



ANNUAL REPORT 2023

Initiatives for Just Communities

June 20, 2023
El'dad Office - 315 PTH 52
Mitchell, MB
And remote via Zoom

Initiatives
for Just
Communities



ANNUAL GENERAL MEETING

Initiatives for Just Communities

June 20, 2023 at 6:30PM

El'dad Office (315 PTH 52, Mitchell) and via Zoom

Land Acknowledgment: IJC's offices are located on the original lands of the Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene Peoples, and the homeland of the Métis Nation. We are grateful to the host peoples who have stewarded the lands on which we work and live. We acknowledge the harms committed in the past and those that continue today. We commit to listening and learning, centering Indigenous voices, building respectful and collaborative relationships, and addressing colonial practices within our work.

AGENDA

1. Welcome – Ron Janzen
2. Affirmation of Agenda
3. Affirmation of Minutes of Last Annual General Meeting (June 23, 2022)
4. Report from Board Chair – Ron Janzen
5. Report from Executive Director – Hank Dixon
6. Financial Statements – Henry Friesen and Representative from Parker Clark
7. Approval of Audited Financial Statements for 2022-23
8. Approval of Auditors for 2023-24
9. Report from Governance Committee
 - i. Recognition of outgoing Board members
Ron Janzen (Sept 2017 - June 2023)
Tina Gouzecky (Jan – May 2023)
 - ii. Introduction of new Board Members
Ken Friesen (Jan 2023 – Jan 2026)
Victor Mate (March 2023 – March 2026)
 - iii. Affirmation of Board members for 2023-24

Henry Friesen	Victor Mate
Ken Friesen	Murray Still
Darryl Loewen	Sandra Zapata
10. Adjournment

All delegates and guests are invited to a retirement celebration in honour of Hank Dixon immediately following the AGM.

ANNUAL GENERAL MEETING

JUNE 23, 2022 AT 6:15PM

AT EL'DAD OFFICE IN MITCHELL AND VIA ZOOM

MINUTES

PRESENT:

MEMBERS AND DELEGATES

Caryn Douglas, United Church of Canada, Prairie to Pine Regional Division
Darryl Loewen, Mennonite Central Committee Manitoba
Marvin Giesbrecht – Chair
Ron Janzen – Treasurer
Kyla DeRoo – Secretary
Ben McGillvary – Director
Henry Friesen – Director
Murray Still – Director
Sol Janzen – Individual Member
Chenene Layne – Individual Member

STAFF AND GUESTS

Hank Dixon, Executive Director, IJC
Rose Klassen, Program Coordinator, IJC
Ina Himro, Finance Director, IJC
Kevin Drain, Program Director, El'dad
Cristiane de Lima, Human Resources Director, IJC
Jennifer Brisson, Open Circles & COSA
Rose Klassen - Program Coordinator/Administrative Assistant, IJC
Angela Godlewski – Program Coordinator, El'Dad
Jules Will – Program Manager, El'Dad
Trevor Utech – Associate Director, El'Dad

ABSENT WITH REGRETS:

Delegate – Evangelical Lutheran Church in Canada
Sandra Zapata - Director
Brett Dueck (individual member)

1. WELCOME – MARVIN GIESBRECHT

Marvin called the meeting to order at 6:15 PM.

2. INTRODUCTIONS OF DELEGATE AND INDIVIDUAL MEMBERS – MARVIN GIESBRECHT

Marvin introduced the individual members at the meeting. He noted the increase in members this year due to the resolution that was passed at the last AGM that allows for past directors who were on the board in the last two years to be individual members. These names along with board directors are eligible to vote on AGM matters.

- Darryl Loewen (MCC Manitoba)
- Caryn Douglas (United Church conference of Manitoba and Northwest Ontario)
- Chenene Layne (individual member)
- Solomon Janzen (individual member)

3. AFFIRMATION OF AGENDA

The agenda for the meeting was presented for review and approval.

Motion to accept meeting agenda

Moved – Ben McGillvary

Seconded – Chenene Layne

Motion carried

4. AFFIRMATION OF MINUTES OF LAST ANNUAL GENERAL MEETING (JUNE 29, 2021)

The minutes of the annual general meeting of June 29, 2021 were presented for review. No changes were noted.

Motion to approve minutes as presented

Moved – Sol Janzen

Seconded – Ron Janzen

Motion carried

5. REPORT FROM BOARD CHAIR – MARVIN GIESBRECHT

Marvin tabled his report for information. He made acknowledgements to staff who have made important contributions and put in hard work despite many of the challenges faced in the past year.

