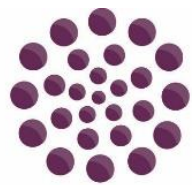


# ANNUAL REPORT 2023-24



Prepared for AGM  
May 28, 2024

Initiatives  
for Just  
Communities



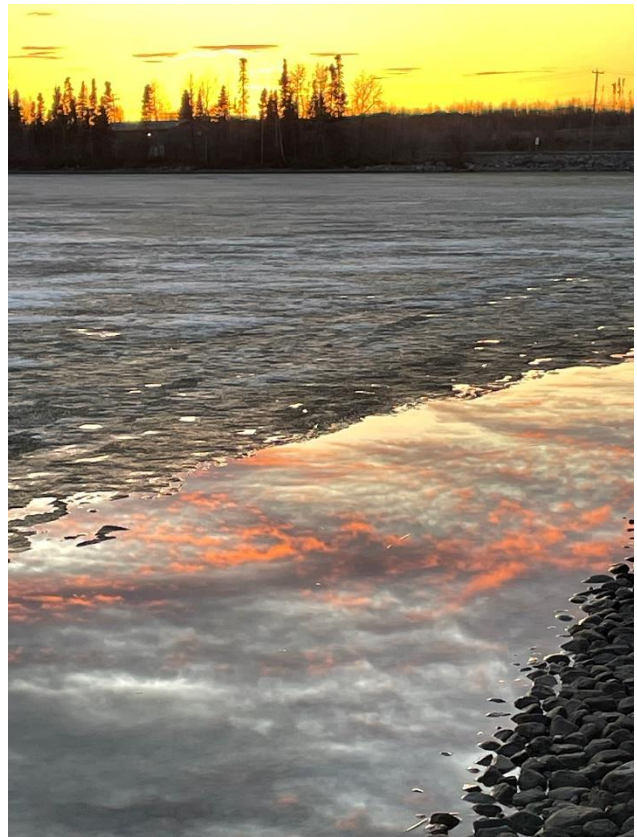
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## *Land Acknowledgment*

Initiatives for Just Communities is situated on Indigenous lands where we work alongside Indigenous and non-Indigenous families, staff, and communities. Our offices are located on Treaty 1 territory – the original lands of the Anishinaabeg, Ininew, Anishinew, Dakota, and Dene Peoples, and on the homeland of the Métis Nation.

We are grateful to the host peoples who, for millennia, have stewarded the lands on which we work and live. We acknowledge the harms committed in the past and those that continue today. We dedicate ourselves to learning and listening, centering Indigenous voices and lived experiences, building relationships based on respect and collaboration, and addressing colonial attitudes and practices within our organization.



## *Message from IJC's Executive Director*

In August 2023, I was both honoured and humbled to assume the responsibilities of my new role as Executive Director of Initiatives for Just Communities (IJC). I have thoroughly enjoyed meeting the staff and many of the participants involved in IJC's programs within Winnipeg and throughout Southeastern Manitoba.

I have entered a service delivery system with a rich history of providing diverse supports to individuals, families, and the community at large. I want to acknowledge the dedication of past and current IJC employees, volunteers, Board Directors, and participants who have built and strengthened this community and provided decades of service to others. The values of IJC – All People, Community, Compassion, Restorative Justice, Advocacy, and Transparency – continue to guide the important work of this organization.

I have had the unique opportunity to listen to staff, participants, Board Directors, and community stakeholders as we work together to continue the organization's path forward. The work of these last months has been like "turning over stones." I have sought to build upon IJC's strengths, uncover organizational challenges, create spaces for conversation, and build staff capacity to ensure IJC's operations and programs adhere to the highest standards. I am particularly grateful for the strategic priorities that have shaped IJC. We continue to prioritize strategic planning, understanding that it is an ongoing process of idea-sharing and relationship-building with the aim of providing the most responsive service to participants at IJC.

During the first year of my tenure, I have focused on the following priorities:

### **Creating a Shared Leadership Team Model**

- Promoting collaboration between Directors, Managers, and Coordinators across programs

### **Reviewing IJC's Organizational Structure**

- Clarifying staff reporting lines to ensure participants receive the best supports and opportunities for development

### **Culturally-Relevant Supports**

- Incorporating Indigenous perspectives and practices to provide healing opportunities for participants and staff

### **Quality Assurance & Sustainable Practices**

- Human Resources best practices, investment in vehicles, improved insurance coverage, performance management, contracting an employment lawyer, and protection of personal health information

### **Enhancing Partnerships and Collaboration**

- Partnering with Manitoba Institute of Trades and Technology to provide participant training, and collaborating with other social services agencies to develop specialized supports and clinical services

IJC's good work continues as we strengthen organizational practices, build program capacity, and enhance our services to participants, families, and communities in Manitoba.

*- Donald Shackel, Executive Director*

## *Message from IJC's Board Chair*

It has been quite a year since we last met. Several new Directors joined IJC's Board and I assumed the role of Board Chair after serving as Vice Chair the previous year. Following the retirement of our former Executive Director, Hank Dixon, one of the Board's first tasks was to fill the position. We are grateful to have hired Don Shackel, who brings years of experience to the job. Our dream of expanding IJC's programs continues.

As a First Nations elder, I jumped at the opportunity to visit IJC's four programs. I was impressed by our staff at Touchstone, El'dad, Open Circle, and Circles of Support & Accountability, and their journeys within IJC over the years. I also noticed that approximately 80 percent of IJC's participants are Indigenous.

As a result, I offered ways to incorporate Indigenous teachings of the Medicine Wheel into IJC's programming. To be whole people, we must lead a life in which our mental, emotional, physical and spiritual elements are in balance. IJC is developing Circle of Care plans for each participant with the aim of promoting holistic well-being and Indigenous teachings. Elder Bill Ballantyne and I offered a sharing circle at El'dad Ranch to listen to the experiences of staff and participants. The Turtle Island Teachings Committee has started facilitating crafts, storytelling, medicine-picking, and other teachings in keeping with Indigenous ways of being.

In January, we invited Juanita DeSouza-Huletey to our Board Retreat to help us examine our by-laws, policies, and procedures. Today, we have improved our record-keeping and revised our organizational chart to reflect clear responsibilities and reporting lines. A Board Recruitment Committee has been created to examine our Board composition and nomination process. We also hired a Human Resources consultant, Brittany Pedden, to conduct an audit of IJC's HR practices.

