



CANADA
designing a world of hope

Step by Step
2022 Annual Report

designing a world of hope

EMI is a network of Christian design professionals who impact communities through developing people, designing structures, and constructing facilities. These facilities - hospitals, orphanages, schools, clean water projects, and more - serve communities and the church by meeting physical needs and communicating God's love in a practical way.

Vision *People restored by God and the world restored through design.*

Mission *To develop people, design structures, and construct facilities which serve communities and the Church.*

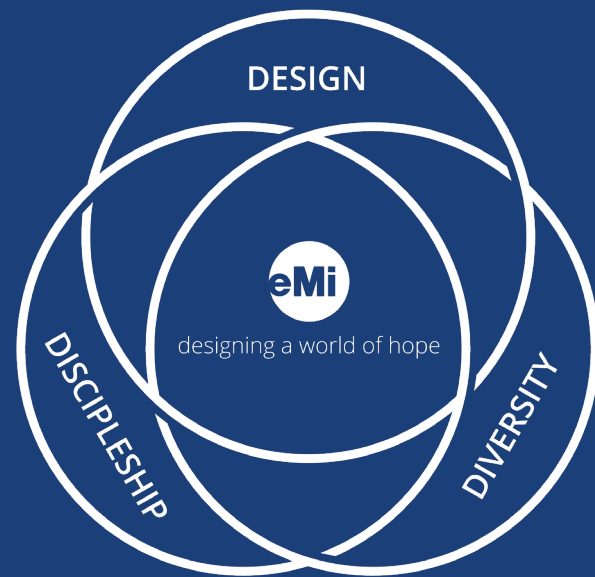


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Cover Photo: Two young daughters of a Shalom University student carry empty water jugs near their home on the Shalom campus. EMI Canada worked with Shalom to provide a campus master plan and recommendations to improve the accessibility and dependability of drinking water for students and staff living on-campus.



Letter from the Executive Director

Growing God's Kingdom Step by Step

"In their hearts humans plan their course, but the Lord establishes their steps."
- Proverbs 16:9

2022 was a year of many steps for EMI Canada. As the world has shifted significantly in recent years, the need for EMI's services has grown. New opportunities for ministry, using our skills in architecture, engineering, and construction, are presenting themselves day after day. Each step we take better prepares us to take on these opportunities.

At its core, EMI is about 'people' - so much so that the word leads our vision statement: *"People restored by God and the world restored through design."* As Proverbs 16:9 says, we have a tendency, perhaps even a God-given responsibility, to plan our course. However, at EMI we are committed to allowing the Lord to establish our steps as we work in-tune with His will.

This is why the theme of our 2022 Annual Report is "Step by Step". Last year, we saw God move and work in each step we took. We saw God's hand in the steps that our ministry partners took as we helped them bring their vision to life. We saw God's love and mercy in the people whose lives are being changed in the context of the buildings and sites we designed. And finally, we saw God's generosity and grace through our donors and supporters, who are as much a part of EMI as anyone else.

In this report, you'll find more details about the steps EMI Canada took in 2022 and the course we have planned for the future. The sections that follow include more about our impact, programs, finances, staff, board, and plans for the future. As we reflect on the past year and look forward to years of impact to come, I invite you to join me in making Psalm 119:132-133 our prayer:

*Turn to me and have mercy on me,
as you always do to those who love your name.
Direct my footsteps according to your word;
let no sin rule over me.*

As part of our EMI community, thank you for your faithfulness as you give, pray, volunteer, and advocate for EMI and participate with us together as part of the Body of Christ. God is multiplying your contributions in so many ways. At EMI Canada, we will continue to be good stewards of these resources and live out the calling God has given us...**Step by Step.**



Greg Young
Executive Director, EMI Canada



Key Achievements



Celebrated an Important Anniversary

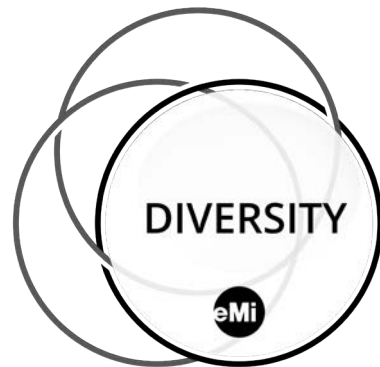
In 2022, EMI Canada celebrated our 20th anniversary. Since 2002, EMI Canada has partnered with compassionate supporters and life-changing ministries to undertake over 100 design projects in more than 30 countries including, beginning recently, right here in Canada. Together, we've helped bring to life the visions of frontline ministries meeting the needs of their communities in the name of Christ.

