left at the side of the bin and animals would often rip apart the bags, leaving an un slightly mess. A request was sent out to the volunteer team, and immediately a small, yet sturdy, set of wooden steps was assembled. At once a palpable sigh of relief permeated the building as everyone could now conveniently dispose of their garbage in a responsible manner. Volunteers are integral to the upkeep of MHI's properties...in the biggest and smallest of ways!



### **TENANT RELATIONS TEAM**

SahadaAlolo — Chair  
Carolyn Ames    Anita Latour  
Heather Campbell    Mavis Mason  
Jill Corley    Elizabeth Morgan  
Suzanne Desmaris — Representative to VCSC    Amanda Ramsay  
Ed Ellis    Sue Taylor  
Jason Fernando    Kimberly Walker — Board Representative  
Sara Harris    Rosemary Williams

The Tenant Relations Team (TRT) works closely with Housing Management Committee and MHI tenants at all three properties. TRT volunteers work to foster a sense of community within each property and provide connections to the Ottawa community as a whole. The TRT is unique to MHI and our volunteers bring a wide range of expertise from a number of diverse fields. The TRT has focused on growth and communication in the past year. There are many challenges in trying to keep tenants and volunteers informed, and TRT continues to work with MHI and LSM staff on communications.

In 2015, TRT saw a number of changes in our membership and roles within the team. We welcomed new volunteers Jill Corley and Suzanne Desmarais, who is also representing TRT at the Vanier Community Service Center (VCSC). Jason Fernando, Anita Latour, and Amanda Ramsay have also become valued members of the TRT team this year. However, along with welcomes, there are also good-byes, and we would like to thank and acknowledge Sara Harris, Andrea Nelson, and our former chair Heather Campbell, who gave freely of their time and talents both to the TRT and to the tenants of MHI.

Somerset Gardens' residents are now meeting on a monthly basis, rather than weekly. A summer event for tenants was held in the sunroom and a winter holiday gathering was hosted by Sue Taylor.

Blake House held three events this year. The first was a “spring fling” BBQ in May, which a number of Board members attended. Vanier Community Service Centre provided BBQ essentials, while numerous tenants and volunteers, including Sara Harris and her father, did the work needed for a successful event. The traditional end of summer BBQ in September was again sponsored by our community partner VCSC, who shared their community services guidebook with those in attendance. This also provided an opportunity to invite the neighbours on Blake Boulevard, in the spirit of building local connections. Children were able to have their face painted, have balloon animals made for them and play games with their friends and neighbours. The event was attended by 50 people, who seemed reluctant to have a nice



evening end, which was a very nice compliment. The winter holiday event was held on a weeknight, which boosted the turn out. New tenants were able to meet their neighbours and members of the TRT while sharing desserts.

Throughout the year the TRT has continued to seek out relationships with community partners. TRT has long had wonderful support from the VCSC and is now adding the Ottawa Senators Foundation to the roster. The “Sens” Foundation

generously donated free hockey tickets for tenants and volunteers to attend home games throughout the season. This has been an excellent opportunity to engage with tenants and offer a great experience.

We would like to extend our thanks to those who continue to support the work of TRT as we provide support to MHI tenants. Yvonne Ashby of LSM, who joined in 2014 as Housing Manager, continues to support the work of TRT with her enthusiasm, professionalism and kindness. We are thankful and appreciate the efforts of our Manager of Volunteers, Sahada Aolo, to find volunteers so that we can continue to provide one-on-one support to all MHI tenants. Sahada was also kind enough to temporarily fill the role of chair. In addition, we would like to thank Jean-Michel Rousseau of the Vanier Community Services Centre for his generous support!

We have received donations from a number of individuals, faith communities and organizations, private businesses and charitable organizations and we want to thank everyone for their on-going support of our work and MHI’s tenants. We look forward to a productive and blessed 2016.

## **DEVELOPMENT COMMITTEE REPORT**

Barbara Levine – Chair and Board Representative

Mouna Alshaban    Brian Kinsley

Jean-Pierre Baribeau    Bruce Marshall

Kathy Bergquist    Gary Martin (until August 2015)

Werner Daechsel    Mike Ward

Sue Evans (until September 2015)    Suzanne Le, Executive Director (ex officio)

### **PRIORITIES FOR DEVELOPMENT COMMITTEE 2015**

As in the previous year, the priorities for the Development Committee (DC) were:

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

Thanks to a committed and energetic group of talented and experienced volunteers, the Development Committee worked hard to achieve both these priorities. The Haven and Veterans House projects occupied the bulk of our attention and effort. While the timeline for both these projects is longer than we would have imagined when we started, the two projects together, when fully occupied, have the potential of over quadrupling the number of affordable housing units owned and managed by MHI (from 41 to 179 units) and more than the number of individuals housed by MHI (from approximately 100 to over 400).

While ensuring due diligence throughout the detailed planning and construction start-up phases of The Haven, the DC has also supported the Executive Director in developing the strategy for financing the project, including extensive negotiations with Infrastructure Ontario for a thirty-year mortgage for the Haven.

### **THE HAVEN AT LONGFIELDS**

Without question, the Committee’s focus in the past year was moving the Haven project from Concept through the Detailed Design and Approvals process to the start of construction. We would never have predicted that the process would take so long, be so arduous, so test our resolve and patience, challenge our skills and provide so many opportunities for new learning and growth.....as individuals and as an organization.

The real work for the committee began once the City of Ottawa awarded MHI the funds for the project. Under the authority of the Board and guided by Barry J. Hobin Architects and Cahdco (our partners for the initial proposal), the DC oversaw the hiring of the builder and numerous contractors, commissioned special studies (on topics as diverse as noise, sustainability and accessibility), reviewed tenders and budgets, and participated in regular integrated design and value engineering meetings. A detailed site plan was submitted to the City’s Planning Committee on schedule in July, and despite several delays both with respect to planning and

financing, construction began at the site in late September, approximately one month behind our original schedule.

Undertaking a construction project of this magnitude meant MHI would be embarking upon a completely new set of activities. The DC was aware that MHI's policies and procedures had to be strengthened to ensure careful financial management and contract administration during construction and beyond, and helped to draft the Financial Management and Oversight Plan and the Finance and Procurement Policy.

### **VETERANS HOUSE**

Development Committee's other focus was to take the concept of a Veterans House for homeless veterans on the former Rockcliffe Airbase and, working closely with a diverse group of partners, turn it into reality. This initiative is quite different in the challenges it poses to MHI and its supporters, as there is no dedicated source of public funding for the project. However, the need is great and MHI is resolved to make it happen.

