





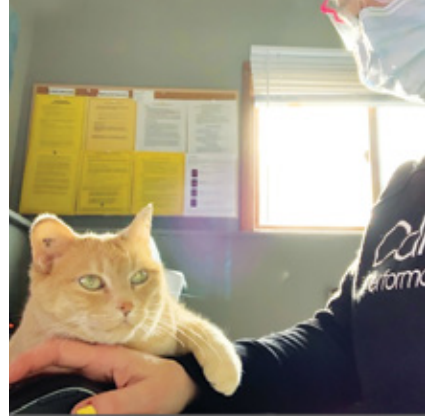
**“Melissa says at first she had some mixed feelings about hearing that program was going to be closed.**

She was having a hard time coming to SAID regularly and getting motivated to do things. But once it became clear that program was staying closed for a longer time, she became very bored and realized how much she missed everyone. When she was able to connect with peers and staff through Facebook and some of the online activities and videos, she says she felt much happier. She has also been going out to work (with ADS staff) almost everyday since we started back at landfill so she is feeling much better now.”



# Mission:

To provide responsive and individualized services that foster the hopes and dreams of people and their communities.



# Vision:

A community where all people have well-being, are honoured, and can dream.



# Values:

Integrity – in all that we do.

Honour – the strengths of people and community.

Holism – emotional, spiritual, physical and intellectual, environmental and cultural.

Respect – for all people.



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New Directions’ staff joined Abilities Manitoba’s campaign to get people living with disabilities out to the polls and for politicians to hear their issues.

# Officers & Committees

## Executive Committee

- PRESIDENT**  
Carolyn Strutt
- VICE PRESIDENT**  
David Brand
- TREASURER**  
David Sitarik
- EXECUTIVE SECRETARY**  
James Court
- BOARD SECRETARY**  
Barbara Greenham
- PAST PRESIDENT**  
Hogan Mullally

## Finance Committee

- CHAIRPERSONS**  
David Sitarik  
James Court

## Nominating Committee

- CHAIRPERSON**  
Hogan Mullally

## By-Law Review Committee

- CHAIRPERSON**  
Kaely Zettel

## Respectful Workplace Committee

- CHAIRPERSONS**  
Rick Ratte  
Ron Linklater

## Planning Committee

- CHAIRPERSONS**  
Dr. Christine Watson  
David Brand

## Financial Auditors

- PricewaterhouseCoopers LLP

## Board of Directors

- David Brand
- James Court
- Lorraine Desmarais
- Ron Linklater
- Hogan Mullally
- Rick Ratte
- David Sitarik



- Dr. Laura Sokal
- Carolyn Strutt
- Dr. Christine Watson
- Ken Webb
- Kaely Zettel
- Mandie Timko  
Staff Representative
- Jay Hrynkiw  
Staff Representative

Delivering daily lunches helped Supported Independent Living staff stay connected to to their community members.



# A steadfast commitment to our values of integrity, respect, holism and honour

**IN 2016** New Directions amalgamated four offices into one 60,000 square foot building. We did so for several reasons, cost saving being a major driver, but also believing that greater co-location would improve access to the variety of services offered by New Directions for our participants. Co-location certainly helped foster better collaboration amongst the programs, but

it did not get us where we needed to go in terms of integration of our services. And not all of New Directions fit into our 717 Portage Avenue site so we needed to ensure whatever happened next included our off-site services. Why did we need to streamline or integrate our services? Because we had become an organization with 16 different doorways or programs and had become difficult to navigate. Government staff

and others who knew us, and our services, were not impeded in their access as they knew the specific person to call; others unfamiliar with us could easily get lost in the New Directions' labyrinth.

A major reason people refer to New Directions is because of the range of supports we can offer, from day programming, to therapy, to cultural reclamation opportunities, to job training and more. We have services that cross the age span and often support individuals from childhood to old age. Often,



*2nd Place Artwork Cover Contest – participant of Supported Independent Living.*

individuals engage with four or more of our different services during their time with us; and this is how New Directions works best, providing a wide range of services to assist individuals so they can achieve their goals and live lives of hope and promise. However, over time and as we grew and brought on many new staff and liaised with many new people looking to access our services, our complicated structure was beginning to get in the way of our ability to be holistic in our work. Our coordination of services was not good enough.

So, in the fall of 2018 a major re-organization of programs began. We moved from 16 separate programs into two broad service areas and a shared services section. This was a massive disruption to New Directions; to staff and participants and to the “way we do things around here.” We re-aligned programs into service domains and had those

with greatest overlaps in operations merge together. The leadership of these separate programs came together to learn from each other and take the best practices of each to continue onward. The best ways of recruiting, training front line staff and supervisors, and other best practices, were identified and kept. Streamlining of common practices was accomplished. As well, managers who had been operating independently with their teams now met together regularly and worked to develop common solutions. Each was strong on their own, and now together, their combined efforts were even better!

So, we were doing well and had begun to settle into our new service domains of improved service coordination when changes external to New Directions arose requiring us to shift again. Recent changes





*Staff of the Training Resources for Youth Program prepare to do a drive by celebration for their graduating students.*

in the future paths of our child and adult services required us to re-consider. We shifted again and this time to three service domains: Child Services, Adult Services and Culture, Education, and Training Services.