This past year, I joined our Executive Director and staff as they presented the Department of Families with several project proposals. As a result of these meetings, we have improved IJC's fleet of vehicles, received support for our Circle of Care model, and are exploring partnership possibilities with the Manitoba Institute of Trades and Technology.

I want to take a moment to thank Ben McGillivray for his time on the Board as Advisor. Ben now co-chairs the Participant Advisory Committee, an integral committee of participants who meet regularly and bring their recommendations to the Board.

It has been a very busy year and I have enjoyed every moment of it. I am grateful to Don Shackel for the energy, ideas, and leadership he brings to the organization. As this is my last term as a Board Director, I want to thank you – board members, staff, volunteers, participants, and community members – for the support, hard work, and love you have brought to IJC.

*- Murray Still, Board Chair*

## *Our Team*

### *Board of Directors*

*Murray Still*  
Chair

*Victor Mate*  
Director

*Shasana Funk*  
Director

*Ken Friesen*  
Vice-Chair

*Helex Peters*  
Director

*Darryl Loewen*  
Director, Special Member  
(Mennonite Central  
Committee Manitoba)

*Henry Friesen*  
Treasurer

*Marlene Lenton*  
Director



### *Shared Leadership Team*

*Donald Shackel*  
Executive Director

*Kevin Drain*  
Director of Services

*Ina Himro*  
Director of Finance

*Trevor Uteck*  
Associate Director of  
Resources & Development

*Brittany Pedden*  
Human Resources  
Consultant

*Jennifer Brisson*  
Associate Director of Circles  
of Support & Accountability  
and Open Circle

*Allegra Friesen Epp*  
Executive Support &  
Strategic Analyst

## *Who We Are*

Initiatives for Just Communities (IJC) is a non-profit, charitable organization that is committed to restorative justice practices. IJC works to create communities where each person has a place to belong and flourish. IJC's mission is to come alongside people living with Fetal Alcohol Spectrum Disorder and intellectual disabilities, and those currently or previously incarcerated, to further individual and communal well-being.

IJC's four programs – El'dad, Touchstone, Circles of Support & Accountability, and Open Circle – began as community justice programs under Mennonite Central Committee Manitoba. In 2010, Initiatives for Just Communities was incorporated as a non-profit organization under which all four programs continue to function.

IJC supports individuals in Winnipeg and the Eastman Region of Manitoba. IJC provides residential support, vocational training, outreach programming, day programming, home shares, drop-in programs, and supported independent living. We also facilitate a prison visitation program and provide supportive spaces to those integrating into the community after incarceration.

## *Our Values*

### **All People**

As part of creation, we see each person as having infinite value and necessary for a healthy community. Thus, we respect each person, and believe in their goodness. Further, believing that all are created equal, we honour our diverse cultural realities and value the experiences of all.

### **Restorative Justice**

To promote healing of the individual and the community, we seek to repair harm and restore the individual and the community to honest, transparent and trusting relationships. We bring this restorative justice approach to all we do.

### **Compassion**

We offer welcome and accompaniment, without judgement, to all on the journey.

### **Community**

Our work is set in and reliant on community. We value the cooperative and collaborative nature of community and the interdependence it creates. We seek to build community with our participants and in so doing, strengthen the broader community.

### **Advocacy**

We value hearing those who are often unheard, and honour their story. We work to ensure their voices are heard both within and outside our organization.

### **Transparency**

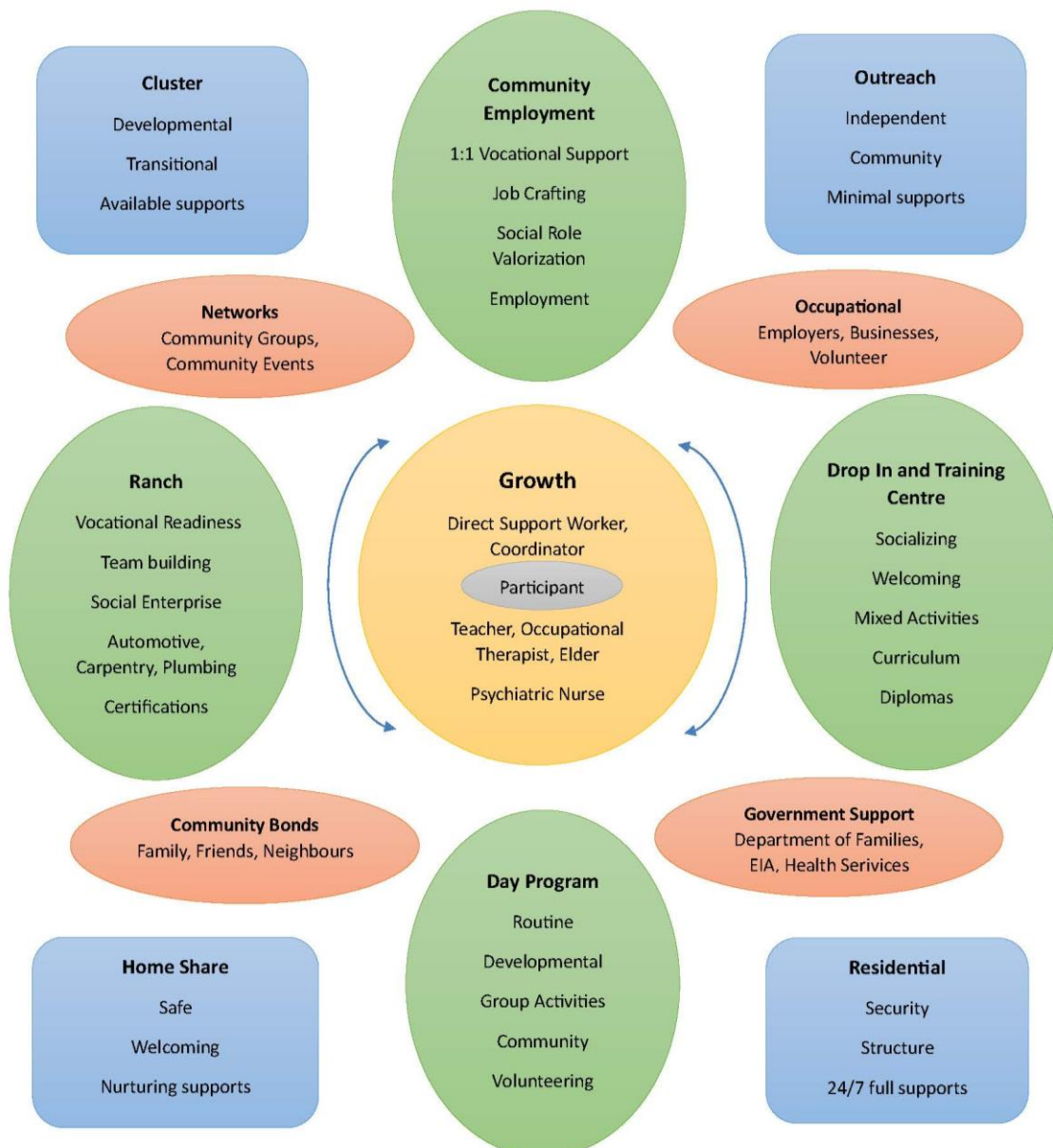
We promote and model honesty and integrity in all our work, because these are critical for true community to flourish.