In late 2014, MHI secured seed funding from CMHC which enabled us to hire an architect and create an initial conceptual rendering of the building. MHI has also confirmed a first significant donation to the project through True Patriot Love.

The greatest obstacle this year, besides finances, has been the political process – once the federal election was called in late August, our efforts to identify and procure a suitable piece of land via the government's SFRPHI program had to be put on hold. Post-election, the process has resumed. However, the hiatus permitted MHI to strengthen relationships with existing partners and identify some new and very important supporters.

Next steps will be to:

- secure a suitable piece of land;
- collaborate with veterans' organizations to further refine the concept;
- identify the physical, social and psychological characteristics of the supports veterans need,
- develop a financially sustainable model for the House, and
- fundraise to fill the financial gap.

Our thanks go to a number of organizations working with us to make this dream a reality, including: Canada Lands Corporation, Cadhco, Ottawa Salus, The Royal Canadian Legion, Soldiers Helping Soldiers, and True Patriot Love.

### **WORKING FOR COLLECTIVE IMPACT**

MHI has never seen its role as exclusively that of a landlord, nor (as of last year) as a property developer. We have always believed that part of our role is to raise awareness about the lack of affordable housing in the city, to provide advice to faith communities who wish to develop a housing program themselves, and to help create alternative solutions and financing

mechanisms in support of affordable rental housing. A stronger sector can help bring more attention and resources to solving the problem of homelessness.

As part of this mandate, MHI volunteers, including several members of the Development Committee and MHI staff, attended various meetings and workshops over the year, exploring ways collectively to “Broaden the Base” of support for safe, secure and affordable housing. This initiative is led by the Alliance to End Homelessness Ottawa. We have also been happy to share lessons learned with other organizations intent on developing their own proposals and housing initiatives.



## FUNDRAISING COMMITTEE

J. Hugh O'Donnell – Chair  
Mike Ward – Board Representative    Maha Sakka  
Stephane Lessard – Board Representative    Suzanne Le (ex-officio)  
Harpal Buttar – Board Representative    Sheldon Leong – Manager of Fund Development  
Nitya Varma

On the heels of the successful *A Place to Call Home* fundraising campaign, in 2015, MHI began its fundraising efforts to raise the additional \$1 million necessary for the completion of the Haven. The strategic campaign plan was completed by Susan Doyle of SD Coaching and was presented at a special meeting of the Board of Directors on Sunday, April 19th. The presentation outlined the strategies and resources needed for a successful campaign, and identified some challenges and the steps to overcome them. While the campaign plan was completed, the implementation of the plan was delayed due to the departure of Maha Sakka, the Campaign Manager, in July 2015.

With assistance from SD Coaching, we began the hiring process for Maha's replacement in July and we were pleased to welcome Sheldon Leong as the new Manager of Fund Development in September.

Soon after Sheldon joined the team, we reconvened our monthly Fundraising Committee meeting in October, which included several new members (Stephane Lessard, Harpal Buttar and Nitya Varma), and began to identify the crucial steps for the next 100 days. This included, but was not limited to, developing a fundraising plan for the duration of the Haven Capital Campaign, establishing a Campaign Cabinet to assist in major gift fundraising and preparing the Case for Support and all other documents.

During the last quarter of the year, major donors were asked to renew their support and Board members were invited to make their own financial commitment to support the campaign. At the end of 2015, we have raised over 10 percent of our \$1 million goal and we have just started! We are excited to begin working with the Campaign Cabinet, as well as publicly launch the campaign at the AGM in April 2016.

As we continue to raise the profile of the Haven and reach out to our members and the community-at-large for funding support, we will keep you updated on our progress and will be posting significant announcements on our website and social media so that we can all share in our success.

## **TULIPATHON TEAM**

Monia Mazigh (Chair)  
Fatima Bah    Naima Sidow  
Ayan Dualeh    Leila Sieg  
Ria Heynan    Rehana Qureshi  
Patrick Marleau    Nazira Tareen  
Aminata Brah Moumouni    Sahada Alolo, Manager of Volunteers, MHI

As a chairperson of the Tulipathon 2015, I worked with dedicated volunteers and with Multifaith Housing Initiative (MHI) representatives to make the event successful – and it was! The Tulipathon 2015 was a huge success on three different levels: organization, attendance and fundraising.

Our committee started meeting in January 2015 and we planned out the Tulipathon in detail: the location, the number of volunteers that would be needed, the amount of snacks needed and how to distribute them, the family activities, the certificates to be handed to our participants, and the guest speakers to be invited.

On May 3<sup>rd</sup>, everyone was ready for the Tulipathon. We gathered at Dow's Lake near the water, but not far from the path. Our volunteers helped all the walkers find their way to our station to register and then to the start of the walking route. Several faith groups from the Christian, Muslim, Jewish, Baha'i, Unitarian, and other emerging communities showed up carrying signs and banners in their hands. Our registration booth was swamped by a passionate crowd eager to register. We were so excited to see the long line of people waiting to register for the walk and to turn in their pledge forms for the fundraiser.

Mayor Jim Watson, an Honorary Patron and supporter of MHI, came to the Tulipathon event, and spoke to the assembled walkers. A short universal prayer was recited by Father Jacques Kabangu, and then Gay Richardson addressed the crowd on behalf of Hugh O'Donnell, MHI Board President, who could not be at the event.

The happy walkers were reminded to come back to the starting point so they could enjoy some additional activities. Delicious snacks were available and participants received beautiful certificates with their names written by a special calligrapher. Many people stopped by and had their hands decorated with henna or had their faces painted.

The 2015 Tulipathon was able to raise \$26,929.70. This money is going to an important cause for our community – affordable housing.