This re-organization 2.0 had just been announced when the world recognized the huge public health threat of the novel coronavirus, challenging us all to meet new Public Health requirements at warp speed. In some ways, all the meetings and collaborations during our restructuring process had prepared us well to come together quickly and do what we needed to do. Our team – the whole New Directions staff team – responded with calm professionalism as we carried on our essential 24/7 services despite all the necessary shifts in protocols (e.g., increased hand washing rigour, PPE



procurement and use). Some staff were re-deployed and other day service staff adapted quickly to providing case management, counselling and clinical consultation through virtual means. Teachers moved quickly to get their coursework online, therapy services created a telephone line available for staff, foster parents and adult home share providers. The Payroll and Accounting staff immediately set up their home offices and managed to keep our processes running smoothly and on time. It was a herculean effort all around

and we succeeded because of our talented, flexible and committed staff working beautifully together! As of the writing of this report, the first wave of the pandemic is settling, and warmer weather affords more freedom for the children, youth and adults we support. We are now getting back to our pre-pandemic focus on re-organization 2.0. We have centralized more HR functions, adapted more business savvy analytics, moved forward on volunteer recruitment, polished

our social media presence, and developed our strategies to diversify our funding streams through social enterprise and fund raising.

Through this tumultuous year, I have been grateful for the committed support of our Board of Directors under the leadership of Carolyn Strutt. As she moves into her new role as Past President, Hogan Mullally will retire as Past President. Hogan has been a tremendous asset to the Board, I am very thankful to him for his devoted attention



to New Directions. As well, Ken Webb, who has great Board expertise is leaving at the end of his 10-year term and I am also sad to see him go. Both of these individuals contributed so much, and I will miss their good counsel. And finally, Ron Linklater who had to leave us for family re-location, will be sorely missed as well. His work on the Respectful Workplace Committee was exemplary.

In ending, I want to convey my heartfelt gratitude to the staff of New Directions and especially to the Agency Managers whose year was as

*Students received a certificate, balloon bouquet, graduation cap and lunch. They were thrilled!*

tumultuous, if not more, than mine. I thank you for your steadfast commitment to our values of Integrity, Respect, Holism and Honour. And to my Senior Directors team – you are superstars and I thank you for your talents, perseverance and love for New Directions.

**DR. JENNIFER FRAIN**, C.Psych.,  
Chief Executive Officer





4th Place – Artwork Cover Contest – participants of Adult Day Services – Teragy Program

“Samantha says at first she felt very anxious and stressed about hearing program was closed.

She had a hard time getting into a new routine at home and not being able to leave her house because of COVID-19. She often feels lonely and sad because when she tries to connect with friends or her boyfriend, sometimes they don’t answer. When program staff started to offer at home activities and worksheets, she was really excited because she enjoys doing those things, but she gets frustrated sometimes that staff aren’t there to help her with them. She enjoys being able to connect with peers through the Facebook page because she still isn’t able to leave her house as much as she would like.”





Young dancers line up to register for our Annual Traditional Opikhiwawin Pow wow in September 2019.

## President's Report

“The secret of change is to focus all your energy not on fighting the old but building the new.” – Socrates

**2019/2020** has proven to be a year of anticipated and unanticipated change, both of significant magnitude, that has required New Directions to be adaptive and flexible while moving forward.

At the beginning of the 2019/20 year, New Directions had already embarked on a major organizational change – shifting program structures and staffing arrangements to better reflect the way work was organized and to be able

to provide more integrated service delivery to participants. The development of a comprehensive change strategy required creativity, addressing organizational culture and creating ownership amongst the staff to make a significant transformation.

Managing change is difficult and transformation initiatives take time and require adaptability.

The cohesive and well led change strategy exemplifies

the skills and integrity of the senior management team led by Jennifer Frain, as they embraced and championed the required changes and transformed complex tasks into intuitive and concrete steps. As a whole, staff plunged into uncharted waters, they demonstrated resiliency in significant shifting of their teams, reporting mechanisms and organizational rituals. As the process evolved, New Directions displayed performance integrity by relying on teams of managers, supervisors and staff to execute change successfully.





*Making sandwiches for the daily lunch delivery and visit with New Directions' Community Members.*



As in any change endeavor, as change evolves, the components of the strategy and structure may require additional adjustments, especially as the environment in which the organization exists evolves and changes. Throughout this year, significant changes in reporting and alignment to provincial funders required the organization to look at shifting again some of the structures and reporting components within the organization. Again, adaptability and flexibility were key to the organization preparing to make more shifts and changes.

And just when one thought the change process would land with some stability, the COVID-19 pandemic erupted and sparked necessary and spontaneous changes beyond any magnitude that one could have envisioned! And without a blueprint to manage the extent of the disruption created, the New Directions staff displayed extraordinary courage, tenacity

**“As in any change endeavor, as change evolves, the components of the strategy and structure may require additional adjustments.”**

and innovation to find unique solutions to continue to serve clients and participants. Their collective team creativity solved problems and managed ambiguity while never wavering in their commitment and hope. Indeed, the lessons learned from their organizational change helped guide them through the uncertain change of the pandemic.

It has been an absolute pleasure to serve as Board President and witness the organization rise to the

challenge of managing anticipated and unanticipated change. I want to thank my Board peers for their commitment and dedication to the organization. In particular, I would like to acknowledge three Board members who are leaving the Board this year:

Hogan Mullally – as a family member of someone receiving services from New Directions, he brought that important perspective to discussions, shared his business expertise on the Respectful Workplace

*Enjoying a pristine winter day with a trip to the Pinawa Expansion bridge.*

Committee, and the Executive and Nominating Committees as President and Past President and guided the revisions of the New Directions By-Laws.