Started on a new journey of growth & sustainability

In 2022, EMI Canada worked with Tom Berekoff at TPB Strategic Counsel to complete a fund development audit as we explored moving towards a central-funding model to better address realities in our economic environment, reduce barriers for participation with EMI, and enable EMI Canada to be more nimble and effective.

EMI Diversity Working Group

EMI Canada participated in a global EMI initiative to explore how we can take action and measure growth in our Diversity value. This included participation in a Diversity working group. EMI strives to connect people of diverse backgrounds, abilities, and ethnicities to demonstrate our love for God, or love for the nations, and the unity we share in Christ.



Domestic Projects Coordinator

To more robustly pursue projects in Canada, EMI Canada onboarded Andrea Hestvik as a volunteer Domestic Projects Coordinator. Andrea brings invaluable industry experience, a passion for the mission of EMI, along with energy and new ideas to EMI Canada's Domestic Projects initiative.

Partnership with other EMI offices

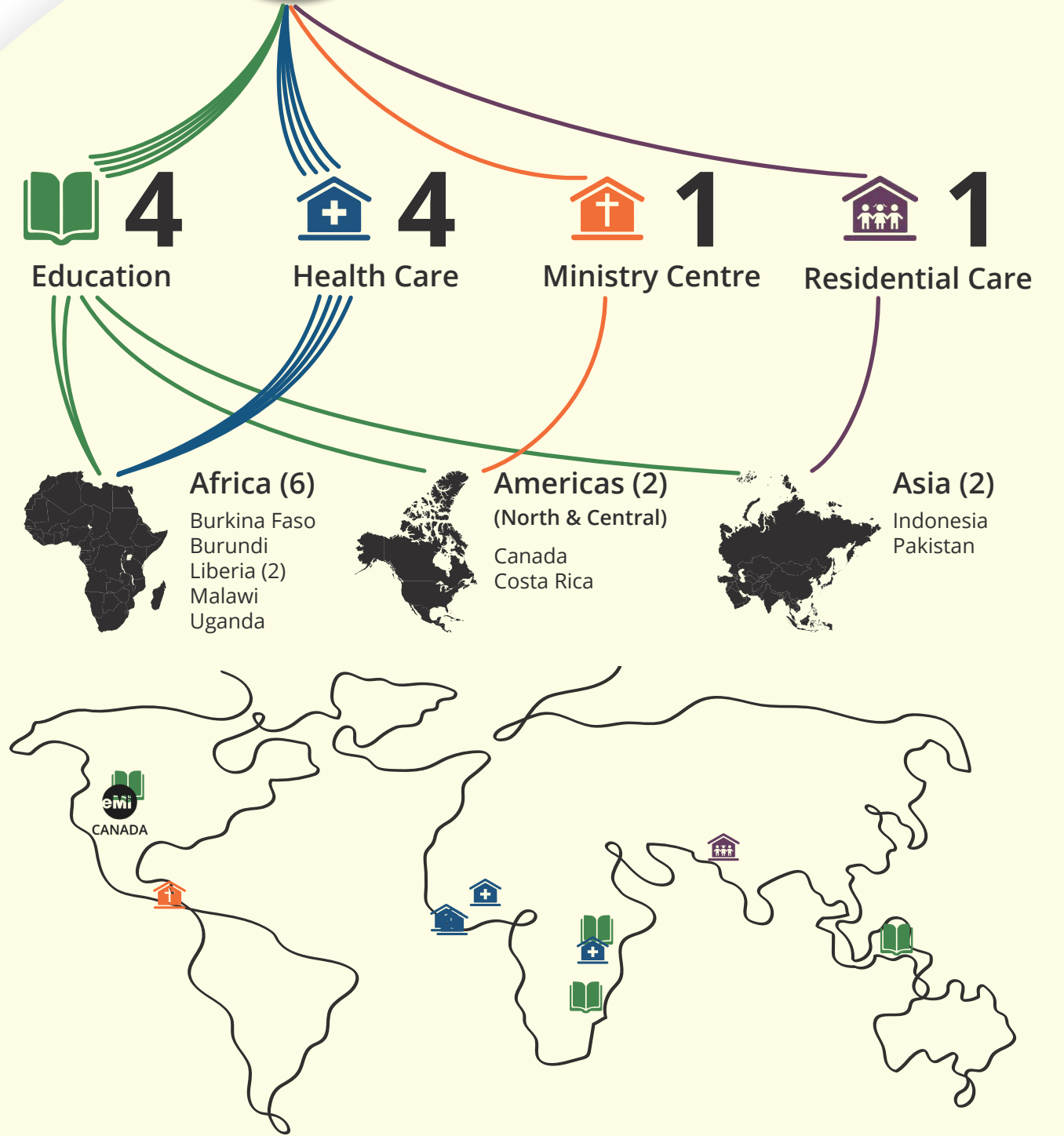
At EMI, we value teamwork and collaboration as we utilize the strengths and diversity of our offices around the world. In 2022, EMI Canada partnered on projects with:

7 other EMI offices [Cambodia, EMI Global, Middle East, North Africa (MENA), Nicaragua, Senegal, South Africa, and Uganda.]