6. REPORT FROM EXECUTIVE DIRECTOR – HANK DIXON

Hank tabled his report for information. He noted the unique character and diversity of the organization and the joy to be part of an organization that welcomes others. He noted that there are lots of opportunities ahead for IJC in the coming year. This includes planning for growth in staff and opportunities for indigenous knowledge training.

7. FINANCIAL STATEMENTS – RON JANZEN

Ron Janzen presented the audited financial statements for fiscal year 2021/22. The auditors, Deloitte, offered an unqualified opinion on the statements as accurate, and fairly representing the financial affairs of the organization.

Ron reviewed the audited statements, reporting that the organization ended the year in a strong financial position. Of main note is the surplus carried by El'Dad, which represents the increased demand for referrals this fiscal year. Additionally, there was a substantial decrease in costs associated with COSA due to federal government funding cuts. COSA is receiving more designated donations from MCC because of this cut. Ron also noted the increased expenses incurred this past fiscal year because of more programming operating with COVID-19 restrictions lifting.

Ron provided special thanks to Hank Dixon, Ina Himro and other staff in managing the organization's finances with due care and attention. Ron also reflected on the excellent ability of the organization to grow its budget nearly five-fold since the last time he served on IJC's board.

8. APPROVAL OF AUDITED FINANCIAL STATEMENTS

Motion to approve the audited financial statements as presented

Moved – Ben McGillvary

Seconded – Henry Friesen

Motion carried

Members discussed the financial statements.

Ben McGillvary asked if these were the final statements. Hank replied that they are the final statements as approved by IJC's finance committee.

Henry Friesen inquired about how high administration costs can go. Hank replied that it depends on the program but they can go as high as 12%.

Henry also asked if there were any significant financial constraints expected in the coming years. Hank answered that he thinks there could be pressure on salary costs. Community Living Disability Services (CLDS) and the difficulty to retain staff is putting pressure on organizations to increase these costs. However, the government is scrambling to find organizations to service disabilities which IJC is in a good position to do.

9. APPROVAL OF AUDITORS FOR 2022-2023

Ron Janzen recommended that the audit firm Deloitte be appointed as auditors for fiscal year 2022/23, noting that they provide good services at a reasonable value.

Motion to appoint Deloitte as the audit firm for the 2021/22 fiscal year

Moved – Ron Janzen

Seconded – Ben McGillivray

Motion carried

10. REPORT FROM GOVERNANCE COMMITTEE

i. Recognition of outgoing Board members

The following board members were recognized for their service to the IJC board

- Marvin Giesbrecht (June 2022)
- Aimee Patterson (June 2022)

ii. Introduction of new Board members

Marvin introduced the following to the IJC board. He noted that IJC can accept new board members at any time during the year and that the board continues to look for new names.

- Henry Friesen
- Ben McGillivray

iii. Affirmation of Board members for 2022-23

Marvin introduced the slate of board members for 2022-23.

- Kyla DeRoo
- Henry Friesen
- Ben McGillivray
- Ron Janzen
- Darryl Loewen
- Murray Still
- Sandra Zapata

Motion to affirm the board for 2022/23

Moved – Ron Janzen

Seconded – Chenene Layne

Motion carried

11. ADJOURNMENT

Motion to adjourn the meeting

Moved – Aimee Patterson

The annual general meeting was adjourned at 7:00pm, June 23, 2022.

Report from the Board Chair – Ron Janzen



On behalf of the Board of Directors, it is my pleasure to submit the following report for the 2023 Annual General Meeting of Initiatives for Just Communities.

Our board was not following a particular governance model this past year, but we did focus on the core policy governance functions of “What?”, “For whom?”, and “At what cost?” In this manner I can confidently say that the board was focused on the core mission of IJC of walking with persons with intellectual disabilities and experiences of incarceration to achieve a better life for themselves and our Manitoba community. We effectively maintained and grew our services, while ensuring the financial sustainability of the organization and managing risk for staff, participants, and directors. We are in an excellent position for the growth and development of the organization going forward.

Some highlights this year include the addition of three new board members: Victor Mate, Tina Gouzecky, and Ken Friesen. Due to the urgent need for new members, we conducted special electronic meetings of the membership to confirm their additions to the board. Another highlight was the move to new Winnipeg offices on Erin Street after many years at 1200 Portage Avenue. An initial three-year lease has been taken on this property and we look forward to enhanced access and services for our Winnipeg participants and a productive environment for our team.