Ken Webb – a Board member for 10 years, Ken has a wealth of knowledge and experience in board governance and willingly shared his expertise with the Board including assistance in the By-Law review.

Ron Linklater – retiring from the Board after four years because of a recent move to Thunder Bay, Ron co-chaired the Respectful Workplace Committee and graciously shared his Indigenous perspectives with the Board and staff.

And finally, I would like to thank the staff for focusing on building the new – and ensuring that all those who receive the services of New Directions continue to move forward and flourish in this ever-changing landscape.

**CAROLYN STRUTT**  
*President*





# Areas of Service

## CHILD SERVICES

### Service Areas

#### Child Home Services

- Child Home Supports
- Community Homes for Children
- Deaf Home Supports
- Roots

#### Family Therapy Services

- includes Families Affected by Sexual Assault (FASA) & Family Support, Education and Counselling (FASD)

#### Clinical Services MACC

- Multi-Disciplinary Assessment & Consultation Centre



## CULTURE, EDUCATION & TRAINING SERVICES

### Service Areas

- Opikihiwawin, Cultural Resources and Training
- Biindigen School
- Gordon Bell Associated Classroom
- Job Training & Café 6
- Specialized Classrooms
- Transition House
- Kapaapako Miikiwaap & SEY Training
- TRC Response (Includes former RAP, TERF, TRY)

ND Property Services is a social enterprise that provides marginalized individuals with meaningful employment, hands on technical job training and enhanced employability through essential skills development.

## ADULT SERVICES

### Service Areas

- Adult Day Services
- Adult Family Supports
- Adult Home Share
- Employment Services
- Shift Staffed Homes
- Supported Housing
- Supported Independent Living
- Occupational Therapy Services within MACC (Includes a connection to the adult side of Deaf Home Supports)





*Red Dresses hang in the windows of New Directions at 717 Portage Avenue – a powerful and moving message in remembrance of missing and murdered Indigenous women and girls.*



**The Red Dress Project kicked off at 9:00am on Thursday, June 20th and within half an hour all 350 windows were filled with red dresses in remembrance of missing and murdered Indigenous women and girls.**

The off-site offices also hung red dresses in their windows. It made for a powerful and moving image. Elder Theodore Fontaine (our guest speaker on June 21) and his wife Morgan sent the following note:

“We also want to say again that the windows filled with red dresses was very powerful and emotional for us both, viewed from both outside and inside. You have collectively made such a meaningful statement by this action and intention. Gichi miigwech for this opportunity to share your morning and collective true history.”

– Theodore and Morgan Fontaine





New Directions recognized the work of its front line workers with thank you gifts delivered to them in the community homes and through the mail.

# Scenes from the pandemic

**STAFF FROM SUPPORTED HOUSING** felt like gourmet chefs as they took an order of butter chicken to residents. A socially distant chat over the fence with old friends as a trunk load of supplies are safely brought into a shift staffed home.

When offices and day programs shut down in March everything changed. For participants. For front-line workers. For supervisors and coordinators. For all of us.

“The loss of face-to-face interaction was huge for everyone,” recalls Supported Independent Living (SIL) Manager Karrie Musicky. “We lost that sense of family, of coming to rely on each other every day.”

When the SIL offices and lounge closed down in March, the participants still needed support from their Community Resource Workers (CRW’s), and in many cases, needed added support. “Getting food became a challenge,” Karrie says. “We had staff delivering sandwiches because our lounge was closed. We couldn’t assist participants to travel to get food or go to appointments, so we had to do a lot more planning ahead on how to get those things done. We had to come up with creative ways to get people out and about for exercise and to fight the debilitating effects of isolation. One coordinator came up with a walking challenge with incentives for completing the challenge.”





# Loni, who lives in his home that is supported by the SSH program, has worked at ImagineAbility for over 25 years.

When it's doors closed in March, he had to say goodbye to his colleagues and the work routine that he enjoys. A passionate Jets fan, a huge follower of the WWE and a Moose and Bomber season ticket holder, Loni had to make sense of a world where all the arenas went dark. Friday nights at Silver City were also put on extended hiatus. But Loni adapted amazingly well. He says that he understood the concern, and shared it with staff. He had a safe place to be able to articulate his feelings of grief and frustration, while still taking seriously the need for change. When asked what he was looking forward to the most when the pandemic is over, Loni replied, "The Bombers!" Loni said that he's been keeping busy with walking and hiking with trips to Fort Whyte and Bird's Hill. He plans on heading up to the beaches around Lake Winnipeg this summer while he waits for theatres to reopen and sports to return.



*Making a fun fashion statement with your mask, making sure birthday greetings can still happen and beach combing on a sunny day!*

Karrie says that the biggest obstacle was overcoming the sense of isolation for some participants, so the CRW's would schedule more home visits to stop in for a quick hello. In another service area, a Direct Support Worker in a community home with three hearing girls and one Deaf boy, found that having the kids home from school all the time presented new challenges. "We have to keep the kids entertained and keep them on schedule. Just because there is no school, they still must get up for breakfast. And we have to try and keep positive thoughts to keep them happy and feeling good." She notes that the school was very helpful in providing materials to keep them up to date with academic assignments. "We also do a lot of crafts and going for walks instead of them being on their iPads or watching TV all the time."

Kathy says they have posters everywhere in the home to remind the kids about hand washing and staying safe. The message has taken hold, she notes, because the kids have made face masks for their dolls and stuffed animals!