10

Projects

led or contributed-to by EMI Canada office staff members.





Arbol de Vida // Costa Rica 🏠

EMI Canada coordinated with EMI Nicaragua and EMI Global to provide a design team, which included two EMI Canada interns, to Arbol de Vida Ministries as they develop their ministry campus to serve and train local pastors.

ELWA Hospital // Liberia 🏠

EMI Canada staff travelled to Liberia in partnership with EMI South Africa to provide architecture and master planning assistance in growing the capacity of SIM's ELWA Hospital to care for paediatric patients and train African surgeons through the Pan-African Academy of Christian Surgeons (PAACS) program.

Prairie Aviation Training Centre // Canada 📖

For many years, Mission Aviation Fellowship (MAF) Canada has partnered with Prairie College to provide aviation training and administrative leadership at the Prairie Aviation Training Centre (PATC) in Three Hills, AB. EMI Canada worked with MAF to provide them with a Needs Assessment and growth options which would double their capacity to train new aviators and to store and maintain their aircraft.



KBNF Medical Facility // Liberia 🏠

EMI Canada staff assisted the Korle-Bu Neuroscience Foundation (KBNF) with the assessment of land for a tertiary medical services facility in Liberia.



Ubuntu Clinique // Burundi 🏠

Ubuntu Clinique is an impactful medical centre located in northwest Burundi that provides critical healthcare to thousands of people each year. EMI Canada worked on a remote basis with Jackson, Ubuntu's founder, to provide a Needs Assessment in anticipation of Ubuntu expanding to a second property. EMI MENA then visited the site in Burundi and furthered the design work.

Longezo University // Malawi 📖

EMI Canada staff, in partnership with EMI South Africa, travelled to Malawi to undertake a site assessment and visioning meetings for Urban Promise International (UPI), as they pursue their vision of a career and vocational university campus. UPI's goal is to purchase and develop a 15-acre parcel of land near Lake Malawi to develop a campus that would serve local under-resourced communities.



Hope Market // Pakistan 🏠

EMI Canada staff worked remotely to serve Orphan's Hope International in the design of a community market store, the proceeds of which will support an orphanage housing 25 children. The project is now under construction.



Watume School // Uganda 📖

Watume Global Ministries serves in Northern Uganda, a region with half of its population under the age of 16, but with little access to affordable, quality education. Watume sought out EMI to masterplan a school campus, which will comprise classrooms and support spaces, offices and staff housing, an assembly hall, and an outdoor kitchen and dining area. EMI Canada worked collaboratively with EMI Uganda to bring this vision to life.

Sainte-Croix Songdin // Burkina Faso 🏠

EMI Canada staff served with an EMI Senegal team, coming alongside Sisters of the Holy Cross in Burkina Faso. EMI master planned and designed phase one of a compound which will grow to provide K-12 education, vocational training, and healthcare services for an underserved community outside the capital, Ouagadougou. An initial outpatient health centre will grow, in later phases, into an inpatient, surgical hospital.

Gateway Education Global // Indonesia 📖

EMI Canada staff led a team that included staff from EMI's Cambodia office to Palembang, Indonesia to visit the property, investigate local construction practices and better understand the vision of Gateway Education Global's (GEG) school. In hopes of spreading the love and hope of Christ through education, the school has grown to 6 times its original 2008 size and is now projected to double again in the coming years. GEG envisions the building of a new and vibrant 3-4 story K-12 campus for approximately 500 students on a 7,000 square meter site. EMI's guidance and materialization of the school's vision has shaped a more galvanizing path forward.



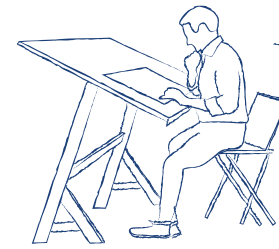


Making Village Bricks (S. Fenekansi): EMI Canada staff member Dan Chong interacts with a local brick maker during a site visit with our ministry partner, Maranatha Health.



