"Moving Forward Together"
“We’re here – what a relief after years of planning, sorting, shredding, purging, and packing. We made it to 717.”
OUR MISSION:
To provide responsive and individualized services that foster the hopes and dreams of people and their communities.

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

OUR 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.
“The plan, envisioned years ago, was to bring programs together so participants would be better served by the improved coordination of services.”
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Dr. Christine Watson
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Kaely Zettel

Shift Staffed Homes’ Staff serve up the Holiday Party Dinner to participants at Camp Manitou

2nd Place winner in the annual report artwork cover contest. Submitted by the participants of the Alternative Solutions “KRIYA” Program
We’re here – what a relief after years of planning, sorting, shredding, purging, and packing. We made it to 717. Seventeen of our 19 programs in one 5 storey 60,000 sq ft building. We did it on time and on budget which is truly amazing and a testament to the dedication of our staff team and our success at picking the right contractor.

Now what?

Moving Forward Together, of course!

The plan, envisioned years ago, was to bring programs together so participants would be better served by the improved coordination of services. This improved coordination is already happening in a big way at 717 Portage Avenue. Gathering together quickly to trouble shoot or strategize is easy now that the people involved are handy in contrast to staff being across town from each other. For example, the day services staff can connect easily with the staff team that supports the individual’s residence. As well, having one place for many of our participants makes their lives easier: they can attend programming, see a therapist, take Ojibwa language classes or make plans for a new home - all at 717 Portage Avenue. It is common for participants to be connected to three, four or more of our programs and so having them co-located makes life much better for people who often face too many barriers to access services.

Now that the whole building is New Directions we are providing opportunities for participants to develop basic work skills on site by tending to day to day operations such as recycling, basic maintenance, cleaning and running snack carts. This skill development work is welcomed and appreciated by the staff and more fully realizes our hope for a community for all; where everyone is welcomed and valued.

The TRY social enterprises are booming here at 717. The Genesis youth have their equipment on site and each morning load up their trucks to head off to their worksites at various Manitoba Housing locations. A few of these Genesis staff are former participants providing motivating role models for the current participants. The girls in the Empower
Project are learning basic cooking skills like weighing and measuring and also customer service skills by selling their baking and coffee each morning throughout 717 Portage Avenue.

Our big new and well-appointed classrooms are wonderful and we are now officially a school. Youth that have struggled in their earlier schools are able to succeed in achieving high school credits due to the support and tailored teaching strategies, including the cultural supports of Elder involvement and access to our cultural rooms for sharing circles and smudges, etc. We are grateful to the Department of Education for designating New Directions as a recognized school.

In addition to classrooms we also have kitchens in several programs at 717. One of these was partially supported by a grant from Manitoba Liquor and Lotteries and with their support we were able to set the kitchen up with two stoves and two refrigerators allowing more youth (the Resources for Adolescent Parents program) to do the practical requirements for cooking credits. This space also supports the youth and families of the Opikihiwawin program after hours and on Saturdays during their cultural programming.

At the Agency level we also now have a large training room for staff to gather for all their required trainings. The trainers no longer have to carry all their material to a rented offsite location and the incoming staff get oriented to the main building when they first start their careers at New Directions. This training room is in use most every day, all day, and into the evening for Music Club for the Bridges program and Board and other committee meetings.

Because we designed the entire building to meet our needs we are able to capitalize on the strengths of our programs and staff more efficiently and...
share resources to better support the participants. Being together helps us move forward faster and more economically!

We are also continuing to attract a wide diversity of staff (to complement the wide diversity of the populations we work with) and have now started an Immigrant Staff Support Group. This group, similar to our long standing Mamoobida for Indigenous staff, provides support to newcomers working in a largely mainstream organization. This new group, like Mamoobida, will also help shape the organization, ensuring that we all become more culturally aware and sensitive to the wide range of cultures found at New Directions and learn how to be better supporters or allies.