## From Day Programs to Shift Staffed Homes

Peter Kennedy had been managing the Adult Day Programs just prior to the shut-down when he was asked to temporarily take over Shift Staffed Homes (SSH). The shut-down at the schools and day programs meant major changes for everyone – participants, staff, and supervisors – involved with all those service areas. The day programs shut down March 18th and the staff were redeployed to SSH which created anxiety all around, he says. The SSH staff had to train the day program staff, the day program staff had to learn different roles, get used to



*Supported  
Independent  
Living staff making  
masks for their  
co-workers.*



different shifts and learn new strategies to keep participants engaged, and participants had to adapt to new routines, get accustomed to masks and protective equipment, and adjust to many new faces in their homes.

“There was a ton of guidelines that we had to follow,” Peter says. “and things were constantly changing with masks and face shields, protocols for visitors, how to wash hands, increased precaution if a resident was sick. We had to stay on top of guidelines and communicate them to staff, we had to have inside shoes and outside shoes, we had to disinfect homes between shifts and suspend family visits.”

“All the staff had to adapt to change and showed courage.

The front-line staff have been real superstars,” Peter says. He adds that Paige Thunder, educational specialist with the day programs, has been especially helpful in touching base with participants and created a day services resource page on Facebook and some people have set up on line chats through the page.

“The coordinators have had to change roles as well. Trevor Doner, Paige Smith, Adam Shakespeare, Matt Barton, Angela Keough and Mandy Bergen all helped with delivering groceries and equipment to homes, and a special thank you to Rob Wray and his operations team for keeping the homes stocked up with vital supplies,” Peter says.

Dave Macpherson, Manager of Child Home Services which

oversees community homes, home shares and the Roots service areas, feels that some aspects of running the homes are better.

“We are scheduling staff to work in the same homes rather than split shifts between three or four homes. Not as many people are missing shifts, so operation of the homes has actually improved in some ways. And, perhaps unexpectedly, many of the kids are responding positively to the changes and the consistency of their supports,” he says.

He says that although it was initially a scramble to get protocols in place and to supply the homes with masks, shields and gloves, the staff and children have done an amazing job to adjust to the new reality.

“We have received good support from the educational people. We received a donation of iPads so there is one per home to help kids

with their assignments,” he says. “I have been unbelievably impressed with our staff and the resiliency of the children. They have been handling the changes in an outstanding way.”

In the Roots service area, Olga Shmelova says she has been doing things over the phone rather than in person for the most part but has visited a few participants during the office closure because she prefers personal interaction.

“Most of the kids felt lost and limited in their ability to participate in school or job searches, so I tried to keep some visits in person,” she says. “Some individuals get regular cheques, so I was delivering them and talking to the kids about their week.”

Olga also made masks for the participants, which she also delivered in person. “They appreciated the masks because they couldn’t find them in stores. I was happy that I have the skill to make them.”



*A joyful moment  
at sunset!*



## “A Monday afternoon Instrument Jam session now meets to play together with friends on guitar, keyboard, recorder and percussion.”

As time wore on, many celebrations and holidays approached on the calendar. Olga did her best to find ways to make sure those milestones were not forgotten, and that the youth were still able to celebrate or be made to feel special. I could see how excited they were,” she says. “They felt joy and they felt loved. Their inner child was able to come out.”

Sean Gander, Manager of the 53 cluster housing units, says the lockdown has had a significant impact on the residents in his service area. “Their access to basic needs has been severely hampered. It has affected their access to food, to medical care, to other people, which takes a toll on them. Their feeling of loneliness becomes worse, almost toxic.”

“But we have the advantage of having staff on site so we can have daily personal connections with the tenants,” he adds.

His service area has partnered with ImagineAbility, which has very creatively started offering low cost meals such as butter chicken or perogies and Kielbasa for \$3 a serving.

“It gives the staff a reason to connect with the participants. People have access to healthy meals, it supports a sister organization that is struggling during this time, and the staff get excited about it. Twice a week when they deliver the meals to the individuals we support, the staff get to feel like they are really making a difference and bringing a tiny bit of joy,” Sean says.