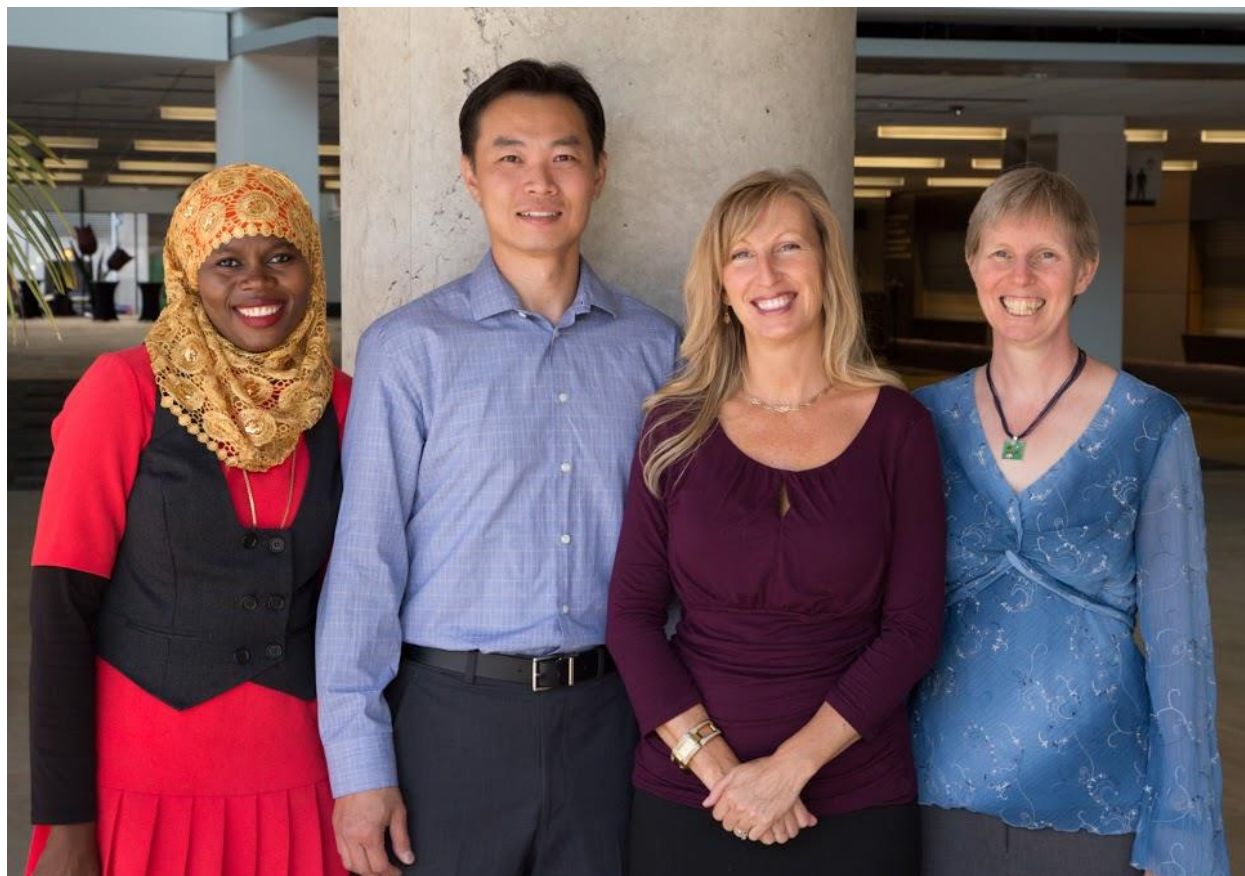
## HUMAN RESOURCES COMMITTEE

Phyllis MacRae (Chair)

Rachida Youmouri Suzanne Le (ex-officio)

In 2015, the HR Committee oversaw two projects: the hiring process for a new staff member and policy development. The result of MHI's search for a new staff member was the hiring of Sheldon Leong, our Manager of Fund Development. Sheldon is supporting the work of the Board and its committees in carrying our major fundraising campaign for the Haven in 2016-2017, and will work on our future campaign to support Veterans House.

The 2015 policy work broadly focused on risk mitigation. Suzanne Le drafted the new policies on Violence and Harassment in the Workplace and the Code of Conduct for Employees, which the HR Committee reviewed. The HR Committee then revised the policies for clarity, and made suggestions for changes including additional sections for more robust guidance. The new policies were approved by the Board.





## COMMUNICATIONS COMMITTEE

Kim Walker (Chair)

Alex Anderson    Lauren Kupferschmid

Stacy Corneau    Michelle Robichaud, Office Manager, MHI

Elizabeth Donovan    Suzanne Le (ex-officio)

In June 2015, MHI launched a Communications Committee. Its first project was to begin the development of a strategic communications plan for MHI with the vision and direction for the organization clearly laid out, and to provide all committees, but particularly the Membership and Outreach and Fundraising Committees, with one unified point of reference for their work. This plan seeks to improve coordination across MHI and our members, and to raise awareness in the community about MHI and our activities, and the need for affordable housing in the City of Ottawa.

The next project was a redesign of the MHI logo. The committee consulted several graphic designers and evaluated multiple iterations of four options. After careful review, the selection was presented to the Board for approval and the new logo was implemented in the fall of 2015.

The Cycling Cleric Challenge (CCC) in October offered a first opportunity to reach out to local media outlets with MHI messaging. CFRA talk radio, Ottawa Citizen and CTV all ran at least one piece on the CCC and MHI.

Following this, the committee commissioned an overhaul of the website to update and expand the content, attract and inform site visitors, as well as showcase new projects – The Haven and Veterans House – under the new logo. Estimates were obtained for a variety of website options and their hosts which offered the greatest value for money and would allow MHI to maintain administration rights. The website was up and running by November 2015 with editing continuing through the end of the year.

In addition to these projects, the committee also began to renew and refresh the *From the Rooftops* newsletter, by bringing all of the MHI family into the spotlight. *From the Rooftops* will showcase both events and MHI people, including our volunteers, tenants, faith community members, patrons, donors, and staff.

In the coming year, the Communications Committee intends to further develop MHI's community exposure through different initiatives, including establishing relationships with the editorial boards and journalists of local news outlets. MHI is on track to surpass its 7-year goal of 82 housing units (instead, we will have 139 units!) and to implement it in just three years, and it will be the role of the Communications Committee to ensure that this dedication and achievement is communicated throughout the MHI community and beyond.

## **Appendix A**

### **MULTIFAITH HOUSING INITIATIVE 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 focused 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 were amended to allow the purchase of housing to be rented to people with low incomes, and the Canada Revenue Agency approved this change early in 2005.

## Appendix B

# MINUTES FOR THE ANNUAL GENERAL MEETING 2015

Minutes of the Thirteenth Annual General Meeting

## MULTIFAITH HOUSING INITIATIVE

First Unitarian Church, 30 Cleary Ave.

March 22, 2015, 3:00 to 4:45

**PRESENT:** See Attachment 1.

**WELCOME and INTRODUCTIONS:** Hugh O'Donnell (Board President and Chair of the meeting) welcomed all present to the 13<sup>th</sup> AGM of MHI, including the following Patrons: Rev. John Marsh (the host congregation); Rev. David Sherwin, Imam Metwally, Rabbi Steven Garten, Nitya Varma, Rev. Jacques Kabangu, Rev. Fred Demaray, and Imam Jebara. He noted that Patron Anne Squire sent her regrets. Hugh thanked First Unitarian Congregation for hosting the AGM.