Of course, moving forward together at New Directions is made possible by our enduring partnership with the Province of Manitoba and by the support we receive from the Federal Government and the United Way. Granting agencies like the Winnipeg Foundation, Manitoba Real Estate Association Shelter Foundation Inc. and Manitoba Liquor and Lotteries are also very important to sustaining us as we work to support the participants, their families and our community.

The Board of Directors continues to ensure that New Directions remains stable and accountable as we move forward; they have also become more active in serving on special project committees. We are pleased this year to welcome Ron Linklater to the Board and look forward to his contributions. I am very grateful to these community volunteers for their keen interest. I especially wish to thank the Executive Committee and Board President, Hogan Mullally for their dedication and generosity.

In addition to the Board I also know that the strength of New Directions’ staff ensures that we move forward professionally, with compassion and dedication to our vision for a better community. We are also listening better to what the New Directions’ participants want for their futures to ensure we move in the directions they set.

Dr. Jennifer Frain
Chief Executive Officer
As I was preparing to write this, my first President’s Report, I went back and scrolled through previous New Directions’ Annual Reports to see what my predecessors had written.

I found myself gravitating towards the 2010/2011 report, the year of our 125th anniversary. In the interest of transparency, I love this report because it has numerous pictures of my kids from a 125th celebration at Assiniboine Park. Leafing through that report reminds me how much my kids have grown, and how much we have grown (evolved) as an organization over the past 5-years.

When I reference growth, I am not just referring to the programs we offer and participants we serve, but also growth in our leadership and advocacy role. I distinctly recall that 2010/2011 period, and discussions at the Board about defending the rights of our participants and their living arrangements.

As an organization; participants, senior management, and board, we decided to publically and legally advocate against NIMBYism (Not In My Backyard). It was a bold step forward in public advocacy, but one that the organization embraced with vigour. Although we successfully gained community access for our participants in this specific situation, we recognize the NIMBYism problem is far more systemic. Therefore New Directions has continued to advocate against NIMBYism and this year through its involvement in the Community Inclusion Awareness Committee published, “Beyond NIMBY”, a thorough toolkit that can be used by other agencies operating staffed community homes. This impressive document, demonstrates New Directions ongoing commitment to public advocacy, a role that I believe should be a tremendous source of pride for our staff and participants.

New Directions work against NIMBYism is also an example of how we work collaboratively with other agencies in moving community inclusion forward. In keeping with the theme of this year’s annual report “Moving Forward Together”, we recognize that collaborating and partnering with like-minded organizations only strengthens our collective voice in tackling issues that affect our participants.

Working together with other agencies demonstrates New Directions outward looking focus, but equally important is the agency’s inward efforts towards cross program collaboration and best practice sharing. The move to 717 Portage brought the vast majority of New Directions’ programs and staff under one roof, creating conditions for greater staff and program collaboration. In the months following the
move, an open house was hosted for staff, and by all accounts it was highly successful. We are still early into our new home at 717 Portage, but I am certain that all kinds of synergies and process improvements will be unearthed through having our staff together.

At the Board, we too are assessing how we can improve our processes. Over the past year we have undertaken a thorough review of our by-laws and terms of reference, in order to keep these documents contemporary. We have worked with a consultant to help us move these documents forward to better reflect the workings of the Board and the needs of the organization. This is an ongoing process and one that the Board will continue to work at together over the coming months.

I would like to take this opportunity to thank my fellow Board members for the dedication and commitment to New Directions. As our Past President Paul Champagne highlighted in his Report last year, we had a few long standing Board members depart over the past few years. Although it is tough to see good people leave, it also opens the door for new members with new perspectives and skill sets to join. Over the past year we have attracted some terrific new Board members, who have experience that will be invaluable, especially as the organization moves forward. I believe we have a terrific board dynamic, and I look forward to another year as President.