He notes that transportation has been a challenge, but

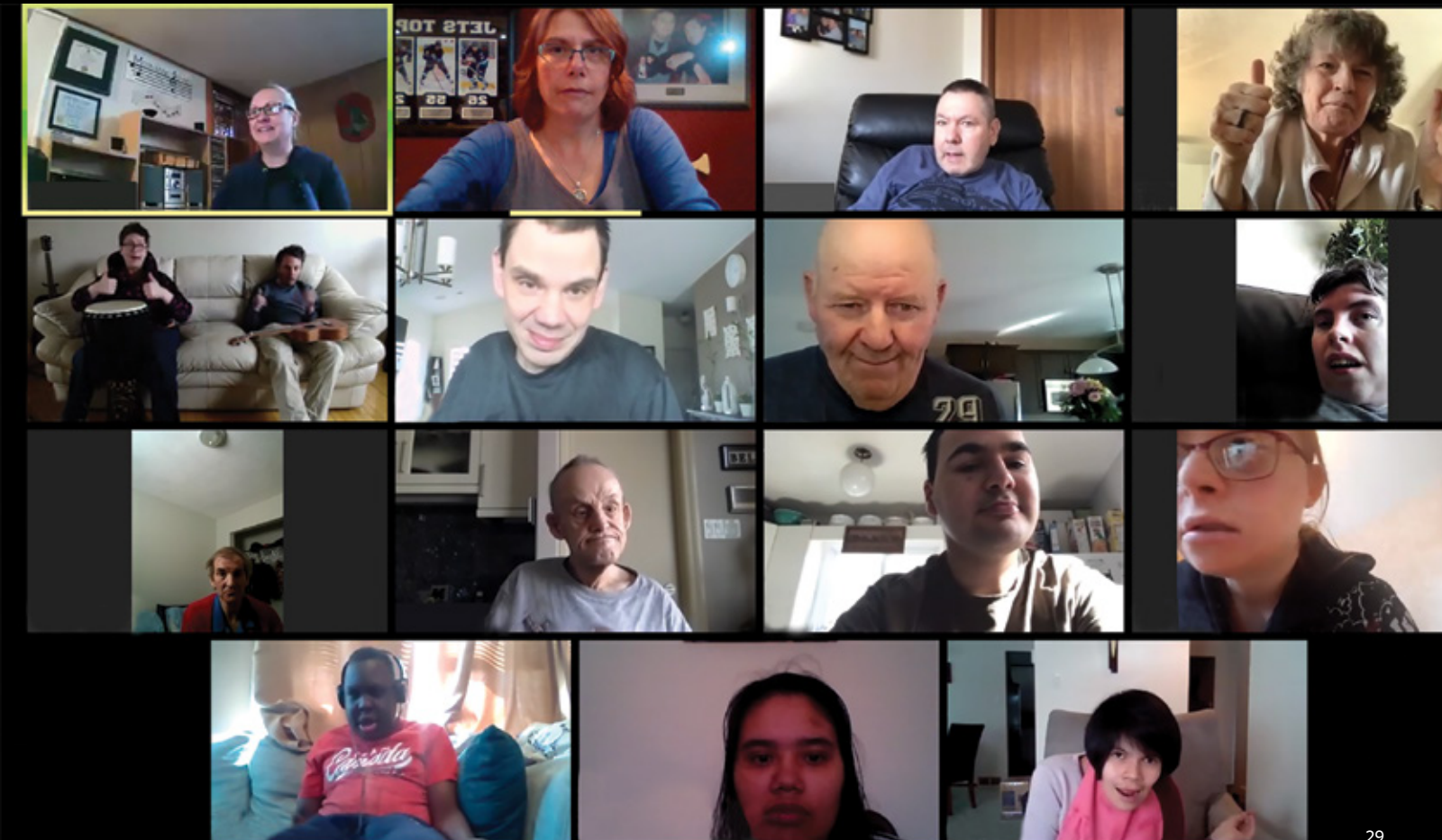
staff and participants have worked together to come up with effective strategies.

“Overall, New Directions has responded with a smart, coordinated response,” he adds. “It has been helpful to know that we are not alone, and no service area has been left out.”

Though it is too soon to predict what life will be like after the pandemic, some of the changes have been welcomed.

“Each case manager is sending out little updates every day,” Karrie Musicky says, “The leadership team has a better idea of what is going on, everybody has a better understanding of the challenges and the successes because that communication is going on daily. Before we would meet every couple of weeks, now we are hearing these little success stories, laughter moments, being shared with everybody, which I think is fantastic. We are still finding success despite all the chaos that is going on.”

*Finding a new way to communicate ASL through a mask!*





# Endowment Fund Donor Thank You

## New Directions would like to thank our generous donors

**THE PURPOSE** of the Endowment Fund is to provide funding for activities and support that are often financially out of reach for our participants. As with everyone, the COVID-19 pandemic presented the members of our New Directions' community with challenges. Not all families had access to technology and the internet. Devra Buhler, a Counsellor in FASD Family Support, Education and Counselling shared the following example of how the Endowment Fund can make a profound impact in the life of our participants.

### Kerry's Story

Kerry is 15 and was attending school prior to the COVID-19 shut downs. Kerry is a pseudonym. Kerry's family had been involved with New Directions since 2016 soon after Kerry was diagnosed with FASD. Kerry had been struggling in school and felt she didn't quite fit, didn't understand the work at times and felt overwhelmed. The school saw it as behaviour problems, low attendance and academic problems. While the school tried all kinds of different classroom arrangements and options, it was frustrating for Kerry. When I called her the week after the COVID-19

shut down, she was struggling even more with school work and seemed to be feeling kind of lost.

In grades 7, 8 and 9, Kerry only attended classes for approximately two months out of each school year. Then, last spring, learning of her FASD diagnosis, she set out with a new sense of determination to prove that she can be successful in a regular classroom with her peers and decided that she wanted to attend Gordon Bell High School. Kerry has experienced great success at



Thank you!



*Karen Hill (second from the left), from our Opikihiwawin program accepts a cheque from Pinays MB Inc. a dynamic empowering group for Filipino Women in Manitoba.*

Gordon Bell, earning most of her grade 9 credits and had started some grade 10 classes when school closed in March. She was incredibly upset by the shutdown and, although her school has set up virtual classrooms for the students to continue to complete and hand in assignments, the family didn't have any technology in the home for her to access this, nor could they afford to buy the technology needed.

After many years of being labelled a "bad kid," feeling like she is "stupid" and can't be successful in school, Kerry is engaged in academics

for the first time in many years, is motivated to learn and dreams about graduating from Gordon Bell one day. We didn't want the school shut down to interrupt all the success and momentum she had built over this past year so we submitted an application to the New Directions' Endowment Fund to purchase a new tablet so she could connect to her classrooms. We were thrilled the application was accepted and the dollars would be provided through the Endowment Fund to get the tablet!

Kerry was so excited when I delivered the tablet to her. I have checked in with her a

couple times since she received this device and she has been able to connect with her peers and teachers and is able to continue her learning and progress towards reaching her goals, how great is that?!