A recent additional highlight was a joint board meeting with Directors and Management from Family Services and Community Living DisAbility Services with the Province of Manitoba. This meeting was very encouraging. They gave high praise to our staff for the quality and professionalism of their services to our participants. They encouraged us to “take the brakes off a bit” and grow more rapidly. We expressed thanks for the new funding policy that will achieve “living wage” levels for all staff and noted that this will make recruitment and retention more effective and help us face growth and expansion challenges in the future.

Finally, in recent weeks the board has been actively engaged in the recruitment of a new Executive Director. Hank Dixon has served notice of his retirement as of July 31, 2023. We are deeply grateful to Hank for his leadership. He has guided IJC through some very critical years and helped restructure the organization in ways that have enabled us to manage growth, develop the team, and support our participants, while building a reputation as one of Manitoba’s finest social service agencies.

This AGM will mark the conclusion of my time on the board. I have served my maximum term of 6 years and enjoyed 4 years prior as a representative for Mennonite Central Committee. It has been such a privilege to see the program of IJC expand to nearly four times the size, in terms of staff, participants served, and financial resources during these years. Peace.

Report from the Executive Director – Hank Dixon



This has been a full year. IJC has experienced substantial growth and development in numerous areas, setting the stage for a strong healthy organization as we move into 2023-24.

Winnipeg Move: One of our most significant changes this past year has been the move from 1200 Portage Avenue to the second floor of 1335 Erin Street. The move has provided us with more space to implement a drop-in for participants and an entrance directly to IJC. Having participants move through the different spaces at 1200 Portage to get to IJC proved challenging at times.

We are looking forward to starting the drop-in sometime in the 2023-24 fiscal year. The new space affords us about 400 more square feet over our old location for less cost and provides opportunity for a much more welcoming area.

Renovations: There were a number of significant upgrades at the El'dad Ranch site. For a few years we had to truck drinking water onto the site due to issues with the well water. That has all changed with a new water filtration system which includes a chlorine injection system, Nextsand media filter, carbon filter, water softener, UV sterilizer, two large contact tanks, and a new line to the well. All of this was installed to meet provincial drinking water requirements.

The Klassen House underwent a kitchen renovation, flooring, lighting, shower and bathroom renovations, new furnace, central air conditioning unit and new roofing.

A new roof was also installed on the Alternative Justice Program residence. The Supported Living Program, which provides long term support to participants, now has a renovated accessible bathroom.

CoSA and Open Circle: More than any other program, Open Circle was deeply impacted by the COVID restrictions. It will take some time to build the program back up. Even so, with limited resources and time, Jennifer has done a great job, splitting her time between CoSA and Open Circle. Visits at the prison have resumed and coffee houses are running in the Institution and the community.

CoSA continues to be a challenge for us. There are more requests for assistance than resources available. As COVID restrictions receded requests went up. We continue to look for innovative ways to keep up with growth in the program. There has been some interest from the provincial government. We have submitted a proposal for funding but have not received a response yet.

Staff Salaries: In the spring of 2023, the provincial government introduced a new budget which included a per diem rate increase for organizations such as ours from \$15.10 to \$19.00. As is to be expected, numerous staff had questions around the increase. The following email was sent to all staff on May 25th and helps explain where we are in the process:

To provide new funding to all organizations the province is revising each individual participant case plan rate which affects close to 90 participants in our programs. Two weeks ago we began receiving updated per diem rates from the province for a few participants. The province has said they hope to have the whole process completed by July 1st, 2023.

Presently IJC has close to a 7 million dollar budget with over 160 employees. Payroll represents over 70% of our budget. IJC is committed to being equitable (being fair in its practices) and financially responsible (making sure the books balance). As you can see from the numbers above we are not a small organization. Any change to pay scale has an immediate and direct impact on operations.

Human Resources and Finances have been working on a new pay scale and the impact on payroll since the beginning of April. This is a complex process involving many calculations and considerations which include, benefits, taxes, pension payments etc. To finalize the new wage scale and begin implementing it, we need to wait until we have all the new per diem rates from the province.

This new pay scale will benefit all employees retroactive to April, 2023.