Hogan Mullally
President of the Board

“New Directions work against NIMBYism is also an example of how we work collaboratively with other agencies in moving community inclusion forward.”
Before the Parenting Centre moved from the Exchange District to the third floor of 717 Portage, Coordinator Cathie Gold wondered what they might lose in the move. With the transition phase behind her, she is pleased with what they have gained.

Since September all of New Directions therapy services – Family Therapy, the Parenting Centre, and Families Affected by Sexual Assault (FASA) – share the same floor of the new location.

“What delighted me was the diversity of skilled people in one building,” Cathie says. “It creates the possibilities of collaboration to support other programs. That is the strength of New Directions – to attract skilled people and to encourage a sense of innovation.”

She adds, somewhat tongue in cheek, that since they are located on the middle floor of the new building “It is one therapy floor right at the heart of everything.”

There are 23 staff on the floor, up to a dozen students completing work placements and research projects, and the families attending sessions, so the floor is always full of activity. Family Therapy offers three courses to child welfare workers so it’s busy.

“I never realized how busy we were until we all came together,” says Jessie Bissoon, Program Manager of Therapy Services. “As separate programs we each operated with three sets of rhythms.”
Stephanie Albiani, Clinician and Coordinator, Families Affected by Sexual Assault Program says the transition has been smooth, and is easier for clients having all the therapy services at one location. The transition actually started more than a year before the move with Cathie, Coordinator of the Parenting Centre and clinical psychologist Jo Ann Unger coordinator of Family Therapy and Families Affected by Sexual Assault programs meeting with our designers to create a welcoming and functional space for all the programs. As a result, after the move everything fell together very well, Cathie notes. The Parenting Centre has always provided a comfortable setting for families, Cathie says, so the reception area in the new building includes the library and toys from the old space. The move is a transition for the clients as well as the staff, and clients are feeling more at home in the new building. “The location has better access, it is brighter and families feel safer coming here,” Cathie says. “We have one family who come to their appointment half an hour early so the children can play with the train set and other toys in the waiting area,” says Jessie. He notes that the different programs all came from their own space and their own philosophy, and something might be lost when the programs joined. Instead, the programs are finding they are augmented by the added perspective and opportunities for “We are enriched by other people’s learning and we have support to be more creative,” Cathie says.

Since April, two programs have shared a single intake worker, who can direct clients to the right program from the start. “The single intake worker was a vision, a goal whose time had come,” says Jessie. The programs have worked together in the past, but being on the same floor simplifies referrals and collaboration. For example, in FASA the counselors may be dealing with a family for a short term, but in the process realize that one of the family members would benefit from longer term treatment. Referring them to a clinician to handle the case can be as simple as walking down the hall.

The therapy services are still getting to know each other, even as their own programs evolve. FASA clinician Stephanie Albiani says “Sititng down for half an hour with someone from Family Therapy or the Parenting Centre can be more beneficial than reading an article. There is an opportunity for therapy services to have more of a presence within the agency. It is a work in progress.”

And Program Manger of Therapy Services Jessie Bissoon and the coordinator concur, “The only constant is change.”
OUR PROGRAMS

COUNSELLING, ASSESSMENT, SUPPORT AND PREVENTION PROGRAMS

Family Therapy
The Parenting Centre
Families Affected by Sexual Assault (FASA)
FASD Family Support, Education and Counselling
Opikihiwawin
Manitoba Learning Centre

RESIDENTIAL AND SUPPORT PROGRAMS

Child Centered Services
  • Community Treatment Centres
  • My Home
  • Roots
Treatment Resources and Individualized Living Supports (TRAILS)
Regionalized Specialized Foster Care (RSFC)
Bridges (Long Term Residential Program)
Supported Apartment Living (SAL)
Empowering People in the Community (EPC)
Shift Staffed Homes (SSH)
Deaf Support Services