How Your Donation Turns Into Impact

When you donate to EMI Canada, you empower the many facets of our work, and, thereby, deliver hope to individuals and communities around the world. Here's how:



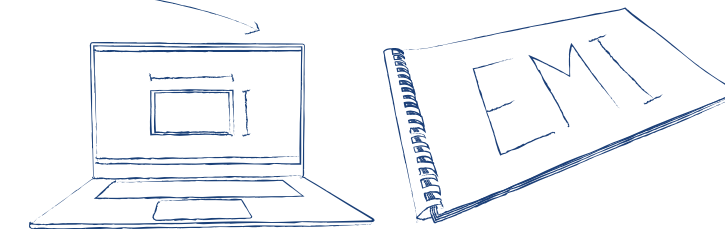
Donated funds enable EMI Canada to **retain qualified, passionate design professionals and support staff** who lead project teams and carry on the work of EMI



Donated funds help EMI Canada connect with design professionals across Canada to **recruit volunteer teams**, and to **train and disciple young design professionals** through EMI's internship and fellowship programs



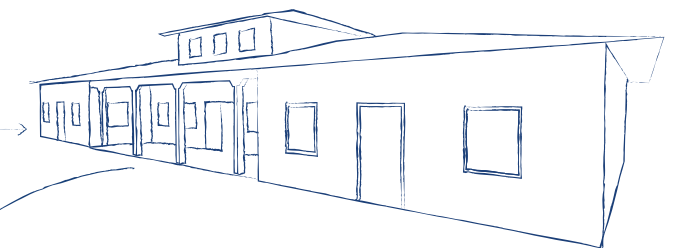
Donated funds empower EMI Canada to **send project teams** overseas to visit project sites, investigate construction materials and practices, and work directly with ministry partners to capture their vision



Donated funds ensure that EMI Canada has the necessary **infrastructure and design tools** to produce high-quality architecture and engineering drawings and reports



Drawings and reports empower and equip ministries around the world to raise funds for their project and **construct safe, appropriate facilities**



New or improved facilities provide well-designed space tailored to the ministry's needs as they serve and **provide hope to their communities**