Our generous and committed donors who continue to support our people to make the most of their skills and talents make these positive outcomes possible.

We are very grateful to all who have supported the Endowment Fund and wish to acknowledge the generosity of the donors listed on the following page.



## New Directions Endowment Fund Donors

Donations made April 1, 2019 – June 30, 2020

Vivian Albo  
James Court  
Dr. Charmayne Dubé  
Beverly Thiessen  
David Sitarik  
Linda L. Taylor  
Christina E. Cassels  
Jessie Bissoon  
Carolyn Strutt  
Sean Gander  
Mandie Timko  
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Elizabeth Schwersensky  
Ross and Bette Jayne Taylor  
Ken and Barbara Webb  
Janet and Neil M. Cutler  
Joseph and Patricia Mullally  
William Ian and Debra Anderson

Dave and Colette Macpherson  
Hogan Mullally and Meghan Nordman  
Dr. Laura Sokal and Dr. John Sokal  
Dr. Jennifer G. Frain and Dr. Matthew Decter  
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Estate of Danuto Otto  
Wayne Drury – Memorial Beda Drury  
Lori Hunter - Memorial Lynn Fowler  
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MGEU - All Charities Campaign  
Balmoral Hall - School for Girls  
Dawn and Dusk Before and After School Program

Managed by The Winnipeg Foundation the New Directions Endowment Fund began in 2002. The Foundation provides an annual distribution of income to New Directions.

The principal remains invested with The Winnipeg Foundation.

We would also like to thank The Winnipeg Foundation for providing matching grants to the fund.



(below) 3rd Place Artwork Cover Contest – participants of Kriya program.





Thanks To Funders

We would like  
to acknowledge  
and thank  
our sustaining  
funders

**THEIR ONGOING** confidence in our work is essential for its continued success.

They include the Province of Manitoba Departments: Families, Economic Development and Training, Seniors and Active Living. The Government of Canada Departments including The Public Health

Agency of Canada, the Employment and Social Development Canada and Department of Justice. We continue to enjoy a very positive relationship with our major funders and appreciate their ongoing insight as well as their financial contributions.

The Winnipeg Regional Health Authority, Manitoba Housing and Renewal Corporation, The Winnipeg Foundation,

The Manitoba Real Estate Association Shelter Foundation, and the United Way have assisted us with specific projects to meet community needs and we are most grateful for their ongoing support.

We would also like to acknowledge the Winnipeg School Divisions; Louis Riel, Pembina Trails and St. James Assiniboia who have assisted us with specific projects to meet community needs.

We are most grateful for their ongoing support. The Child and Family Services Authorities and Agencies have referred and supported individuals using our services.

Thank you!



“Heartfelt”  
participant artwork.





## Thanks to Employers

Brady Landfill  
 Canada Goose  
 Canadian Museum for Human Rights  
 Centerplate  
 Charleswood / Portage Avenue Community Church  
 Diversity Foods  
 Flyer Advantage  
 Health Science Centre  
 Inn at the Forks  
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 Prairie Ink  
 Reliable Tire  
 Saint Boniface Pallets  
 The Forks  
 Thrive Thrift Store  
 Shoppers Drug Mart  
 City of Winnipeg Water and Waste Division

Thank you!



Adult Day Services would like to acknowledge and thank the numerous New Directions' employees who have utilized our yard care services, moving company and home cleaning business. We really appreciate your support!



# Thanks to Supporters

## We couldn't do it without your support!

### Corporate Supporters:

Arnason Industries

The Winnipeg Foundation

The Winnipeg Foundation Fund  
- The Winnipeg Foundation

Glenlawn Collegiate, Youth in  
Philanthropy Committee –  
The Winnipeg Foundation

The Bate Family Fund for Youth  
In Memory of Clive C. Bate

Community Foods Centre  
Canada

Canadian Centre for  
Child Protection

MREA Shelter Foundation

Dawn and Dusk Before and  
After School Program

Aim for Life

Assiniboine Zoo

B'Nai Brith Canada

Canada's Royal Winnipeg Ballet

Centerplate

Gowns for Grads, Winnipeg

Canada Life

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Safe Workers of Tomorrow

Second Harvest Food Rescue

Sparling United Church –  
Women's Group

The Sprott Foundation

Teen Talk

The Hotel Fort Garry

The Winnipeg Symphony

United Way of Winnipeg -  
Dream Seats Program

Value Village

World of Water (Kenaston)

### Individual Supporters:

Will Arnett

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the Faculty of Medicine, University  
of Manitoba

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Clinical Placement Coordinator /  
Instructional Associate, Psychiatric  
Nursing Program / Faculty of Health  
Studies / Brandon University

Ginelle Giacomini, MSc, BEd,  
B HEC, BA, Instructor - Disability  
and Community Support/Child &  
Youth Care, Red River College (Notre  
Dame Campus)

Susan Claire Johnson,  
Academic Coordinator, Child & Youth  
Care Program, Red River College

Teresa Allison, OT Reg (MB),  
Instructor/Fieldwork Outreach  
Developer, Department of  
Occupational Therapy, College  
of Rehabilitation Sciences / University  
of Manitoba

Margarete Anne Campbell-  
Rempel, Academic Fieldwork OT  
Reg Coordinator, Department of  
Occupational Therapy, College  
of Rehabilitation Sciences / University  
of Manitoba

Patti Kafka, Field Program  
Assistant, Fort Garry and Inner City  
Campuses, Faculty of Social Work /  
University of Manitoba