TRAINING AND EDUCATION PROGRAMS

Resources for Adolescent Parents (RAP)
Transition, Education and Resources for Females (TERF)
Training Resources for Youth (TRY)
  • Genesis
  • Project HEAT
  • Project O.A.S.I.S.
  • Work 2 It
  • TEP – The Empower Project
Alternative Solutions Day Services
(6 Distinct Programs)
  • Kriya Program
  • Teragy Program
  • Transition Program
  • Social and Interactive Development Program (S.A.I.D.)
  • Milestones Program
  • Diversity, Respect, Empowerment, Achievement, and More Program (D.R.E.A.& M.)
I go to the Resources for Adolescent Parents (RAP) program and I used my 1 year old son's handprint because I am moving forward with him.
He has questions about getting more work experience, but where should he go and who should he ask? Alternative Solutions Coordinator Matt Barton or EPC Program Manager Leanne Kennedy? His case manager or Pete Kennedy?

Before Alternative Solutions moved from Donald Street to share a floor with EPC, Bridges, and Deaf Support Services in the new building, Jason might have needed days or even weeks to get his answers. It would have meant scheduling meetings, arranging transportation, and a lot of waiting. Now, he can touch base with his entire support network – program managers, coordinators, case worker – in a matter of minutes, just by walking around the fourth floor at 717 Portage.

For Pete Kennedy and the rest of the Alternative Solutions staff, the move to the new building has been a good fit.

“We had been off-site at 55 Donald before the move, so we noticed the difference right away,” he says. “The majority of the participants in our programs are drawn from the residential programs EPC, Bridges, Shift Staffed Homes and Deaf Support Services,” he adds, so consolidating all the support staff on a single floor makes perfect sense.
“This was completely new for us. Now we can go directly to the department and clarify,” he says. “It is much easier than trying to do things by phone or email. The face to face dealings are a big improvement. We can get instant answers on extreme issues.”

The move has created employment opportunities for participants, cleaning offices and recycling, Pete says. “We also do small moving jobs for other programs and some individuals. Being in the same building has made it easier to promote.”

The managers for the residential programs that share participants with Alternative Solutions agree with Pete’s endorsement of the move.

Jordan Sangalang, Coordinator, Deaf Empowerment and Future (D.E.A.F) Support Services Program has noticed better lines of communication in the shared space.

“There was more separation before,” he says. “Now it is easier to ask questions of other programs because we are in a shared space. And we are offering similar services. For example, there are people in EPC who are Deaf and have been able to transfer easily to our program. Also DREAM has an office here so there is more communication between both groups.”

Jordan notes that the design of the building is more comfortable, including features like sliding glass doors on the cubicles of Deaf staff, which helps make them more visible to everyone.
Angie Conrad, Program Manager Bridges and TRAILS, has noticed the easier access has made communications more fluid between programs. “With Leanne and I literally working next door to each other, we have more impromptu brainstorming that just happens,” she says. “It has definitely improved our working relationship and the chemistry between our programs.”

For all the staff, the opportunity to mingle and socialize in the shared lounge area is a big plus for their programs and working relationships.

Alternative Solutions Coordinator Matt Barton says “I have learned so much about the other programs. Just having fun conversations in the kitchen area has strengthened our relationships, which makes a lot of sense because we are dealing with the same participants. It is a really smart way that we did it.”

EPC Program Manager Leanne Kennedy adds that the move makes sense for a variety of reasons.

“Since DEAF Support Services grew out of EPC four years ago, it has been a real easy transition to work with them,” she says. “And having Alternative Solutions in the same building has had the biggest impact, since we share many participants with the day program.”

She has also noticed that the open work stations have helped strengthen EPC’s case management, because there is more knowledge sharing, and more tendency for case managers to do more community-based work, “meeting participants in the community where they should be, which is good” she notes.