## *IJC's Circles of Supports*

IJC's Circles of Supports model portrays a holistic and interconnected network of supports that participants can access on their journeys of growth. The bi-directional arrows signify the integrated nature of IJC's supports. Participants can engage multiple support avenues simultaneously through this circular and relational approach. This dynamic model facilitates movement towards greater independence and interdependence within community.

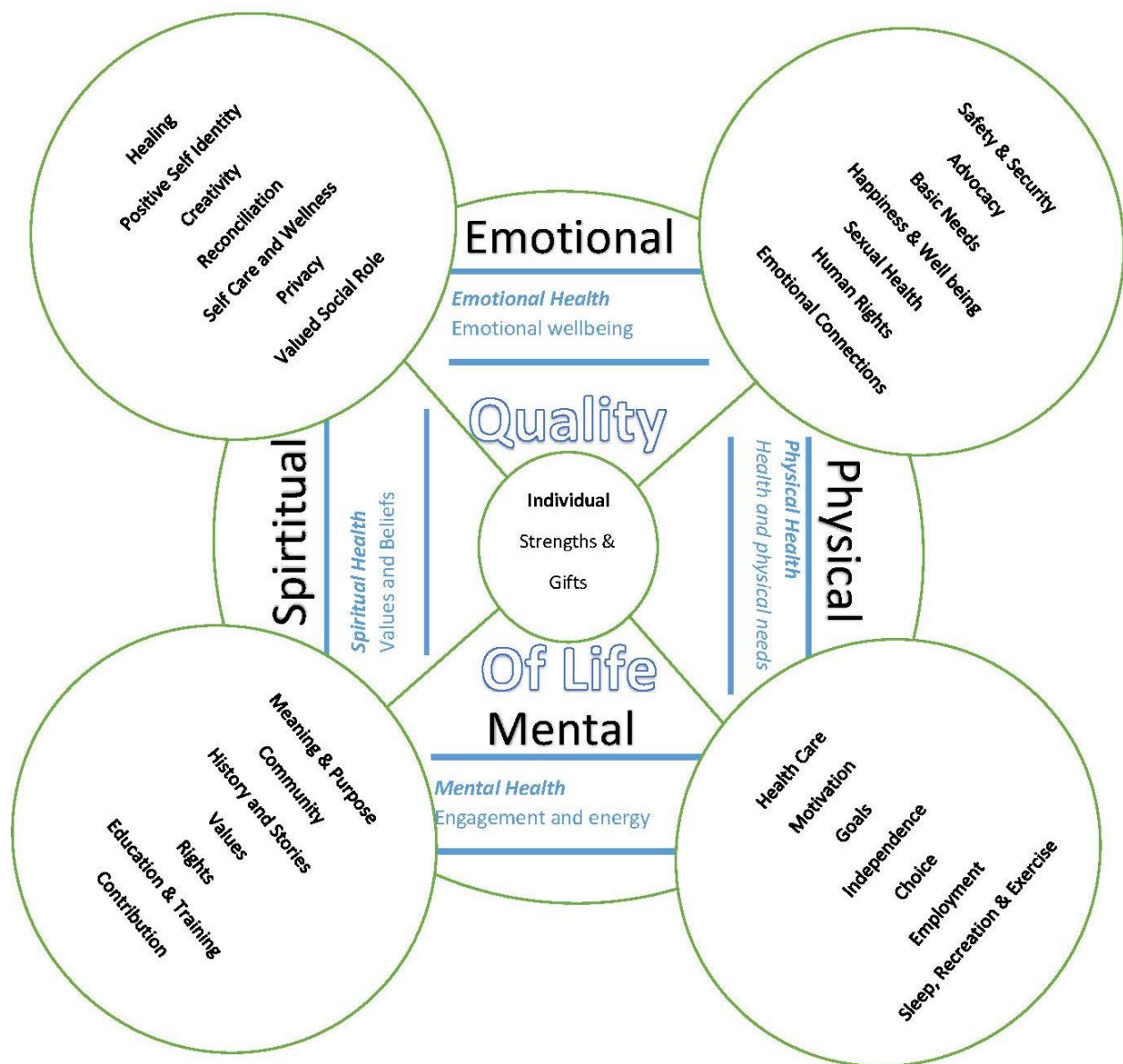
Circles of Supports is a powerful tool for exploring diverse supports, visualizing personal goals, and tailoring services to the needs of each participant. This model builds on Planning Alternative Tomorrows with Hope (PATH), a planning tool that uses graphic facilitation to create a shared vision of a positive future for individuals, families, and organizations. IJC's model ensures our supports are aligned with participants' goals and aspirations.





## Circle of Care Plan

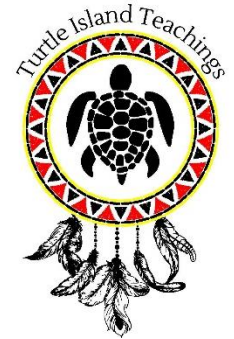
IJC's Circle of Care Plan works in conjunction with the Circles of Support model by focusing on the diverse needs of each individual to ensure their overall well-being. Modeled after the Indigenous Medicine Wheel, this plan seeks to be a culturally-relevant resource for Indigenous participants and a holistic model for all individuals in our programs. While IJC's Circles of Supports model highlights external programs and resources that foster community integration and personal growth, the Circle of Care Plan addresses individual-specific needs across physical, emotional, mental, and spiritual dimensions. The plan reflects a comprehensive and tailored support system and promotes an environment where participants can thrive and achieve their personal goals.