**OPENING PRAYERS:** Prayers were offered by patrons representing five faith traditions: Rev. John Marsh (Unitarian); Rev. David Sherwin (Christian), Imam Metwally (Muslim), Rabbi Steven Garten (Jewish), Nitya Varma (Hindu).

**APPROVAL of the AGENDA: MOTION:** Moved by Nitya Varma, seconded by Fran Klodawsky that the agenda be approved. Carried.

**APPROVAL of the MINUTES of the 12<sup>th</sup> Annual General Meeting of March 23, 2014** (p.27 of Annual Report): **MOTION:** Moved by WajMian, seconded by Bruce Marshall that the Minutes of the 12<sup>th</sup> Annual General Meeting of MHI held on March 23, 2014 be approved. Carried.

### PRESIDENT'S REPORT

Hugh O'Donnell provided a brief summary of MHI's accomplishments over the past year, highlighting the following from the Annual Report:

- 63 faith communities and faith-based organizations joined MHI last year.
- MHI's first fund raising campaign "A Place to Call Home" raised over \$500K, with particular thanks to King's Daughters and Sons and Mayor Jim Watson, MHI's Honorary Patron for the campaign.
- MHI won the Action Ottawa Request for Proposals to build 98 units of housing in Barrhaven. MHI will be assisted by CAHDCO and Hobin and by 2017 will have 140 units of housing, considerably more than its strategic plan goal of doubling its number of units, presently 41.
- Grants assisted major renovations at Blake.
- While the Tulipathon was rained out, a considerable amount was still raised, with First Unitarian winning the Dr. Farook Tareen Award for the most money raised by a faith community.

Hugh thanked the following:

- LSM, our property management company, including Lori Simpson, Geoff Lee and Yvonne Ashby.
- The leadership teams for the Tulipathon and National Housing Day.
- MHI staff: Suzanne Le (Executive Director), Michelle Robichaud (Office Administrator) and SahadaAlolo (Manager of Volunteers) as well as the over 80 volunteers.
- MHI Board and Executive Committee.
- Kim Walker and Michelle Robichaud for preparing the Annual Report.

### **EXECUTIVE DIRECTOR'S REPORT**

Suzanne Le noted that MHI began last year in anticipation of purchasing an existing apartment building and then the opportunity to apply for city funding under Action Ottawa arose. As well, work on Veterans House has begun. It has been a very exciting year. Thanks to the hard work of Ellie Topp, we are launching the MHI cookbook today. Suzanne highlighted our goals for the new community at Longfields: that it would become an interfaith model for building a community living in harmony. Suzanne noted that it is not just staff who are responsible for MHI's accomplishments but all our volunteers and faith communities who support us.

### **TREASURER'S REPORT**

Elisha Ram provided a brief summary:

- MHI is a small not-for-profit that relies on the efforts of both staff and volunteers.
- Particular thanks to the Finance Committee.
- MHI ended the year with a \$27K loss.
- Our goal is sustainability and the following will contribute to this:
  - The mortgage for Kent was paid off, using funds from the capital campaign, which reduces the current operating costs for Kent. Kent will be re-mortgaged when the capital campaign funds are required.
  - City of Ottawa has proposed a solution to address the operating loss at Somerset Gardens (largely due to increased condo fees). This should be resolved shortly.
  - The new development at Longfields will provide the necessary economies of scale to improve the viability of operations.
  - This coming year we are anticipating a small surplus of \$5K and are confident that this will be achieved.

### **AUDITOR'S REPORT**

Elisha Ram introduced our auditor, Hedra Saparno, of Collins Barrow, and thanked him. Our auditor stated that, based on the tests carried out, he was satisfied that proper controls are in place, that our books accurately present our financial results for November 1, 2013 to October 31, 2014, and that there are no material misstatements. Elisha Ram thanked Hedra Saparno.

**MOTION:** Moved by Elisha Ram, seconded by Mike Ward that the Auditor's Report be accepted.  
Carried.

**MOTION:** Moved by Elisha Ram, seconded by Waj Mian that Collins Barrow be re-appointed as our auditor for 2015. Carried.

## **COMMITTEE REPORTS**

Hugh O'Donnell asked if there were any questions or comments on the following committee reports in the Annual Report: Membership and Outreach (chaired by Stéphane Lessard); Finance (chaired by Elisha Ram); Housing Management (chaired by Lori Simpson) with Property Maintenance Team (chaired by Danielle Dugas) and Tenant Relations Team (chaired by Heather Campbell); Development (chaired by Barbara Levine); Fund Raising (chaired by Hugh O'Donnell); Tulipathon Team (chaired by Monia Mazigh). There were no comments or questions from the floor.

## **DEVELOPMENT COMMITTEE SPECIAL PRESENTATION**

**Longfields Development:** Board Vice-President and Longfields team member, Mike Ward, outlined how the year had started with no success in purchasing an existing building to provide additional housing and how the pendulum had swung to now be engaged with a major development in Barrhaven (Longfields) working with CAHDCO and Barry Hobin Architects. He briefly described the Longfields project. Longfields team member, Mouna Alshaban, described the vision for the community that will be created: internal cohesion and neighbourliness; links to the broader community; lots of green space; support for all individuals and families. The goal is to be a model for future developments.

**Veterans House:** Board Member and Veterans House team member, Bruce Marshall, gave a slide presentation showing the movement from initial discussions with Canada Lands Company regarding the development of the Rockcliffe Air Base to a firm proposal to provide housing for homeless veterans with the support of many organizations with an interest in veterans. He noted that the organization, Soldiers Helping Soldiers, estimates that there are over 140 homeless veterans in Ottawa.

## **FUNDRAISING REPORT AND COOKBOOK LAUNCH**

Maha Sakka, the newly-hired MHI fund raising manager, began with her personal story of homelessness, saying that is why she is so passionate about MHI's mission. She summarized the results of the fund raising campaign "A Place to Call Home" launched in 2013 under the leadership of Micah Garten, MHI's former fund raising manager. The goal of \$500,000 has been exceeded through collective effort. She said that the Longfields project will require that an additional \$1 million be raised.