David Sullivan, MSW, Practicum  
Coordinator, Faculty of Social Work /  
University of Manitoba

Dr. Roberta L. Woodgate,  
RN PhD, Faculty of Nursing /  
University of Manitoba

Florence Giasson, MSW, Field  
Education Coordinator, St. Boniface  
University

Rick Simmer, Program  
Coordinator, Deaf Studies and ASL-  
English Interpretation, Red River  
College, Ndinawe Child & Youth Care  
Program, Red River College

Kelly Stifora, LIT Work  
Placement Coordinator, Library  
and Information Technology  
Diploma Program, Creative Arts  
Department, Red River College

Dr Keith Lowe, PhD Assistant  
Professor, Community Health  
Sciences, University of Manitoba

Dr. Doug Williams, Chair,  
Psychology Department / University  
of Winnipeg

Manuela Parcels, BH Ecol,  
Workplace Placement Coordinator,  
Division of Extended Education /  
University of Manitoba

Dr. Judith Hughes, Associate  
Dean Faculty of Social Work,  
University of Manitoba

Dr. Michael Yellowbird PhD,  
Dean, University of Manitoba, Faculty  
of Social Work

Thank you!







## Years of Service Recognition

# A celebration of staff and their accomplishments



*Jennifer Frain  
(front row 3rd  
from right)  
joins the 5 year  
recipients.*



*Volunteer  
Trainers for  
New Directions  
mandatory  
trainings.*

**EVERY YEAR** during the month of November, a celebration of staff and their accomplishments takes place. We recognize our staff members by celebrating anniversaries of five years or more. After 10 years, supervisors share highlights of their staffs' careers with presentations. In 2019 we took the opportunity to acknowledge the hard work and dedication of our staff who volunteer to be trainers for the organization. They are involved in both curriculum development and delivery of our mandatory training.

### Staff Celebrating

#### 30 Years

Paul Kunick  
Bernie Klippenstein

#### 25 Years

Joanne Brown  
Omar Hawash  
Chris Yurkiw

#### 20 Years

Dave Bennett  
Sohrab Kenani  
Karrie Musicky

#### 15 Years

Joel Abara  
Adam Abdirizak  
Michele Greenwood  
Kayleen Kaduchuk  
Angela Keough  
Richard Nault

April Riel  
Lisa Shane  
Colette Shewchenko

#### 10 Years

Amanda Lee Adams  
Fredrick Arnold  
Lance Cartwright  
Richard Claeys  
Eugene Cochrane  
Eric Eyford  
Kyle Havens  
Betty Hosein  
Michelle Mosquin  
Della Nichols  
Bohdan Pohajdak  
Anita Posaluko  
Glenn Schroeder  
Janice Spence

THANK  
YOU  
STAFF!





THANK  
YOU  
STAFF!

### 5 Years

Anisha Abara  
Monica Bannatyne  
Adeoti Campbell  
Eulanie Dela Rosa  
James Forman  
Gagandeep Singh Gagneja  
Omar Guanarita  
Marvic Guevarra  
Theresa Hammerback  
Bradley Hooper  
Jebediah Hornberger  
Dayna Kitt  
Kala Little  
Renata MacDonald  
Darla Matombe  
Tammy Munro  
Bosede Okikiola  
Natalyn Reyes  
Dawn Rose  
Jordan Sangalang  
Deborah Solvason  
Pino Tegegn  
RosanneTurski  
Jayne Van der Zaag  
Renee Vincent  
Halima Wagay  
Jocelyne Yanofsky

### Trainer Honorees

#### Ability Awareness:

Richard Claeys  
Robin Pinder  
Sabrina Morier

#### Breaking Barriers:

Trevor Doner  
Angela Keough  
Sean McGrath  
Darla Matombe  
Karrie Musicky

#### Non-Violent Crisis Prevention:

Omar Hawash  
Adrian Rae  
Mandy Bergen  
Nicole Anderson  
Paul Kryminski  
Jordan Sangalang  
Rob Wray

#### Ally Journey:

Angela Keough  
Grazia Bermisa  
Jane Runner  
Josh Krahn  
Mandie Timko  
Michelle Thomason  
Pam Gillman  
Stacey Watson  
Trevor Doner

### Culture & Diversity:

Jose Diaz  
Ali Nasajpour  
Olga Shmelova  
Carlos Alcantara  
Omar Guanarita  
Jessie Bissoon  
Francisco Bastidas  
Melanie Anonuevo  
Oksana Syvolos  
Sarah Voluntad

#### Deaf Culture:

Jordan Sangalang

#### Mental Health First Aid:

Karen Vogt  
Michelle Mosquin

#### Vulnerable Person's Act:

Matthew Barton  
Stacey Watson

#### A Peek at Colonization:

Kirby Fults



Thank you!





## Treasurer's Report

# The challenges are substantial, but the organization has proven to be resilient

**ON BEHALF** of the Finance Committee, I am pleased to present the financial statements of New Directions for Children, Youth and Families for the year ended March 31, 2020.

This past year has been extremely challenging for everyone in the organization dealing with the COVID-19 pandemic. New Directions quickly mobilized to a remote work environment and effectively dealt with all the

challenges that go along with the new protocols. It goes without saying the pandemic has challenged the organizations' collective well being. The challenges are substantial, but the organization has proven to be resilient. I feel that New Directions will emerge from this crisis as an even stronger organization.