## *Indigenous Supports & Services*

IJC is committed to including Indigenous perspectives and practices in our work. This commitment begins with our Board of Directors, who continue to provide clear and consistent support for integrating Indigenous ways of knowing and being into IJC's services and supports. Murray Still, an Indigenous Elder and IJC's Board Chair, has been especially instrumental in encouraging our organization to integrate Indigenous practices and to promote healing for all IJC participants, many of whom are First Nations or Métis.

The provision of cultural programming and care at IJC has been driven by a strong group of IJC staff and participants who meet regularly and bring forward Indigenous practices at IJC. This committee, which self-identifies as the Turtle Island Teachings Group, plans many activities to promote healing and participation in a multitude of cultural practices. From making ribbon skirts to attending ceremony and cultural events, Turtle Island Teachings is infusing Indigenous perspectives throughout IJC.



Over the past year, Elders Bill and Gertie Ballantyne of Brokenhead First Nation have begun providing Elders services and supports to participants and staff. Bill and Gertie have introduced traditional teachings, practices, and cultural understandings from which IJC can learn and grow. Participants and staff alike have valued and appreciated Bill and Gertie's healing presence, gentle guidance, and wisdom. Staff and participants are using sharing circles to bring people together and build relationship. This coming year, IJC will increase Elder supports to provide participants and staff with more opportunities for healing and growth.

Language classes in Anisininew (Ojibway/Cree/Island Lake Dialect), Cree, and Ojibway are beginning in the near future. These classes will assist both participants and staff in connecting to their culture and building positive self-identity. The classes will be a component of our new Drop-In centers in Winnipeg and Mitchell. We also hope to open the classes to people in the community who are interested in developing Indigenous linguistic skills and a deeper appreciation and understanding of these languages.

IJC's commitment to providing culturally-relevant care is now realized in our new Circle of Care support model. This model informs participant care plans, as well as staff care, by incorporating emotional, physical, spiritual, and mental health components into individuals' growth and development. As we strengthen our case management and case coordinator services, Circle of Care plans will be developed with, by, and for all participants at IJC.

This summer, El'dad Ranch will see the building of its first Sweat lodge, along with a sacred fire and the rebuilding of the Tipi. This cultural space will be constructed by Elders and knowledge keepers along with program participants. It will create space for healing and growth opportunities for staff, participants, and the wider community for years to come.

## *IJC's Committees*

IJC's committees enhance our programming and embody our values. Committees are comprised of staff and participants who meet regularly to share insights, plan events, and bring proposals to IJC's Shared Leadership Team.

### **Abuse Prevention**

- Reviews and revises IJC protocols and policies to ensure best practices in the area of abuse prevention and training for staff

### **Diversity, Equity & Inclusion**

- Fosters a greater understanding and awareness of diversity, equity, and inclusion and assists in facilitating opportunities to educate and celebrate the diverse social, cultural, and traditional elements within IJC

### **Events Committee**

- Plans events for staff and participants, including annual summer BBQ's at the Ranch

### **Grant Committee**

- Researches and applies for grants to fund one-time and multi-year initiatives

### **Health & Safety**

- Helps IJC maintain a safe, productive, and healthy work environment where risks to employees' safety, health and welfare are minimized or eliminated

### **Participant Advisory Committee**

- Builds connections among participants, provides input on IJC's services, and gives feedback to the Shared Leadership Team and Board

### **Purchase Committee**

- Guides the process of larger purchases and ensures agency-wide cost savings

### **Turtle Island Teachings**

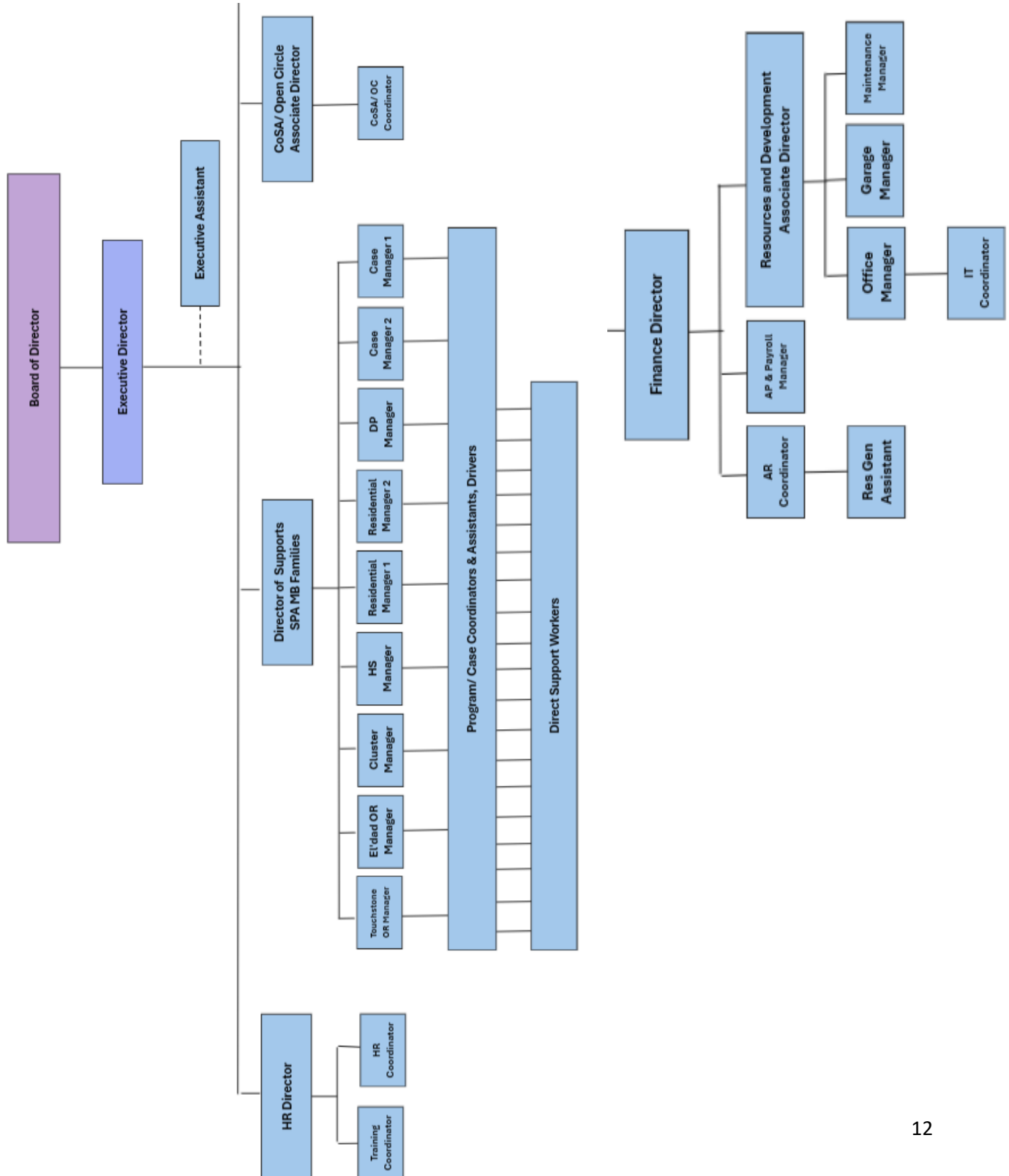
- Hosts cultural activities, traditional crafting, and ceremony for participants and staff, establishes connections with Elders in the community, and provides teachings about Indigenous practices and culture