Human Resources: Of all the departments within IJC, HR has seen the most profound impact from our growth. With a significant increase in staff, there has been a need to refine our hiring processes, bring workplace practices into better alignment with legislation, draft new policies, and ensure we are responsive to the needs of staff.

To this end, Cris has put in long hours and hard work. In recognition of her efforts and willingness to take on the challenge, she was promoted to Associate Director of Human Resources.

Final Thoughts: At 66, I have experienced a few work transitions in my life and the following quote on success is what I have tried to achieve at those transitions:

To leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition; to know that even one life has breathed easier because you have lived — that is to have succeeded. - A. J. Stanley

It is my hope that as I leave IJC, I am leaving it a better place. Although there has been lots of growth since I moved into the Executive Director's role, it has never been my primary goal to achieve growth. My desire, formed by years as pastor and prison chaplain, has been to help shape IJC into an organization where both staff and participants feel valued, respected, and honoured. A workplace and an organization which strives to make the world a better place for everyone.

Report from the Director of Operations – Kevin Drain

El'dad, Touchstone, and Visions and Voices are committed to providing comprehensive support and care for individuals with diverse needs. This report outlines the progress, challenges, and future initiatives of these programs.

El'dad



Day Program participants have doubled since last year. The demand for day services continues to rise, particularly as more individuals transition from school settings and seek supportive opportunities. A new 12-passenger van has allowed us to transport more participants.

The **Residential Program** faced staffing challenges, including the departure of a longstanding Residential Program Manager. However, we appointed two new Residential Program Managers, divided responsibilities between them, and created space to open a new residence.

The **Home Share Program** in Winnipeg encountered initial challenges because licensing requirements were different from those in Steinbach. Despite these obstacles, both participants and the community have shown significant interest in the Home Share Program. The program receives many referrals, affirming the need for further expansion to meet the demand.

The **Supported Cluster Program** includes the Alternative Justice Program, Klassen House, and First Street and Fourth Street residences in the Mitchell area. The program has remained at full capacity with no increase in participants since last year. The demand for supported cluster models has prompted government requests for additional program development in Winnipeg and Steinbach.

The **Outreach Program** has witnessed an increase in both participants and referrals. Investing in more IJC vehicles will be crucial to further expand this program.

Service Delivery: Recruiting an Associate Director of Participant Services posed significant challenges due to the combination of experience and education required for the role. Nonetheless, many El'dad participants succeeded in developing life skills and transitioning to less restrictive support options. Increased collaboration between Touchstone and El'dad has improved service delivery, particularly as some participants transition between regions.

Growth and Sustainability: El'dad's infrastructure and working environment continues to be conducive to staff, program, and participant development. We anticipate ongoing expansion of the program, given the high demand for our services in the region and our strong reputation across the province. The provincial government's recent initiative to increase average wages of Direct Support Workers will also help us attract more staff.

Organizational Improvements: A new IJC SharePoint site has streamlined employee access to resources, program information, and case notes. IJC has redefined certain leadership roles and responsibilities to include a greater focus on case management and to ensure consistent adherence to financial and Human Resource processes. IJC also replaced five program vehicles and purchased a transportation van.

Future Initiatives: We are in the process of establishing a new residential home to accommodate exceptionally complex needs. Plans for an additional Day Program location are also underway. Home Share is working to secure more office space, and there is ongoing demand for more Supported Cluster options.

Touchstone



New Location: Our new office at 1335 Erin Street offers a more welcoming environment for both participants and staff. The building offers street access for participants, more office space for staff, and capacity for drop-in programming in the future.

Service Delivery: IJC has submitted a proposal to CLDS to run a Drop-In Center out of the Winnipeg office. This initiative is intended to provide Touchstone participants with access to resources, programming, and safe space. Cluster Housing in Winnipeg was not feasible this year. As a result, our focus remains on day-to-day living support, harm reduction, and safety planning until adequate housing services can be established.

Future Plans: IJC is making plans to address the ongoing need for supported independent living options in Winnipeg. Providing this kind of support will require an increase in Touchstone participants and hiring of additional staff.

Visions and Voices



New Presenters: Visions and Voices added two presenters to our program and is in the process of welcoming a third. We are excited that more individuals will have the opportunity to share their stories with the community.

International FASD Day: Visions and Voices played an integral role in coordinating an event for International FASD Day this past fall. We are planning to organize similar events in the future to promote awareness and understanding of Fetal Alcohol Spectrum Disorder (FASD).