Ellie Topp, the MHI cookbook compiler and editor, spoke about "Gather Around the Table: Recipes for Meals to Share". It contains a large variety of international recipes provided by members and friends as well as several well-known cooks. Ellie received 150 recipes and 100 are in the cookbook, all of which were tested by Ellie and edited to ensure the instructions were clear. There are photos of MHI activities

throughout. Cost is \$20 with \$12 going to MHI. If all 2,000 are sold, MHI will receive \$24,000. Ellie noted that samples from the cookbook are being served at the reception.

### **SPECIAL PRESENTATION FROM KING'S DAUGHTERS AND SONS (KDS)**

Hugh O'Donnell provided a brief background regarding the origin of KDS, an international ecumenical group founded over 100 years ago, focused on assistance to those in need in many areas of society. Walter Davidson, President of the Ottawa City Union (OCU) of KDS described particular initiatives in the Ottawa area, noting especially the seniors apartment that it owns on Cambridge Ave. He explained that KDS is now looking at the possibility of building a second apartment building on vacant land next to the current apartment and including health care services under the leadership of Carefor to allow people to age in place. Walter Davidson and Pat Fisher, President of the Board of the KDS Apartments, presented a large Styrofoam cheque for \$200,000 to MHI in support of the Longfields project. Pat noted that KDS and MHI have similar goals and expressed her hope that they are planting seeds for the future.

**MOTION:** Moved by Fred Demaray, seconded by Rick Trites that the Committee Reports be accepted. Carried.

### **GUEST SPEAKER – LISA KER OF OTTAWA SALUS**

Suzanne Le introduced Lisa Ker, noting the connections that have been established between MHI and Salus over the past year, particularly related to their partnership with MHI in Veterans House. Lisa provided background regarding the evolution of Ottawa Salus from a very small organization in the late 70s to one with 13 buildings and 85 staff today. She emphasized that stability in housing is critical if people are to live independently and with dignity. Thousands of people need a home. She stressed the importance of MHI's grassroots identity with faith communities and noted MHI's role-modelling as champions for a different world - one of hope, peace and stability. Board member, WajMian, thanked Lisa and presented her with flowers.

### **HONOURING MEMBERS**

Hugh O'Donnell presented Fred Demaray with a plaque recognizing his four years (2011-2015) as an MHI Board member. In particular, Fred was active on the Membership and Outreach Committee (MOC) and led the organization of the National Housing Day Prayer Service (as co-chair for one year with Jean Goulet and chair for two years). Fred will continue on the MOC and in December 2014 was appointed a patron representing the Baptists. He will take a leadership role in bringing the patrons together.

Fred Demaray presented Jean Goulet with a plaque recognizing her role as a founding member of MHI, Board member for 5 years, service as chair of the MHI Members Forum, member of the Membership and Outreach Committee for many years and co-chair for one year of the National Housing Day Prayer Service. Gay Richardson added her thanks to Jean, particularly for her work pre-MHI on the Interfaith Housing Committee and her valuable links with the interfaith community. Jean is stepping down from responsibilities in MHI after 13 consecutive years of involvement.

Hugh also recognized Amanda Pechousek, who will be leaving the Board in June to move to Edmonton.

**GAY RICHARDSON VOLUNTEER AWARD**

Gay Richardson thanked Fred Demaray and Bruce Marshall for receiving nominations and making a recommendation regarding the award. The award is presented to Penny Annand, who was unable to be present at the AGM. Gay read the presentation notes, indicating Penny’s active role since 2005 when she joined the MHI Forum and then assumed chair and secretary of the Membership and Multifaith Relations Committee in 2007 and continued in this role (as the committee changed names), retiring as chair in late 2014. Her focus throughout was personal contact with members, establishing among other things, a speakers bureau to spread the word about MHI. Penny was a co-leader of the 10<sup>th</sup> anniversary National Housing Day Dinner and organized the receptions following the National Housing Day Prayer Service in two subsequent years. Penny will continue to be involved in the Membership and Outreach Committee.

**ELECTION of BOARD MEMBERS:** Gay Richardson, Chair of the Nominations Committee, thanked StéphaneL essard and Gulwant Bajwa (both of whom were unable to be present at the AGM) for their work on the Nominating Committee.

**MOTION:** Moved by Gay Richardson, seconded by Wendy James that the following slate presented by the Nominating Committee be elected to the Board: Bruce Marshall, J. Hugh O’Donnell for a third two-year term; Phyllis MacRae, Wajahat Mian, Kimberly Walker for a second two-year term; and Bernard Benoit, Harpal Buttar, James Ralston as new Board members.

The chair invited further nominations from the floor. There were none.

The motion was carried. All current and newly-elected Board members were asked to stand.

**MOTION:** Moved by Bruce Marshall, seconded by Waj Mian that the meeting be adjourned. Carried.

The Chair invited all present to join the reception in Fellowship Hall following the meeting.

CHAIR \_\_\_\_\_

Hugh O’Donnell

SECRETARY \_\_\_\_\_

Gay Richardson

## Appendix 1

### 2015 AGM Attendees

Faith Group Name	Official Representative	Non-Voting
Adath Shalom Congregation	Carol Steinberg	
Agudath Israel	Marcia Aronson	
Baha'i Community of Ottawa	Wendy James	Don Dainty Bernard Benoit
Barrhaven United Church	Mavis Mason	Sara Surjadinata Barbara Smith
Bells Corners United Church	Barbara Bole	Bridget McNeill Alison Bridgewater David Stafford Bev Wilcox Ellen Boynton Peggy Aitchison
Catholic Archdiocese of Ottawa	Patricia Marsden-Dole	
Christian Council of the Capital Area	Jacques Kabangu* (also a Patron)	
Church of the Resurrection Ladies Guild		
Cordova Spiritual Education Centre	Mohamed Jebara* (also a Patron)	Leila Sieg Younis Sieg
First Baptist Church	Marta Varisco	Elizabeth Demaray Lynn Blatchly



First Unitarian Congregation	Mike Wheeler	Ria Heynen Jan Heynen Marlene Koehler Frances Deverell Anita MacLean
First United Church	Sue Taylor	
MacKay United Church	Norma McCord	
Notre Dame Cathedral Basilica		
Orleans United Church	Flora Crombie	David MacWilliam
Ottawa Monthly Meeting		
Ottawa Muslim Association	SamyMetwally* (also a Patron)	
Ottawa Presbytery, United Church	Phyllis MacRae* (also a Board Member)	
Pariosse St. Gabriel Pauvres	Jacques Kabangu* (also a Patron)	
Rideau Park United Church	Marie Wilhelm	
Sisters of Holy Cross	Sister Jean Goulet	
The Solseed Movement	Eric Saumur	
South Nepean Muslim Community	Sahada Alolo* (also a staff member)	
St George's Roman Catholic Church	Bonnie Campbell	
St. Barnabas Anglican Church	Elizabeth Morgan	Yvonne Moses