## *Expanding Case Coordination*

To enhance service delivery for participants, we have transitioned some of our Program Coordinators to Case Coordinators. This change addresses growing overextension of Program Coordinators and distinguishes between program coordination—supporting staff, program scheduling, and team meetings, and case coordination—supporting participants, developing Circle of Care support plans, following up on participants' goals, and managing crises. Increased case coordination will ensure participants receive dedicated attention, tailored support, and comprehensive care plans. The new Case Coordinator positions will be in place by June 1, 2024.

## Organizational Chart

IJC's Organizational Chart has evolved to streamline reporting lines and enhance the capacity of Directors, Managers, and Coordinators to attend to the needs of participants and staff at IJC.



## *Exciting Growth at CoSA & Open Circle*

Circles of Support & Accountability (CoSA) and Open Circle have experienced significant growth over the past year. Thanks to ongoing funding from *Mennonite Central Committee Manitoba* and the support of individual donors, we have been able to gradually build capacity for our programming and explore additional funding models. Here are some recent developments:

### *Increase in Staff FTE*

CoSA and Open Circle now have 2 full-time staff persons. Jennifer Brisson continues as full-time Associate Director of both programs, and Bam-Bam Anderson has moved from part-time to full-time Program Coordinator of both programs.



### *Clinical and Therapeutic Supervision*

IJC has contracted Andrea Bevan, MSW, RSW to provide therapeutic consultation and supervision for the staff at CoSA. Andrea has been involved with CoSA sites and staff across Canada, offering insight and support through private and community staff sessions. Andrea has extensive experience navigating the intersections of harmful sexual behaviour and crime. Andrea worked with Corrections Canada for many years where she provided risk assessments and clinical care.



### *Advocacy & Funding*

IJC is anticipating a meeting this spring with the Honourable Matt Wiebe, Minister of Justice and Attorney General, to discuss provincial support and funding for CoSA. At present, CoSA relies solely on funding from Mennonite Central Committee (MCC) Manitoba and individual donors. We are pleased that IJC's request to meet with Minister Wiebe was met with a positive response. IJC's Board Chair and the Chair of MCC Manitoba will accompany IJC staff to the meeting to request that the province match MCC Manitoba's funding of CoSA.

IJC has also requested a meeting with the Honourable Arif Virani, Minister of Justice and Attorney General of Canada, to discuss federal support and funding for Open Circle.

## *Strategic Plan*

IJC Leadership staff are building upon previously defined strategic priorities to develop a new plan that reflects the organization's growth and diversity of programming. IJC's strategic plan from 2017 identified three primary areas of focus: *Clear Identity, Decolonial Practices*, and *Financial Sustainability*. The strategic plan from 2022 added *Leadership Training, Organizational Cohesion*, and *Steady Growth*.



IJC is currently conducting a stakeholder analysis to ensure all staff, participants, families, community members, and Board Directors have the opportunity to help shape the work of our organization. We anticipate our strategic priorities will shift and expand as we incorporate fresh perspectives and address the organization's current realities.

This past fall, we began facilitating strategic planning sessions with Directors, Managers, and Coordinators. These sessions have opened invaluable dialogue opportunities between staff from different programs who do not normally work together. Staff have come together to articulate their perspectives, program needs, and the priorities they desire for IJC. They have highlighted priorities such as *Community Engagement, Quality Services, Staff Supports, Infusing Indigenous Healing Perspectives and Practices*, and *Clear Communication*.

At IJC's January Board retreat, Directors affirmed the priorities above and identified *Engagement with Participants' Families* and *HR Best Practices* as additional focus areas.

All of this information has been gathered and synthesized and is already informing the ways IJC provides services, relates to participants, and supports staff. But we are far from finished! Our next steps of the strategic planning process include:

- Conducting an employee survey to invite all staff perspectives, particularly Direct Support Workers
- Working with Direct Support Workers and the Participant Advisory Committee to invite feedback from participants through surveys, informal gatherings, and shift reports
- Conducting a community survey to invite feedback from community members, donors, family members, and friends of IJC
- Providing strategic planning updates at every Board and Shared Leadership meeting
- Meeting with other agencies to learn from their strategic planning processes
- Developing strong feedback mechanisms for ongoing integration of input

We are excited to engage IJC's many stakeholders in our strategic planning process and look forward to presenting new strategic priorities that will guide IJC's work in years to come.