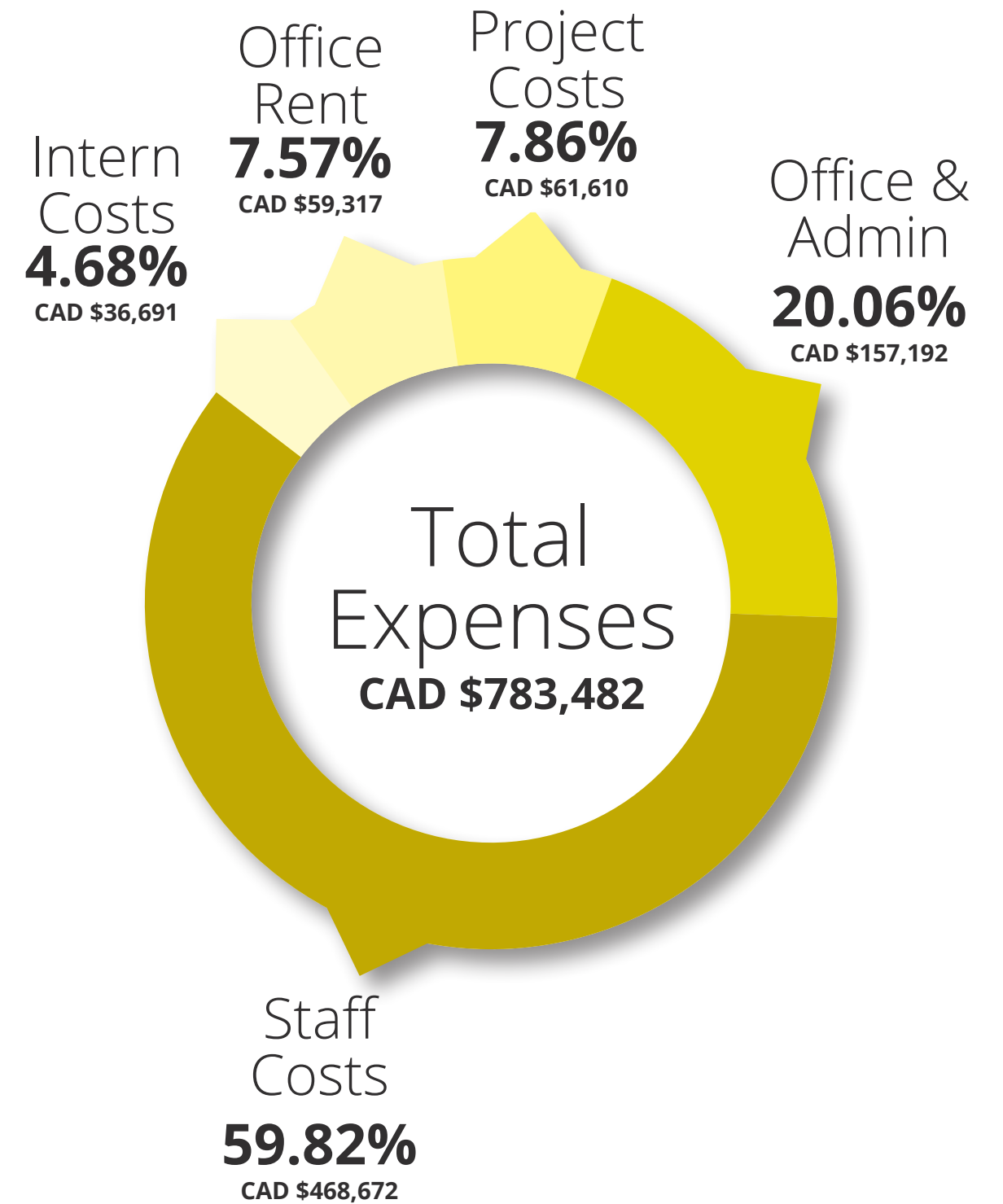
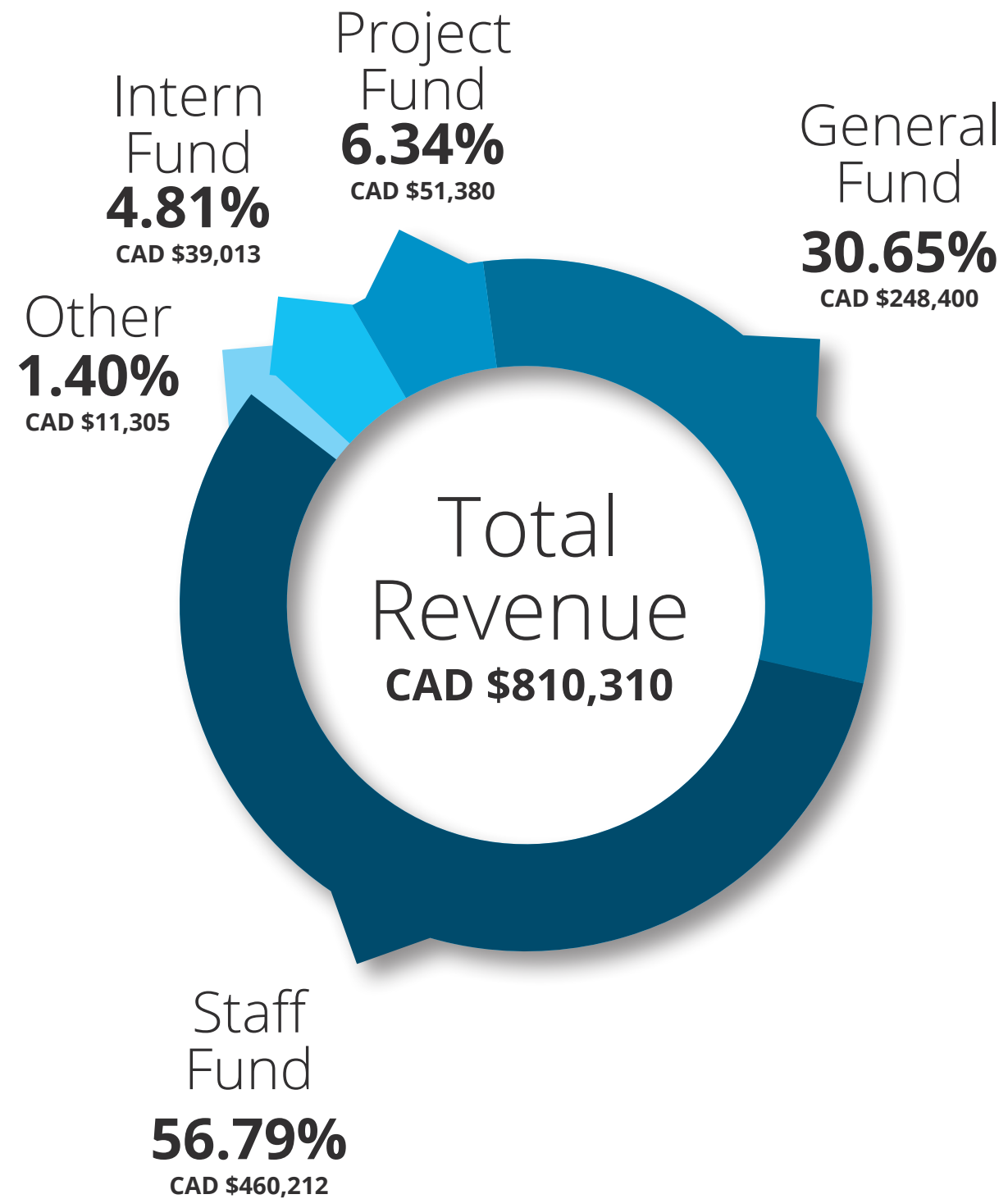
Donated funds help transform communities with the hope of Jesus, through the medium of design



Financial Summary

Currently, approximately 95% of EMI Canada’s revenue comes from donations and grants. Even as we continue to grow program income, our generous and faithful financial partners enable all that we do to design a world of hope.