St. Basil's Church	Rosemary Williams	John Williams
St. John the Evangelist Anglican Church	Peggy Lister	Andrea Spraakman
St. Matthew's Anglican Church	Rick Trites	
St. Paul's Anglican Church Almonte	Sue Evans	
St. Paul's-Eastern United Church	Michelle Robichaud* (also a staff member)	
Temple Israel	Fran Klodawsky	Micah Garten
Unitarian Universalists Fellowship of Ottawa	Patrick Saumur	
Vishva Shakti Durga Temple	Nityanand Varma	
<b>Other Non-voting Attendees</b>		
Or Hanesamah	Heni Nadel	
St. Joseph's Parish	Maria Virjee	
Centretown Emergency Food Centre	Allison Dingle	
Ottawa Council of Women	Petra Friedrichson Diane Hoskins	
	Brian Kinsley	
	Ruby Elver	
	Khadija Haffajee	

	Mazhar Hasan	
	Abdul Rashid	
	Ellie Topp	
	Clarke Topp	
	Matthew Kurtz	
	Holly Stanczek	
	Jennifer Daton	
<b>Board Members – Voting</b>		<b>Staff – Non-Voting</b>
J. Hugh O'Donnell		Geoff Lee
Gay Richardson		Suzanne Le
Amanda Pechousek		Yvonne Ashby
Bruce Marshall		Lori Simpson
WajMian		Maha Sakka
Mike Ward		
Elisha Ram		
Kimberley Walker		

<b>KDS - Non-voting</b>		<b>Auditor</b>
Pat Fisher		Hedra Saparo
Walter F. Davidson		
Bambina Lemme		<b>Guest Speaker</b>
Caroline Iwasaki		Lisa Ker – Salus Ottawa
<b>Patrons – Non-voting</b>		
Rev. David Sherwin		
Rev. Fred Demaray		
Rabbi Steven Garten		
Rev. John Marsh		
<b>MHI Volunteers – Non-voting</b>		
Mouna Al Shaban		
Jaime Horn		
Heather Campbell		
Elizabeth Morgan		
Don Strange		

## Appendix C

### BOARD OF DIRECTORS



#### Returning Board Members

##### **Bernard Benoit**

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

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

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

**Dr. Harpal Buttar**

Harpal Singh Buttar earned a degree in Veterinary Medicine in India followed by M.Sc. and Ph.D. degrees in Pharmacology from the University of Alberta. He spent his 41-year professional career at Health Canada as a Research Scientist in the Bureau of Drug Research and as a Senior Assessment Officer in the Therapeutic Products Directorate, retiring in 2013. Dr. Buttar has had professorial appointments to various university faculties, represented Health Canada at international conferences and meetings, served on international boards, authored numerous research papers, spoken at many seminars and workshops, and received several prestigious awards recognizing his achievements.

Dr. Buttar's volunteer services and community involvement have been extensive including: President of the Ottawa Sikh Society and Chairman of the Ottawa Sikh Society's Gurdwara Building Fund Raising Committee, President of the National Association of Canadians of Origins in India, President of the India-Canada Association, and founding member and currently Vice President of the Punjabi Heritage Foundation of Canada. Previously, he has served as a representative of the Sikh Community on the Capital Region Interfaith Council (CRIC), and currently he is serving on the Intercultural Dialogue Institute (IDI), Ottawa.

Dr. Buttar has been involved in many multicultural and community service organizations and received numerous awards from both government and community organizations for his volunteer work. He has provided leadership roles in organizing cultural programs, raising funds for the needy and handicapped, holding seminars on community concerns, and initiating collaboration with other ethnic communities of diverse Canadian cultures. Dr. Buttar joined the MHI Board last year.

**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 chair of MHI's Membership and Outreach Committee. Stéphane and his wife Raji are the proud parents of three wonderful and lively children.

**Phyllis MacRae**

Phyllis MacRae retired from the Public Service in December 2011 after a career as a lawyer with Justice Canada. Her legal career included 10 years working in child protection with the Children's Aid Society of Ottawa-Carleton. Her work with Justice Canada included criminal prosecutions, criminal law policy and work with the Department's offices in the northern territories.

Phyllis and her family are members of Emmanuel United Church in Ottawa and she is an active volunteer on the Church Council, Finance committee, Global Partnerships and coordination of

fundraising activities. Phyllis is the incoming Chair of the Ottawa Presbytery of the United Church of Canada and represents the Presbytery on the Board of MHI. Further, Phyllis has travelled to El Salvador and Louisiana with church groups to build houses with Habitat for Humanity. In May 2012 she and her husband travelled to Zambia with a group of volunteers from the Ottawa legal community to help build an elementary school in a remote rural community. Phyllis joined the Board in 2012 and chairs the Human Resources Committee and is a member of the Veterans House Team.

### **Dr. Bruce Marshall**

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

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

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

### **Hugh O'Donnell**

Hugh was ordained a Permanent Deacon of the Roman Catholic Archdiocese of Ottawa in June 1999 and currently serves in the parish of St. Isidore in Kanata. His career includes many years in management with both government and the private sector and has worked extensively in the Middle East and North Africa.

Hugh continues providing international business development services in various geographical regions, and is chairperson of the Canadian Arab Business Council. He has sat on numerous boards both for profit and not for profit organizations. He was on the board of Arnprior District Hospital; and has volunteered at the Civic and Queensway Carleton Hospitals. He has a strong interest in pastoral work at the interfaith level and concerned with social justice. Hugh, due to his work experience, has an extensive network of contacts at the federal, provincial and local levels of Government and the diplomatic service. Hugh joined the MHI Board in 2011, is chair

of the Fund Raising Committee and was Vice-President 2012-2014 and President from 2014 onwards.

### **James A. Ralston**

James (Jim) retired from the federal government in July 2014 after thirty-one years of service, including five years as Comptroller General of Canada and ten years with the Canada Revenue Agency where he held positions as the Chief Audit Executive, Chief Financial Officer and Chief Risk Officer. James did his undergraduate studies at the University of Alberta and his graduate studies at the University of Ottawa and Carleton University. He is a Chartered Professional Accountant and Chartered Director. Jim is a member of the Board of Deacons of the First Baptist Church of Ottawa. Jim joined the MHI Board last year.