## *Interagency Collaboration & Clinical Services Proposal*

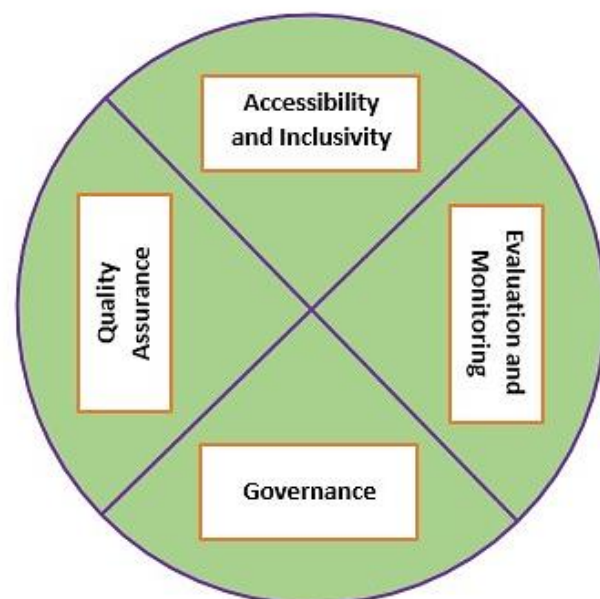
This past November, IJC began facilitating interagency meetings between social services organizations in the Eastman region. Eight agencies, which all receive funding from Community Living disABILITY Services, identified significant need for clinical services and greater access to specialized clinicians within the region. Many participants in our care face similar challenges, such as complex social and emotional needs, trauma, lack of psychological support, and co-occurring addiction and mental health disorders. Together, we developed a joint proposal for a Clinical and Specialized Services Resource Team to address unmet needs of program participants and their families.

The proposed Team would be dedicated to supporting adults with lived experiences of intellectual disabilities, and their primary and secondary care providers, in the Eastman Region. The team of specialists would include addictions counsellors, behavioural specialists, community nurses, consultants for people who are blind, visually-impaired, deaf, and/or hard of hearing, nutritionists, occupational therapists, physiotherapists, psychiatrists, speech language pathologists, and mental health therapists. The proposal also requests funding for a Council of Elders who would provide traditional teachings, counselling, ceremony, healing practices, and other culturally-relevant supports.

The creation of a Clinical and Specialized Services Resource Team will also promote ongoing interagency collaboration. We are excited to share resources with other agencies and use economies of scale to increase our effectiveness and social impact. Specialists and clinicians will work with our staff and caregivers to provide training and capacity-building. As we partner with other agencies, we will create stronger networks of support and community across Southeastern Manitoba.

Participating agencies have identified four priorities to guide this initiative: Accessibility and Inclusivity, Evaluation and Monitoring, Governance, and Quality Assurance.

We are hopeful that in the coming months, this interagency proposal for a Clinical Resource Team will be met with a funding commitment from Community Living disABILITY Services.



## *IJC's Programs*



### *Circles of Support & Accountability*

Circles of Support & Accountability (CoSA) supports individuals in Winnipeg with sexual offending histories who are integrating into the community after incarceration or serving probation or parole. Staff and trained volunteers meet weekly with participants to provide safe and supportive "circles" of accountability. CoSA empowers participants to develop healthy coping mechanisms, make better choices, build trusting relationships, and recognize offending behaviours and risks.

Involvement with CoSA significantly reduces recidivism rates for sexual violence. A 2018 study evaluating a similar CoSA program in Minnesota found that the program lowered the risk of rearrest for a new sex offense by 88%. Participation in CoSA is always voluntary and never court-mandated. Since 1998, CoSA Winnipeg has supported over 100 individuals.

### *Participants & Referrals*

- 7 Active Circles in the Community
- 8 Referrals with Regular Visits at Stony Mountain Institution
- 3 Referrals from Bowden Institution with Regular Phone and Letter Contact
- 3 Participants on Waiting List

### *Staff & Volunteers*

- 2 Full-time Staff (shared between CoSA and Open Circle)
- 13 Volunteers; another 7 in training



### *Open Circle*

Open Circle is a prison visitation program that matches trained volunteers with inmates (participants). Open Circle provides participants with nonjudgmental support and long-term connection. In this environment of trust, Open Circle empowers participants to develop healthy coping mechanisms, make better choices, and recognize offending behaviours and risks.

Open Circle recognizes the particular challenges and barriers faced by individuals with life sentences, Dangerous Offender designations, or sexual offense histories. Through voluntary participation and strong accountability practices, Open Circle provides safe and unique supports to people on the outermost margins of society.

Open Circle has been working alongside Correctional Service Canada (CSC) and the Parole Board since the 1970s. Open Circle organizes monthly coffee houses in downtown Winnipeg which provide inmates on Escorted Temporary Absences the opportunity to fulfill community hours as they approach their release date.

### *Participants*

- 42 Participants in Stoney Mountain Institution (Minimum, Medium, and Maximum security)

### *Staff & Volunteers*

- 2 Full-time Staff (shared between CoSA and Open Circle)
- 50 Volunteers



## *Touchstone*

Touchstone assists adults with intellectual disabilities by supporting them in their everyday situations and by advocating on their behalf in their communities, thereby nurturing opportunities for growth, belonging, and success. The name “Touchstone” describes the mentoring relationship between program staff and participants, in which staff work towards becoming reference points, or “touchstones,” for participants. Touchstone provides Outreach supports (Supported Independent Living) and a Drop-In Centre.

IJC’s Leadership team recently held a visioning meeting with Touchstone’s Manager and Coordinators to discuss program needs and service enhancement. The priorities we identified include harm reduction, more Indigenous-led programs, anti-poverty supports, cultural proficiency, and stronger counselling supports for staff.

### *Participants*

- 25 Outreach Participants
- 7 Outreach Referrals

### *Drop-In Program - New!*

On May 1, Touchstone opened a Drop-In Center at our office on Erin Street. The Drop-In, better known as CASA (“house” in Spanish), provides Touchstone Outreach participants a welcoming, safe space to visit with their Outreach worker or on their own. Participants have access to food, computers, clothing, books, laundry, and various resources. CASA’s Coordinator is organizing reading classes, movie nights, children’s activities, and culturally-safe programming. A CASA bulletin is being designed that will feature participants’ stories and submissions.



### *Visions & Voices*

Through the Visions and Voices program, Touchstone also educates communities about Fetal Alcohol Spectrum Disorder (FASD). Visions and Voices is a speakers' bureau comprised of adults with FASD. Visions and Voices seeks to increase awareness in communities in order to reduce the stigma of FASD and to encourage healthy living. We believe storytelling is a powerful tool to increase dignity for those living with FASD.