Continue reading about “How Your Donation Turns Into Impact” on page 7. Detailed financial statements are available upon request. Please email finance.canada@emiworld.org for more information.





Board of Trustees

Jamie Storsley // Chair



Jamie has 20 years of human resource experience in two global Fortune 500 companies. She is committed to creating exciting and challenging workplaces that allow employees to become their best selves, improving retention and productivity. She has worked with a diverse range of employees, including executive teams, encouraging employees to take risks and stretch their comfort zones that have resulted in progressive career experiences. In her free time, she is a continuous learner who enjoys learning about history, innovative science, and human behaviours.

"EMI provides a place where I can share the personal and professional skills God has given me to enable and support impactful work both internationally and within Canada."

Jim Palmer // Treasurer



Jim Palmer is a retired oil and gas finance executive who has served in board and project roles with a number of community-based, non-profit organizations for 25 years. He serves as Treasurer of the EMI Canada Board and leverages his business experience to provide leadership in the areas of governance, process design, finance controls and reporting.

"I am excited by the ministry focus and growth opportunities for EMI Canada 'to enable ministry enablers', providing technical serves and partnering with organizations in Canada and around the world in Jesus' Name."

Joyce Chang // Trustee



Joyce Chang is a professional engineer (P.Eng.) in British Columbia and Envision Sustainability Professional (ENV SP), with 20 years of experience in the planning, design, and management of water and wastewater projects. She is passionate about using her professional skills to build sustainable infrastructure and make positive contributions to the communities locally and abroad. She currently serves as a Trustee with the EMI Canada Board and has been a member of multiple EMI project trip teams as a volunteer civil engineer since 2005.

"I first heard about EMI when I was a student. I was excited to find out that engineering skills can be used to serve God and help those who are in need. It is a blessing to be able to share what we know with others in a practical way and to learn life-changing lessons from those we serve."

Amber Froese // Trustee



Amber Froese has served on the Board of EMI Canada for five years. She is currently the Vice President, Marketing & Communications for a Canadian fundraising startup, where she oversees programs that helps charities and not-for-profits raise money for their causes. Amber is passionate about helping organizations understand how to engage with their donor base and grow successful fundraising campaigns. Amber is also a Director on the Board of Epiphany Group.

"I was drawn to EMI's practical application of designing structures and spaces that facilitate and encourage life-changing moments. I'm grateful for the opportunity to serve on the EMI Board and engage with the amazing work underway."

Leighton Ginther // Trustee



Leighton Ginther is a registered Professional Planner, Urban Designer and Principal with Urban Systems. He focuses his practice on designing, revitalizing and redeveloping sites and neighbourhoods to foster vibrant, affordable, and healthy environments. Leighton has practiced urban design and planning for public, private, Indigenous and non-profit clients across Western Canada, Africa, and Central America for more than 25 years. Leighton currently serves on the Board of Trustees for both EMI Canada and EMI Global.

"What a privilege it is to partner with EMI to use the skills that God has given me to serve frontline organizations who are actively engaged in developing healthy communities across the developing world."

Roland Wiebe // Trustee



Roland Wiebe is an energy and infrastructure design consultant with 25 years of domestic and international design experience. Roland has had the opportunity to be involved in energy and infrastructure projects on 5 continents and has been able to share that experience in the development and design stages with non-profits. Roland is currently a Trustee with EMI Canada and has been on the Board for more than 10 years.

"EMI provides a unique opportunity to leverage my professional and technical background to advance the needs of diverse ministry organizations around the world."

Staff

Greg Young // Executive Director



Greg Young completed his M.Arch in 1991 and, after gaining 14 years of experience in architectural firms in Vancouver, BC, and volunteering on EMI project trips, joined EMI Canada full-time as a Project Leader in 2005. Today, as EMI Canada's Executive Director, Greg continues to empower and increase his team's capacity while remaining actively engaged in EMI's international and domestic projects.

"Through the progression of my career and involvement in serving with and through EMI, I found the ideal platform for me to integrate my professional, personal, and spiritual passions. It has allowed me to embrace and live out all that God has made me to be."

Dan Chong // Deputy Director & Project Leader



Although Dan's education is from Canada, his practical architectural experience has been mostly in the U.S. Today with EMI, Dan serves many more countries around the world. Dan's heart has always been to serve the marginalized as an international worker. This journey made big steps in 2011 during one of Dan's first EMI projects to Haiti where he witnessed God's redemptive work - and His caring for the poor. Seven years later, Dan joined EMI as full-time staff at EMI Canada while providing leadership support and architectural support for other EMI offices around the world.