Storytelling Project: Visions and Voices raised funds through the Winnipeg Foundation for a storytelling project that will start in the summer or fall of 2023. This project will provide participants with further opportunities to share their stories and exercise creativity.

Collaboration and Expansion: Visions and Voices continues to collaborate with partners such as Rosthern Junior College and ACHIEVE Centre for Leadership to extend our reach and provide more speaking opportunities for participants. We are also pursuing grant opportunities with the goal of expanding the Visions and Voices Coordinator position to a full-time role. Visions and Voices is considering the creation of an advisory committee upon request of the Manitoba FASD Coalition. We are also exploring potential partnerships with New Directions to increase our impact within the community.



Report from the Director of Circles of Support and Accountability (CoSA) & Open Circle – Jen Brisson

After perusing my board reports from the last year, it seemed important to look back at my 2022 AGM report. That report was filled with an air of uncertainty and loss as we figured out life post-lockdown from the pandemic, much like the rest of the world. It's a stark contrast to what we are experiencing today; there has been significant reconnecting with participants, volunteers and fellow programs. The growth that we've seen in referrals, volunteer interest and engagement with the community has been affirming of the work that we do. This work is driven by a solid team of staff and volunteers. Bam-Bam Anderson, Program Associate with both CoSA and Open Circle, transitioned from being a volunteer into this new role several months ago. Bam-Bam is thoughtful, has some great experience, and can hold their own in the sometimes rocky conversations that we inevitably get into.

The ability to visit as many folks as we used to at Stony Mountain through Open Circle has been made possible by one of our trusted volunteers, Larry. Larry has been visiting alongside Writer at the medium and minimum institutions over the last few months. Larry truly values and understands the work of Open Circle. It is a pleasure to work alongside someone who has a lot of life experience and is still keen to learn and stay open to new ideas. Beyond visits, coffeehouses at both Unit 7 (minimum) and One88 Princess (in the community) have been back to business as usual. Attendance has not yet reached what it was pre-pandemic but the word continues to get out there and we have had 4-6 inmates from Stony Mountain Institution (SMI) attend One88 monthly while on Escorted Temporary Absences as they prepare for release from prison. There are about 50 Open Circle participants who are incarcerated at this point and who get visited on a regular basis.

The connection between Open Circle and CoSA has always been evident. It hasn't always been easy, though. Seeing folks who would fit under CoSA's mandate while under the guise of Open Circle has allowed us to covertly offer additional community support to individuals who may not want to 'out' their convictions to other participants or inmates. Regular contact with SMI, participants and Parole Officers has been essential in connecting CoSA to individuals who might want or need additional support post-release. Time has taught us that consistency and a familiar face are often key to staying in touch in the community.

Funding from government sources is an ongoing conversation for CoSA. There are talks of Provincial funds that CoSA Canada has worked on bringing to the table. This is hopeful, while being a challenge at the same time. It is hard to reconcile the deliverables, quantitative and qualitative research and data, and reporting required with this type of funding, given the kind of work that CoSA does. A cup of coffee and catching up for a couple of hours can truly offer support and accountability in a meaningful way to participants and be an effective tool in lowering recidivism rates. This message is the common ground that we hope we can build on with funders and stakeholders.

CoSA currently has eight circles, in addition to the connections we have with incarcerated participants and referrals. Summer events remain our go-to for BBQ's, getting outdoors, and finding greenspace that meets the court-ordered conditions and restrictions of many of the Core Members.

Aside from regular circles, events, and community presentations, CoSA has been working steadily on connecting with resources and programs that are geared towards supporting victims and survivors of sexual violence. It is absolutely necessary to have this perspective and voice represented in the circles and work that we do every day. The offender-victim binary is harmful to individuals and society when trying to understand cycles of violence, our own victimhood and experiences, and how to move forward from these traumatic experiences in a meaningful way. Building knowledge and sharing resources has been a turning point in understanding the role of staff, volunteers, and Core Members of CoSA and the importance of upholding and believing victims' voices.

I want to end this report with endless gratitude and appreciation for Hank Dixon, our fearless ED and all-around wonderful human. Hank has transformed the programs of IJC in a way that only someone with his life experience, wisdom, and finesse can do. We are all better for knowing Hank and he will be dearly and greatly missed as he moves into retirement. Like the leader that he is, he has left us prepared for anything and ready for everything. Someone like Hank doesn't come along too often in life and it is a privilege to know him.