In April, Visions & Voices attended the 9<sup>th</sup> International Research Conference on Adolescents and Adults with Fetal Alcohol Spectrum Disorders. IJC's Visions & Voices Coordinator, along with a Direct Support Worker and a longtime Participant and Visions & Voices Speaker flew to Seattle to attend the conference. The conference was organized by individuals with lived experience and centered the stories of leaders in the global FASD community.





*El'dad*

El'dad Ranch provides supports for adults with intellectual disabilities in the Southeast region around Steinbach. El'dad offers a range of services including Residential, Home Share, Supported Cluster, Outreach, Day Programming, and an Alternative Justice Program. El'dad's goal is to provide participants with the best opportunities for growth, connection, independence, and healing.

### *Residential Program*

El'dad's Residential Program provides secure and structured living environments for participants. With a commitment to 24/7 supports, the program ensures that individuals who face challenges in meeting their basic needs find comprehensive assistance. Residents live in homes leased and maintained by El'dad. El'dad provides a personalized staff-to-resident ratio to meet the specific needs of each individual. Direct Support Workers work closely with residents, House Coordinators, and Case Managers to follow individualized support plans.

*13 Participants  
6 Homes*

The Residential Program is a vital resource for those seeking stability and continuous support. The program's approach is solution-focused, strength-based, and person centered, and incorporates harm reduction strategies when appropriate.

### *Home Share Program*

Home Share offers a distinctive living arrangement where participants reside with a dedicated Home Share Provider. The program ensures access to daily supports from Providers while creating the potential for greater independence. Direct Support Workers from El'dad work with participants, Providers, and Case Managers to develop personalized support plans.

*New Location!* This spring, the Home Share program staff moved from the El'dad office in Mitchell to a new office space at 230 Reimer Avenue in Steinbach. This new office space will provide greater administrative capacity to respond to significant growth and increased referrals within the program.

*27 Participants  
29 Home Share Providers  
11 Referrals*



## *Supported Cluster Program*

The Supported Cluster Program (SCP) offers a flexible and diverse range of supportive living options. Supported Clusters are semi-independent living arrangements where participants live together in multi-unit complexes. SCP focuses on learning life skills, building positive relationships in community, and facilitating connections based on common interests, hobbies, and recreational activities.

*Winnipeg Cluster!* This summer, IJC will begin providing Supported Cluster supports in Winnipeg. In addition to 24/7 staffing supports, IJC has applied for funding to hire an Indigenous elder to support participants at the Winnipeg Cluster. This Cluster is part of IJC's commitment to expand services in Winnipeg to include residential supports and culturally-safe programming.

*10 Participants*

*3 AJP Participants*

*8 Future Participants (Winnipeg location)*

## *Alternative Justice Program*



The Alternative Justice Program (AJP) is a Cluster program that supports individuals with intellectual disabilities who have come into conflict with the law. This program holds individuals accountable for their actions while providing a safe place to develop skills, learn positive values, and build relationships. In addition to providing living arrangements, AJP offers hands-on vocational training, including mechanics, building maintenance, nutrition, horticulture, and carpentry at El'dad Ranch.

## *Outreach Program*

The Outreach Program supports participants to live independently within the community. The program aims to encourage positive choices and empower individuals to achieve their goals. Through participant-directed programming, case management, and direct service, the Outreach Program adopts a SMART Goal, strength-based, person-centered approach that celebrates success. We provide participants with coaching, learning opportunities, and life skills while bringing alongside other supports in the community. Participants can access the Outreach Program during any situation that may be challenging to interpret, translate, or understand.

*28 Participants*

## *Day Program*

The Day Program provides participants with supports in life skills, vocational training, and community involvement. The program provides a welcoming space for individuals to engage supports at their own pace and foster independence and resilience. The program also provides opportunities for recreation, including music classes, book clubs, fitness activities, and cultural education.

*10 Participants (Day Program Only)*

*New Location!* This spring, El'dad's Day Program moved from the El'dad office in

*23 Participants (also involved in other El'dad programs)*

Mitchell to our new location in Steinbach (6-289 Hwy 12N). IJC also continues to run Day Programming at El'dad Ranch. Participants on the Ranch take part in hands-on vocational training, including mechanics, building maintenance, nutrition, horticulture, and carpentry.

*Employment Pilot Project!* IJC's Day Program remains in high demand. The program is also part of an Employment Pilot Project for individuals aged 18-25. The Community Employment program aims to transition individuals into meaningful employment and align participants' skills, strengths, and interests with appropriate job placements. The program is informed by social role valorization and job crafting, creating pathways for participants to thrive and contribute meaningfully to diverse work environments.

## *Drop-In Program - New!*



El'dad's new Drop-In Program is operating at the Mitchell 52W location in the former Day Program space. The Drop-In provides group work, one-to-one support, and mentorship for El'dad participants and hosts activities that promote socialization, skill development, and recreation. The Drop-In Centre has already organized a few events in collaboration with El'dad's Outreach and Day Programs and will continue to expand its activities and programming in the coming months.

## *Human Resources*

IJC's Human Resources (HR) department works alongside IJC's Shared Leadership Team to plan, lead, direct, develop, and coordinate organizational policies and activities that impact employees. The department coaches, guides, and supports employees and the leadership team to ensure legal compliance and implementation of the organization's mission.

This past February, IJC hired Human Resources Consultant Brittany Pedden to conduct an audit of IJC's HR practices. The audit examined IJC's current policies, documentation, and systems to identify areas of strength and opportunities for growth and development.

*95 Full-time Employees*

*66 Part-time Employees*

IJC is committed to the following HR priorities and best practices:

- Bimonthly reporting of HR statistics to IJC's Board of Directors
- Ongoing review and update of HR policies and staff handbook to ensure they are compliant with applicable laws and legislation
- Performance management training for Directors, Managers, and Coordinators
- Performance appraisal systems and progressive discipline processes that foster accountability and promote staff growth and development
- Employee surveys to assess current employee engagement and satisfaction
- Clarifying the role and function of HR among all IJC staff
- Ongoing review and update of hiring and termination practices
- Recruitment training for hiring managers
- Proper storage of confidential files, including employee and participant information
- Conducting exit interviews to better understand employee turnover

To date, the following trainings have been provided to Directors, Managers, and Coordinators:

- Managing Employee Performance
  - Providing Effective Feedback
  - How to Implement Performance Improvement Plans
  - Progressive Discipline Process
  - Performance Appraisals
- Employment Standards (*Safe Workers of Tomorrow*)
  - Rights and responsibilities of Manitoba employees and employers under the Employment Standards Code
  - Regulations regarding wages, overtime, vacation, protected leaves, and ending employment



## *Staff Training*

Training is foundational in the professional development of IJC's employees. IJC continues to provide a robust training program to all of our staff. IJC's Training Coordinator holds a Workplace Training Certificate and is certified in Nonviolent Crisis Intervention. Internal trainings are provided "in-house" and external trainings are offered through partner agencies.