### **Kimberly Walker**

Kimberly Walker immigrated to Canada in 2008. She grew up in the U.S., where she has worked in various social services capacities. In Oregon, she lived in social housing with her children and started a tenant housing union. Kim was then appointed to Portland's Board of Housing Commissioners. She was instrumental in starting a summer lunch program, changing policy to allow pet ownership, building an on-site child care centre, and moving low-income tenants into home ownership. Since coming to Ottawa, she has worked for the Government of Canada, where she provides policy advice and analysis on immigration and labour market integration issues. Kim graduated from the University of Alaska with a BA in Cultural Anthropology, and holds a MSc in Research Methods from Middlesex University in London, UK. By faith, she is a Unitarian Universalist. Kim joined the Board in 2013 and currently serves on the Tenant Relations Team, the Executive Committee and is chair of the Communications Committee.

### **Board member to be elected for a third two-year term:**

#### **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.

### **Board member to be elected for a second two-year term**

#### **Mike Ward**

Mike Ward has worked closely with various religious organizations, including as a result of assignments to a number of overseas locations during a career in Canada's Foreign Service. For example, during a posting at the Canadian Consulate in Chicago in the late 1990s, one of his objectives was to build U.S. support for the Canadian government's initiative to ban the



international use of landmines. To this end, he established The Chicago Interreligious Campaign to Ban Landmines, a coalition of 25 religious denominations, which also included representatives from the local medical community and civil groups. One outcome of this “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.

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

#### **Archna Arbol**

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

#### **Sherill Besser**

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

Since retirement, Sherill has volunteered at the Royal Ottawa Hospital and Royal Ottawa Place on a weekly basis. She completed a research project for the Association in Defence of the Wrongly Convicted (AIDWYC) in 2015, and provided consultation services for a government department on a regulatory matter. She is a member of the Board of Directors of House of Hope, which is a community residence facility for adult male offenders who are conditionally released from prison. Sherill is also a member of the Board of Directors of Adath Shalom Congregation.

Sherill is interested in joining the Board of Directors of MHI because it responds to the need for affordable housing for vulnerable people and people at risk of homelessness. While employed, Sherill was struck by the number of homeless individuals that she would see on a daily basis while walking to and from work. Since retiring, Sherill has become aware of the challenges faced by persons who are mentally ill and those who have been involved in the criminal justice system in finding suitable accommodations.

### **Zaineb Kubba**

Zaineb Kubba immigrated to Canada from Iraq and began her career working as International Business Coordinator at MMM Group International. After two years, she was appointed as Business Development Manager of the Canada Arab Business Council, a non-profit organization that promotes trade between Canada and the Arab countries. Prior to leaving for Canada, she worked as a translator and free-lance journalist. In her articles, she focused on rights of women and the challenges they faced in their every-day life. Zaineb was also a professor at the University of Baghdad.

## Appendix D

### 2015 MEMBERS

Adath Shalom	Ottawa Torah Centre Chabad
Agudath Israel	Rideau Park United
All Saints Westboro Anglican	Sisters of Holy Cross
Anglican Diocese of Ottawa	Solseed Movement
Barrhaven United	South Nepean Muslim Community
Bells Corners United	Southminster United
Bethany Baptist	St. George's RC
Canadian Martyrs RC	St. Paul's Eastern United
Centretown Churches Social Action Committee	St. Alban's Anglican
Christ Church Bells Corners Anglican	St. Andrew's Presbyterian
Christ Church Cathedral	St. Barnabas Anglican
Christian Council of the Capital Area	St. Bartholomew's Anglican
Church of the Resurrection Ladies Guild	St. Basil's RC
Church of the Ascension Anglican	St. Elizabeth RC
Cordova Spiritual Education Centre	St. Gabriel RC
Cornerstone Housing for Women	St. John the Evangelist Anglican
Emmanuel United	St. Jude's RC
First Baptist	St. Leonard's CWL
First Unitarian	St. Leonard's Knights of Columbus
First United	St. Luke's Anglican
Fourth Ave Baptist	St. Margaret's Anglican
Glebe St James United	St. Mark the Evangelist Anglican
Good Shepherd Barrhaven Anglican-Lutheran	St. Martin's Anglican
Holy Spirit RC	St. Matthew's Anglican
Immaculate Heart of Mary RC	St. Matthias Anglican
Jewish Federation of Ottawa	St. Paul's Anglican Almonte
Longfields Community Church	St. Peter and St. Paul's Anglican
MacKay United	St. Peter's Evangelical Lutheran
Notre Dame Cathedral Basilica	St. Stephen's Anglican
Or Hanesamah	St. Thomas the Apostle Anglican
Orleans United	Temple Israel
Ottawa Monthly Meeting	The King's Daughters and Sons
Ottawa Muslim Association	Trinity United
Ottawa Muslim Women's Organization	Vishva Shakti Durga Mandir Association
Ottawa Presbytery of United Church	

## Appendix E

**Multifaith Housing Initiative**  
**Financial Statements Summary For the Year Ended October 31, 2015**

Statement of Operations			Statement of Financial Position		
For the year ended October 31	2015	2014	October 31	2015	2014
<b>Revenue</b>			<b>Assets</b>		
Rental	\$ 438,065	\$ 433,155	<b>Current</b>		
Other contributions	39,338	39,073	Cash	\$ 556,267	\$ 316,950
Summer student contribution	-	2,986	Accounts receivable	681,333	60,823
Trillium Contribution	31,260	32,429	Prepaid expense	6,488	9,401
United Way Contribution	-	1,845		<u>1,244,088</u>	<u>387,174</u>
Donations	111,506	42,995	<b>Assets under construction</b>	1,142,601	-
Fundraising			<b>Tangible capital assets</b>	<u>6,374,075</u>	<u>4,108,727</u>
Interest	3,169	3,306		<u>\$ 8,760,764</u>	<u>\$ 4,495,901</u>
Principal Memberships	6,100	6,600	<b>Liabilities and Net Assets</b>		
Amortization of deferred contributions related to mortgage repayments	18,204	-	<b>Current</b>		
Other	1,928	3,134	Accounts payable and accrued liabilities	\$ 298,575	\$ 63,926
	<u>649,570</u>	<u>565,523</u>	Deferred contribution	259	42,064
<b>Expenses</b>			Deferred contributions for capital fund	664,256	298,349
Bank charges	816	1,480	Current portion of promissory notes payable	33,000	155,000
Projects	39,338	39,073	Current portion of long-term debt	32,267	30,768
Donations and fundraising	37,744	2,367		<u>1,028,357</u>	<u>590,107</u>
Insurance	3,952	3,663	<b>Promissory notes payable</b>	344,000	307,000
Marketing and Communications	1,140	2,541	RRAP loan	7,473	13,877
Management services	42,813	41,999	<b>Mortgages payable</b>	1,872,243	1,898,288
Office	25,098	22,573	<b>Deferred contributions related to assets under construction</b>	1,017,355	-
Professional fees	24,898	33,551	Deferred contributions related to capital assets	1,549,427	1,595,952
Rental	296,361	317,713	<b>Deferred contributions related to mortgage repayment</b>	503,881	-
Salaries and benefits	145,044	127,940		<u>6,322,736</u>	<u>4,405,224</u>
	<u>617,204</u>	<u>592,900</u>	<b>Net assets</b>		
<b>Excess (deficiency) of revenue over expenses before below items</b>	32,366	(27,377)	Capital reserve	39,663	48,404
<b>Amortization of RRAP loan</b>	6,404	6,404	Internally restricted for fundraising reserve	-	8,136
<b>Amortization of tangible capital assets</b>	(102,384)	(98,369)	Internally restricted for capital fund reserve	9,244	13,435
<b>Amortization of deferred contributions related to capital assets</b>	46,525	46,525	Internally restricted for investment in tangible capital assets	2,467,475	39,310
<b>Deficiency of revenue over expenses for the year</b>	<u>\$ (17,089)</u>	<u>\$ (72,817)</u>	Unrestricted	(78,354)	(18,608)
				<u>2,438,028</u>	<u>90,677</u>
				<u>\$ 8,760,764</u>	<u>\$ 4,495,901</u>