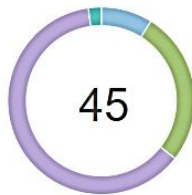
Report from Associate Director of Human Resources – Cristiane De Lima



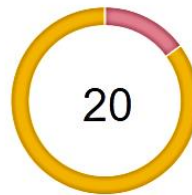
Current Year Highlights



Headcount



Hired



Terminated

13%

YTD Turnover

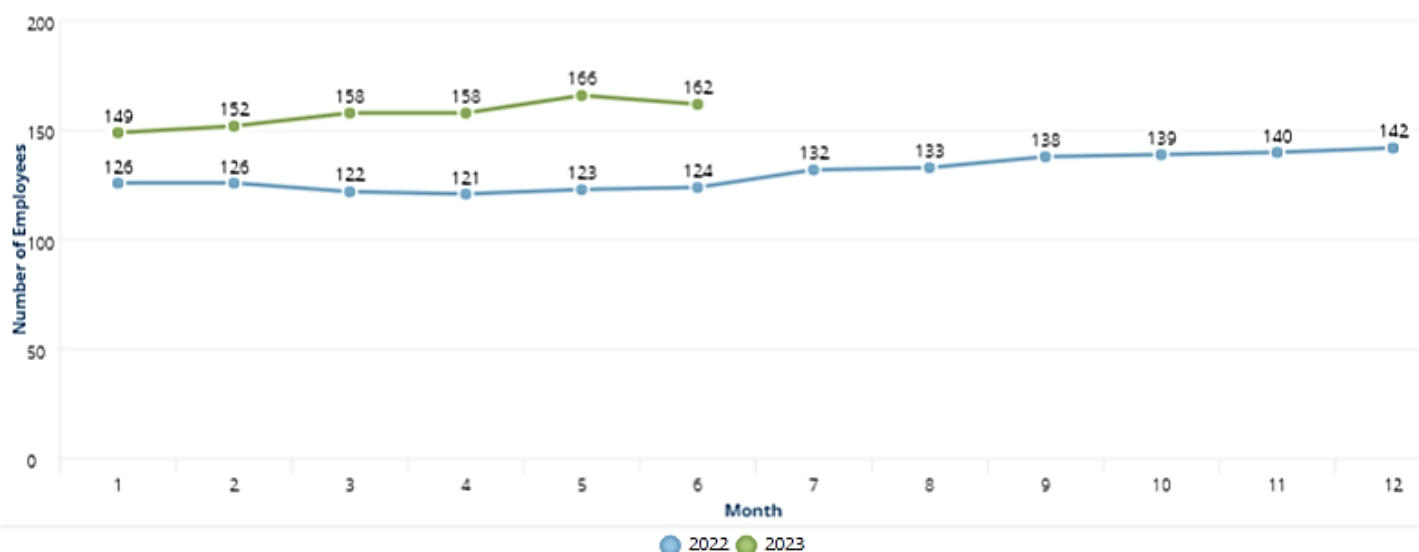
26%

Annualized Turnover

In the past 12 months, IJC hired 82 new employees. Of those, 68 still work for IJC, and 45 in the current year. This represents a successful retention rate of 83% within the first year.

The majority of the new hires were for Direct Support Worker (DSW) positions. The other positions filled were one Residential Program Assistant, one Finance Coordinator, one Administrative Coordinator, two Home Share Coordinators, two Residential Program Coordinators, two CoSA/ Open Circle Program Assistants, one Residential Manager, and two drivers for Day Program Transportation.