### *Internal Trainings*

- Approaches to Support Work
- Personal & Workplace Boundaries
- De-escalation
- Cultural Proficiency
- Supporting Challenging Behaviours
- Nonviolent Crisis Intervention
- Bridging Social Roles

### *External Trainings*

- Workplace Hazardous Materials Information System (WHMIS)
- Musculoskeletal Disorders (MSDs)
- Adults Living with an Intellectual Disability Act (ALIDA)
- Protection of Vulnerable Adults
- First Aid
- Applied Suicide Intervention Skills Training (ASIST)

This past year, IJC invested in additional training for our Directors, Managers, and Coordinators:

- The Work of Leaders: One-to-Many Leadership (*SCOPE Leadership Development*)
- Nonviolent Communication Training (*Rachelle Lamb Consulting*)
- Essentials in Management and Leadership, Emotional Intelligence, and Personality and Effective Leadership (*Erhard Associates Management Consulting, Coaching & Training*)
- Professional Grant Development (*Grant Training Center*)
- Health and Safety Professional Certificate Program (*Safety Services Manitoba*)
- Payroll Compliance Legislation (*National Payroll Institute*)
- Introductory Management Accounting Exam and Business Law (*Chartered Professional Accountants Canada*)
- Nonviolent Crisis Intervention: Train the Trainer (*Crisis Prevention Institute*)
- ARROW Leadership Program – Executive Stream (*Arrow Leadership Program*)
- New Entrants Training (*Manitoba Trucking Association*)
- Academic Foundations (*Red River College*)
- Mental Health First Aid (*Mental Health First Aid Canada*)
- Healing Trauma and Loss (*Marymound Training Centre*)
- Challenging our Understanding of Substance Use (*Manitoba Harm Reduction Network*)

IJC also plans to provide Directors, Managers, and Coordinators with access to accredited training in Project Management, Applied Counselling, and Nonprofit Leadership.

## *Participant Training*

Through an innovative partnership between Manitoba Institute of Trades and Technology (MITT) and IJC, our staff have been working towards developing long term, sustainable vocational training and job readiness skills for participants at IJC. The first course we will offer is Success @ Work, a framework of modules designed to provide participants with employability skills such as adaptability, collaboration, communication, and problem-solving. Following completion of this course, IJC participants will be offered opportunities to take training in culinary arts, construction, auto mechanics, and early childhood education, adapted and modified for their specific needs. It is our vision that this training will be integrated into our Day Programs and our programming at El'dad Ranch and Touchstone.

## *Database Review and Update*

IJC recently began working with Function Four, an Indigenous-owned consulting services, software development and research firm, to ensure our organization is following best practices in our protection of personal information. Three acts govern IJC's storage and handling of personal information:

- FIPPA (Freedom of Information and Protection of Privacy Act) – Provides a right of access to records held by public bodies and regulates how public bodies manage personal information
- PHIA (Personal Health Information Protection Act) – Establishes rules that trustees of personal health information must follow when collecting, using, disclosing, maintaining, and destroying personal health information
- OCAP (Ownership, Control, Access, and Possession) – Asserts that First Nations have control over data collection processes, and that they own and control how this information can be used

## *Thank you*

As we review and upgrade our database systems, we say a big thank you to Rob Penner from ReDirections, who has donated his time and work over the last number of years to steward our outgoing database.

## Finance

IJC's Finance Department continues to hone and refine processes to promote the organization's financial health. Our Finance Team maintains the organization's financial records with utmost accuracy and transparency and ensures IJC's program growth is sustainable.

Some highlights of the past year include:

- Improvements to IJC's wage grid to ensure consistent increases between steps and to remove any overlapping rates
- Monthly budget meetings with Managers and Directors to identify financial trends in each program
- Program Manager training and involvement in creating IJC's annual static budget. Managers submit suggestions for balancing their program's annual budgets.
- Upcoming training sessions for staff on financial controls and managerial accounting

*3,300+ Accounts Receivable Invoices*

*7,100+ Accounts Payable Bills & Journal Entries*

Due to significant program growth throughout the organization, IJC's Finance team of 3 full-time employees has reached capacity. We are excited to recruit an additional staff member to support Accounts Payable and the Purchasing Committee.

## Transportation

IJC relies on a large fleet of company vehicles to run our programming and operations. Many of IJC's Direct Support Workers spend significant time driving to pick up, drop off, or accompany participants. Whether running errands, grabbing coffee, or attending an appointment, vehicles are an ideal context in which to build relationships between participants and Direct Support Workers. IJC's Fleet Improvement Project was established this past fall to secure funding to replace vehicles in IJC's aging fleet.



- 13 new-to-us vehicles purchased for El'dad
- \$25,000 donated by *Steinbach Credit Union (\$10,000)* and *Thomas Sill Foundation (\$15,000)* for vehicle purchases
- 1 vehicle leased from *Vehicle and Equipment Management Agency (VEMA)*
- New Coop membership with *Peg City Car Coop* to use vehicles for Touchstone support shifts in Winnipeg

IJC's Garage Manager continues to maintain and repair IJC-owned vehicles at El'dad Ranch. Participants have the opportunity to work alongside the Garage Manager, gain auto mechanic skills, and contribute to the maintenance of IJC's fleet.



## *Our Supporters*

IJC is incredibly grateful for every donor and each donation of time, energy, and finances. Our work would not be possible without you. A special thank you to our monthly donors who consistently support the work of our programs.

### *Grantors*

- Steinbach Credit Union
- Thomas Sill Foundation
- Southern Health-Santé Sud
- Manitoba Arts Council
- Winnipeg Foundation



### *Corporate Donations*

- Abundance Canada
- Charleswood Mennonite Church
- Fort Garry Mennonite Fellowship

### *Special Member and Program Funder of CoSA & Open Circle*

- Mennonite Central Committee Manitoba

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