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2015 report of the Auditors, Collins Barrow Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

**Multifaith Housing Initiative**  
**Financial Statements Summary For the Year Ended October 31, 2015**

For the year ended October 31		Statement of Changes in Net Assets							Statement of Cash Flows	
							2015	2014		
		Internally Restricted								
		Capital Reserve	Fundraising Reserve	Capital Fund Reserve	Invested in Capital Assets	Unrestricted	Total	Total		
<b>Balance, beginning of year</b>		\$ 48,404	\$ 8,136	\$ 13,435	\$ 39,310	\$ (18,608)	\$ 90,677	\$ 220,469		
<b>Deficiency of revenue over expenses for the year</b>		(27,641)	(12,327)	-	(55,859)	78,738	(17,089)	(72,817)		
<b>Invested in capital assets</b>										
Principal repayment of mortgages payable and promissory notes		-	-	-	116,292	(116,292)	-	-		
Contribution of land		-	-	-	2,364,440	-	-	-		
Additions to capital assets		-	-	-	3,292	(3,292)	-	-		
<b>Net Transfer from Unrestricted to Fundraising Reserve</b>		-	4,191	(4,191)	-	-	-	-		
<b>Net Transfer from Capital Reserves to Unrestricted</b>		18,900	-	-	-	(18,900)	-	-		
<b>Balance, end of year</b>		<u>\$ 39,663</u>	<u>\$ -</u>	<u>\$ 9,244</u>	<u>\$ 2,467,475</u>	<u>\$ (78,354)</u>	<u>\$ 73,588</u>	<u>\$ 147,652</u>		

For the year ended October 31		2015	2014
<b>Cash flows from operating activities</b>			
Excess of revenue over expenses for the period	\$ (17,089)	\$ (72,817)	
Adjustments for			
Amortization of capital asset	102,384	98,369	
Amortization of deferred contributions	(46,525)	(46,525)	
Amortization of RRAP loan	(6,404)	(6,404)	
Amortization of deferred contributions related to mortgage repayment	(18,204)	-	
	<u>14,162</u>	<u>(27,377)</u>	
Changes in non-cash working capital items			
Accounts receivable	(620,510)	(38,949)	
Prepaid expenses	2,913	(3,977)	
Accounts payable and accrued liabilities	234,649	15,509	
Deferred contribution	(41,805)	(14,278)	
Deferred contributions for capital fund	295,907	164,162	
	<u>(114,684)</u>	<u>95,090</u>	
<b>Cash flows from investing activities</b>			
Assets under construction	(1,142,601)	-	
Additions to tangible capital assets	(36,732)	(334,271)	
	<u>(1,179,333)</u>	<u>(334,271)</u>	
<b>Cash flows from financing activities</b>			
Addition to long term mortgage interest payable	6,223	5,186	
Addition to mortgages payable	-	1,485,000	
Mortgage financing and transaction fees	-	(15,699)	
Mortgages payable payments	(30,769)	(1,285,581)	
Contributions to land	33,440	-	
Additions to deferred contributions	1,539,440	-	
Additions to promissory notes payable	5,000	-	
Promissory notes principal repayments	(20,000)	(5,000)	
	<u>1,533,334</u>	<u>183,906</u>	
<b>Increase (decrease) in cash during the year</b>	<u>239,317</u>	<u>(55,275)</u>	
<b>Cash, beginning of year</b>	<u>316,950</u>	<u>372,225</u>	
<b>Cash, end of year</b>	<u>\$ 556,267</u>	<u>\$ 316,950</u>	

The condensed financial statements have been extracted from the Audited Financial Statements. Copies of the October 31, 2015 report of the Auditors, Collins Barrow Ottawa LLP and complete audited financial statements are available from the office of Multifaith Housing Initiative.

**APPENDIX F**

**PROJECTED BUDGET FOR 2016/17**

<b>REVENUES</b>	
Grants	\$ -
Fundraising activities	\$ 55,400
Revenues associated with rental properties	
Kent Street	\$ 40,000
Somerset Gardens	\$ 94,500
Blake Blvd	\$ 301,300
Other revenues	\$ 8,900
<b>Total revenues</b>	<b>\$ 500,100</b>
<b>EXPENDITURES</b>	
Salaries and benefits	\$ 100,700
Less: Allocation to the fundraising reserve	-\$ 20,300
Staff and office expenses	\$ 27,800
Board expenses	\$ 1,500
Legal, bookkeeping and other professional fees	\$ 5,100
Membership	\$ 800
Tenant relations	\$ 2,100
Amortization of refinancing fees	\$ -
Expenditures associated with rental properties	
Kent Street	\$ 26,900
Somerset Gardens	\$ 96,200
Blake Blvd	\$ 236,700
<b>Total expenditures</b>	<b>\$ 497,000</b>
<b>SURPLUS/DEFICIT</b>	<b>\$ 3,100</b>

\* Projected fundraising revenues do not include MHI's capital fundraising campaign.

Note: these figures represent the projected MHI budget as at November 2015, and are subject to change throughout the year as approved by the Board of Directors.