"I am discovering that life is a real pilgrimage, that's why Psalm 84 resonates with me so much. In this next season of my life, I am enjoying mentoring and discipling young design professionals in our EMI network all around the world - as fellow image bearers on the journey. Equipping people has become part of this journey in addition to developing projects and serving ministry clients in Canada and internationally."

Andrea Hestvik // Program Coordinator - Domestic Projects & Project Leader



Andrea Hestvik is a practicing Architect in the province of Alberta. With more than 15 years of professional experience, she excels at helping clients assess their functional and programming needs and at bringing clarity and creativity to built form. She currently serves as the Domestic Project Coordinator at EMI Canada.

"While EMI's primary calling is in international aid, I have discovered that we are uniquely positioned to serve domestic ministries in Canada by acting as a bridge between the world of ministry and the world of construction. Our ability to listen and assess the needs of a ministry in their context, coupled with our professional training, allows us to provide valuable advice at all stages of a construction project. This ultimately makes the ministry a better client to local professionals, gets projects off the ground that manifest the presence of God in our built environment, and make EMI a more resilient organization by generating revenue."

Jordan Lehmann // Development Director



Jordan Lehmann comes to EMI with over a decade of experience in fundraising and organizational development. He has a bachelor's degree in biblical studies, from Eston College, a Master's in Fundraising and Organizational Development from Saint Mary's University in Minnesota, and has achieved his Certified Fundraising Executive designation.

"I joined EMI because I appreciate being part of a catalytic organization that unlocks vision and opportunity in other Christian ministries. I also got involved because of the incredible team and leadership that is looking to grow EMI and empower a greater number of charities through their design work."

Kerri Lindner // Intern Coordinator



Kerri Lindner is a former electrical engineer who started with EMI Canada in December 2022 as the intern coordinator. Kerri has been a stay at home Mom to her daughters and has been a library assistant for the past five years at a local elementary school (literally one block away from the EMI Canada office). Kerri is enjoying working with young engineers and architects starting their careers as they seek to understand how ministry may play a role in their chosen profession.

"At EMI I found a place to work with young people and get back into the engineering world. God brought me to EMI at this stage in my life when I was seeking a new purpose and is using my gifts to help a new generation of students"

Pam Meyers // Office Administrator



Pam serves as Office Administrator at EMI Canada, and has over 20 years of experience in administrative roles across a variety of sectors including non-profit, energy, and education. She holds a B.A. Business Administration and an Associate of Arts in Biblical Studies, and considers herself a lifelong learner.

"I'm drawn to EMI's pursuit of connecting our specific vocational gifts, skills, and experiences with Kingdom ministry that demonstrates the Gospel, meets practical needs, and uplifts others."

Braden Swab // Communications Coordinator & Project Support



Braden Swab is a licensed Professional Engineer (P.Eng.) in Alberta and a certified Project Management Professional (PMP) with a deep desire to create and facilitate positive impact in both local and international communities. For more than 12 years, Braden has used his experience in design, project management, fundraising, and communications to help non-profits, both in Canada and around the world, in the crucial early stages of project development and design. He currently serves as the Communications Coordinator at EMI Canada.

"At EMI, I've found a place to serve God wholeheartedly in multiple ways. It's enriching to see God using the gifts He's given me to create meaningful, long-lasting impact on young professionals, ministry organizations, and communities in need through architecture and engineering design"

Steve Ulrich // *EMI Canada Founder & Project Leader*



Steve was a registered Architect in British Columbia from 1982 to 1998 and was a proprietor of an architecture & engineering practice in Kelowna. He felt called into missions while on a YWAM mission trip to the Philippines in January of 1996. Steve followed this experience by stepping into full time missions with YWAM in 1997. He joined EMI's USA office in 2000 and went on to found EMI Canada in Calgary, AB in September of 2002.

"As a Christian Architect, I was always interested in helping those less fortunate. With EMI, my heart to serve the widows and orphans is totally fulfilled."

Matt Lammers // *Deputy Director - Architecture & Engineering (EMI Uganda)*



Matt Lammers is a licensed Professional Engineer (P.Eng.) in Alberta who desires to see transformation in and through the design and construction industry. Matt has been with EMI for 10 years offering his engineering skills and leadership to young professionals and leadership to young professionals and Christian organizations in East Africa. He currently serves as the Deputy Director - Architecture and Engineering at EMI Uganda.

"There are two things I really love about working with EMI: the opportunity to pour into young professionals through mentoring, and walking with other organisations to help them pursue the vision God has given them for expanding His kingdom."