Headcount by Month over Year



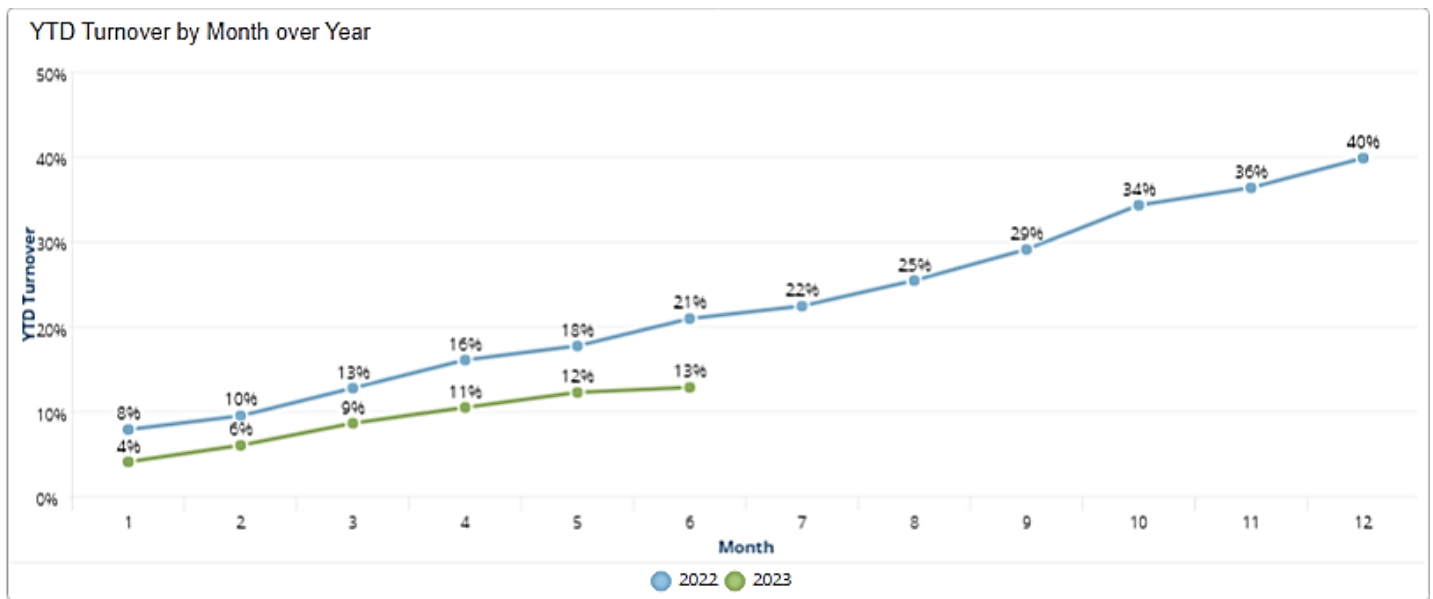
The internal changes and promotions include:

- The Training Assistant was promoted to Training Coordinator.
- The HR Manager was promoted as Associate Director of HR.
- The Finance Coordinator was promoted to Finance and Payroll Manager.
- The Home Share Coordinator moved to an HR Assistant position.
- The Cluster Program Manager moved to the Residential Manager Position.
- One Cluster Coordinator was promoted to the Cluster Manager position.
- Two DSWs were promoted to Cluster Coordinator Positions.
- One Residential Coordinator was promoted to the newly open Second Residential Manager position.
- The Office Coordinator was promoted to Office Manager.
- The skilled Garage Worker was promoted to Garage Manager.
- The Maintenance Coordinator was promoted to Maintenance Manager.
- The former Residential Program Assistant became an El'dad Outreach Coordinator and is now the Case Coordinator.
- Two DSWs were promoted to El'dad Outreach Coordinators.
- Two DSWs were promoted to El'dad Residential Coordinators.
- One DSW was promoted to Touchstone Coordinator.
- One DSW was promoted to El'dad Outreach/ Home Share Assistant.
- The skilled Nutrition Worker was promoted to Nutrition Coordinator.

In June 2022, IJC had 124 employees and a turnover rate of 21%. We currently have 162 employees and a turnover rate of 13% for 2023, and an annualized turnover rate of 26%. We have four employees on parental leave, three on sick leave, and one on leave of absence.

IJC has 51 employees in leadership positions today, including one Executive Director, two Directors, three Associate Directors, seven Program Managers, five Operational and Administrative Managers, twenty Program Coordinators, nine Operational and Administrative Coordinators, and four Operational and Administrative Assistants. The turnover rate within leadership positions is 11%.

On June 2022, the YTD turnover rate was 21%; this year it is 13%. The successful reduction in turnover results from improvements in the hiring process, onboarding and in-company training, external training, leadership training performed by the leadership team, coaching, and growth opportunities.



Challenges addressed during the past twelve months include:

- The renewal and extension of the Workplace Averaging Permit, Work Break Permit, and Over-Time time Agreement with Employment Standards.
- Response to a Workplace Health and Safety Improvement Order related to Musculoskeletal Disorders and Work Injuries.

The future challenges are improving training and coaching. In order to support and sustain IJC's growth, we need to continue to adapt IJC's culture to ensure all employees are safe at the workplace and abide by IJC's vision, mission and values.