The effective financial management of such a large and diverse organization is a team effort. The financial manage-

ment team of New Directions is a hardworking talented and dedicated group of individuals. I would like to congratulate CFO Michael Schroeder and his entire team of committed professionals. As we gradually emerge from the lockdowns, Michael Schroeder, along with Jennifer Frain, deserve recognition for delivering stellar financial results despite these challenging times.

I would also like to thank the Board and the Finance Committee for their assistance and valuable input relating to financial matters. Their active participation in the financial affairs of the organization is greatly appreciated.

It is a pleasure serving on the Board of New Directions and it's a privilege working with such dedicated Board members and staff. Thank you for your continued confidence and ongoing support.

**DAVID SITARIK**  
*Treasurer*



Report of the Independent Auditor on the  
Summary Financial Statements

To the Board of Directors of New Directions for Children, Youth, Adults and Families Inc.

Our opinion

In our opinion, the accompanying summary financial statements of New Directions for Children, Youth, Adults and Families Inc. are a fair summary of the audited financial statements, on the basis described in the note to the summary financial statements.

The summary financial statements

New Directions for Children, Youth, Adults and Families Inc.'s financial statements derived from the audited financial statements for the year ended March 31, 2020 comprise:

- the summary balance sheet as at March 31, 2020;
- the summary statement of revenues and expenses for the year then ended; and
- the related note to the summary financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The audited financial statements and our report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated May 22, 2020.

Management's responsibility for the summary financial statements

Management is responsible for the preparation fo the summary financial statements on the basis described in the note.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

PricewaterhouseCoopers LLP

Chartered Professional Accountants  
Winnipeg, Manitoba  
May 22, 2020

Summary Balance Sheet

As at March 31, 2020

Assets

CURRENT ASSETS

	2020 \$	2019 \$
Cash and cash equivalents	-	1,887,342
Restricted cash	107,000	-
Accounts receivable	4,683,194	3,354,166
Prepaid expenses	756,404	432,223
	5,546,598	5,673,731
CAPITAL ASSETS	12,575,831	13,500,851
	18,122,429	19,174,582

Liabilities

CURRENT LIABILITIES

Bank indebtedness	486,268	-
Accounts payable	1,454,378	2,709,943
Accrued vacation pay	1,356,372	1,288,777
Deferred contributions	615,937	648,076
Deferred tenant inducements	2,116,672	2,355,095
Working capital advances - Province of Manitoba	1,997,991	1,997,991
Current portion of obligation under capital lease	7,212	7,212
Current portion of long-term debt	1,706,699	857,613
	9,741,529	9,864,707
OBLIGATION UNDER CAPITAL LEASE	-	84,690
LONG-TERM DEBT	2,861,871	4,047,760
OTHER LONG-TERM LIABILITIES	700,641	584,653
FORGIVABLE LOAN	1,427,973	1,488,594
	14,732,014	16,070,404

Net Assets

NET ASSETS INVESTED IN CAPITAL ASSETS	6,572,076	7,014,982
NET ASSETS INTERNALLY RESTRICTED	676,366	433,201
UNRESTRICTED NET DEFICIT	(3,858,027)	(4,344,005)
	3,390,415	3,104,178
	18,122,429	19,174,582

APPROVED BY THE BOARD OF DIRECTORS

 Director

 Director



Summary Statement of Revenues and Expenses

For the year ended March 31, 2020

	2020 \$	2019 \$
<b>Revenues</b>		
Government of Canada	447,631	582,035
Province of Manitoba	51,736,217	48,789,982
Child and Family Services Authorities/Agencies	4,060,638	4,641,513
United Way of Winnipeg	108,442	108,245
Other	1,002,379	1,082,362
	57,355,307	55,204,137
<b>Expenses</b>		
Operating expenses	56,857,191	55,397,965
<b>Excess (deficiency) of revenues over expenses before the following</b>	498,116	(193,828)
Impairment of capital assets	(211,879)	(191,743)
<b>Excess (deficiency) of revenues over expenses</b>	286,237	(385,571)

Basis of presentation

These summary financial statements have been derived from the audited financial statements of New Directions for Children, Youth, Adults and Families Inc. (New Directions) for the year ended March 31, 2020.

The criteria developed by management for the preparation of the summary financial statements is as follows: that the information included in the summarized financial statements is in agreement with the related information in the complete financial statements, and that the summarized financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete financial statements, including the notes thereto, in all material respects.

A full set of the financial statements including significant accounting policies and other explanatory information is available from New Directions.





## **WE ACKNOWLEDGE**

we are standing on Indigenous  
land, land inhabited by  
Indigenous peoples since time  
immemorial. We further  
acknowledge we are guests on  
the land we call home and are  
bound together by Treaty 1.

500 -717 Portage Avenue

Winnipeg, Manitoba R3G 0M8

Voice: 204.786.7051

Fax: 204.774.6468

**[newdirections.mb.ca](http://newdirections.mb.ca)**



**Cover Artwork:** 1st Place Artwork  
Cover Contest – Ladies Night Group –  
Home Services

### **Photography credits:**

*Ebonie Klassen Photography*

*Front & back cover pages 1, 4, 5, 8,  
9, 12, 15, 19, 32, 35, 40, 41, 43*

*Lori Hunter 6, 10, 14, 20, 21, 31,  
33, 36, 44*

*Tiffany Schambach 39*

*Various New Directions staff  
who provided photos during  
the pandemic*

### **Copywriting:**

*Wayne Drury, Lori Hunter,  
Trevor Doner*

### **Design:**

*Barry Hammond, Flamingo Design*

### **Printing:**

*Premier Printing*