Kathleen Wassenaar // *Civil Engineer, Water Program Manager (EMI Cambodia)*



Kathleen Wassenaar is a licensed Professional Engineer (P.Eng.) working in the EMI Cambodia office. Since joining EMI in 2016, Kathleen has grown professionally and spiritually as she's led various teams in the office. As the new Water Program Manager, she is working towards developing relationships with communities in Cambodia by providing water and sharing the Gospel of Jesus Christ.

"With EMI, I enjoy using the gifts God is developing in me to encourage and empower others towards good deeds."

Interns

In 2022, EMI Canada mobilized two Canadian interns to other EMI offices and hosted two international interns in Calgary:

- | | |
|----------------------------------|--------------|
| Catherine Bookham (UK) | EMI Canada |
| Sabrina Henderson (South Africa) | EMI Canada |
| Garrett Offereins (Canada) | EMI Uganda |
| Matthew Chan (Canada) | EMI Cambodia |

Photo: Sabrina (left) and Catherine (right)



Drawings VS Construction (M. Ly): EMI Construction Manager, Youleng, brings an EMI Architect and a Construction Management fellow to learn how things work at the construction site compared to drawings.



Future Goals & Plans

5 Key Milestones

As we look forward at EMI Canada, we are working to better communicate the ways our generous supporters have, and will continue to, make a difference in the lives of thousands of people around the world. To help, we've organized our services into **three key areas of impact** and our goals into **five bold milestones** that will enhance EMI Canada's ability to design a world of hope over the next three years:

International Projects: With Christ firmly at the centre of EMI's work, our international projects improve access to essential design services where the need is greatest. Our supporters' contributions directly translate into facility designs that improve the quality of life for tens of thousands around the world.

MILESTONE 1 // Increase international projects to six (6) per year.

Domestic Projects: Our domestic projects, a new initiative for EMI Canada, provide essential design services right here at home. Our supporters' contributions help strengthen and invigorate Christian ministries across Canada, including in First Nations communities. The research, assessments, and designs we deliver enable access to clean water, secure shelter, comprehensive medical services, and quality education.

MILESTONE 2 // Increase domestic projects to nine (9) per year.

MILESTONE 3 // Pilot two First Nations projects within Canada.

Future Leaders: Our supporters' contributions are investments in the leaders of tomorrow, supporting design professionals as they apply their faith, develop professional skills, and serve the body of Christ worldwide. This investment also carries over to local architects and engineers who join EMI teams on our international projects, as design professionals from diverse backgrounds learn and grow as they serve communities and the church together.

MILESTONE 4 // Further build out our volunteer network and internship program. We aim to exponentially grow the number of interns we mobilize over the next three years; and aim to be engaging at least 30 volunteers annually by 2025.

MILESTONE 5 // Achieving the first four milestones requires growth in EMI Canada's capacity and resources. We've developed a comprehensive fundraising program with two distinct targets. The primary target will be to increase our annual revenue to \$1.35 million over the next three years. The secondary target is to transition EMI Canada from a deputization fundraising model to a centralized fundraising model, completing the process by 2025.



Painting Vision (J. Hoyer): Although the plans, sections, elevations and report writing of a project portray so much, there's something about a water color that helps capture vision.



Letter from the Board Chair

What a journey EMI Canada has been on throughout 2022!

Every journey happens one step at a time. Some steps seem simple and carefree; others seem daunting and unclear. But if we're following a good, wise, and faithful Guide, we know our steps will lead exactly where He's taking us.

It is my honor to chair the EMI Canada Board of Trustees, with a front row seat to the ways God is using EMI to impact the lives of individuals and communities around the world. In 2022, we looked back to mark EMI Canada's 20th anniversary, celebrating God's faithfulness moving us step by step through the years. We looked around at the current realities facing EMI and saw a changing landscape with new challenges, but also new opportunities with God opening doors and leading us into new ways of being EMI. As we look ahead to the future, we sense an invitation to follow God step by step in bold ways, trusting him to provide the resources we need to serve more ministries, mobilize and disciple more design professionals, and catalyze greater Gospel impact in Canada and around the globe.

I'm grateful for those that we journey alongside - each and every person who contributes their gifts and resources to move EMI Canada forward. Our staff, Board, interns, and volunteers serve with passion and excellence. Our financial partners give generously and faithfully to sustain our work. Our community of EMI advocates tells the story of EMI wherever they go. Each one is indispensable, and each one is a provision of the Lord.

I'm excited about what's ahead for EMI Canada, and I hope you are too. Let's keep following God together - step by step - with renewed faith and anticipation for all He will accomplish. `



Jamie Storsley

Chair, EMI Canada Board of Trustees



Managing Construction (A. Say): EMI staff member Kathleen Wassehaar and intern Reatrey chat with a contractor on an active construction site as the EMI Cambodia office serves ministry partner AIM in both a Design and Construction Management capacity.



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