“Now, he can touch base with his entire support network – program managers, coordinators, case worker – in a matter of minutes, just by walking around the fourth floor at 717 Portage.”
LET'S MOVE FORWARD TOGETHER!
New Directions would like to take this opportunity to thank our generous donors who have made gifts to our endowment fund. The purpose of the Endowment Fund is to provide funding for activities and supports that are most often out of reach for our participants.

We are very pleased to let you know that participants from our Empowering People in the Community, Community Treatment Centres and My Home Programs have benefited from the generosity of our endowment fund donors this past year. As they have endeavoured to move forward your gifts have helped equip them with the tools they need to lead healthy and productive lives.

**ALLIE BOARDMAN SCHOLARSHIP BURSARY**

The Endowment Fund also supports The Allie Boardman Scholarship Bursary which is awarded to a youth entering an educational or job training program (a University, College or Trade School) based on recommendations from their Program Manager. This past year’s recipient was Félicien Beya. He is an exceptional individual who has been a part of New Directions since October of 2014. Due to conflict and violence in his home country of the Democratic Republic of Congo, Félicien left his home and family to come to Canada in 2010. Félicien’s parents and siblings currently live in the safer country Burundi in Africa. Félicien cares deeply for his family and is making efforts to sponsor them to come to Canada and be reunited with them. Despite the obstacles Félicien has faced, he is still able to maintain a positive outlook on life.

Félicien is dedicated to his studies and graduated from Collège Louis-Riel in 2015. He maintained outstanding grades throughout his time in high school and made plans to attend university in the fall. Félicien’s goal is to become an international lawyer so he can one day help other individuals who are facing similar hardships that he and his family have experienced.

Although Félicien is very committed to his academic success, he still found time to volunteer and help others. Félicien would often wake up in the early morning hours to prepare and serve breakfast to fellow students at his school. He was involved with a youth leadership group in his school division and every weekend he can be found singing in his church choir.

Félicien also maintains a connection with his Congolese roots as he volunteers for the Congolese community and often assists with planning events and attends meetings. Félicien also loves to play soccer and socialize with friends during his spare time.
We are very grateful to all who have supported the Endowment Fund and wish to acknowledge the generosity of the following donors.

ENDOWMENT DONOR LIST
APRIL 1, 2015 TO MARCH 31, 2016

Christina Cassels      Jayne & Ray Vander Zaag
Alain Laurencelle     Ross & Bette Jayne Taylor
Orville Cairns        Dr. Jennifer Frain &
Lori Hunter           Dr. Matthew Decter
Dr. Charmayne Dubé    All Charities Campaign
Dr. Alicia Ordoñez    Great West Life
Jennifer Hume         Hogan Mullally &
Sean Gander           Meghan Nordman
Beverly Thiessen      We apologize for any
Dr. Elizabeth Adkins  errors or omissions.
Mark & Sherri Rittinger

Félicien has been an amazing example and role model to the youth at New Directions. He never ceases to amaze and impress those around him with his perseverance and positivity. Félicien is a very deserving candidate for the Allie Boardman Scholarship Bursary.

These positive outcomes are made possible by our generous and committed donors who continue support our participants to make the most of their skills and talents.

The New Directions Endowment Fund began in 2002 and is managed by The Winnipeg Foundation. They provide 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.
Compared to the morning routine in the old building at 491 Portage, it is a much simpler start to the day. “The space we were in was pretty small, the elevator was an issue, the parkade was an issue,” Rui recalls. Getting from cramped space on the 6th floor, waiting for the elevator to the 4th floor, lugging equipment through the reception area, and then trekking the full length of the parkade to load the trucks could take up a good chunk of the morning, especially if tools and equipment required making two trips. With the move to the new building, Project Genesis has more office space, plus parking for two vehicles right under the under hang of the new building. There is also a 30-foot storage trailer for some of the equipment, which simplifies the logistics for the operation. The project has added a third vehicle, with a fourth expected very soon, so there is still a small glitch about finding parking for a couple of the trucks. “We got more space with the move, but we outgrew it within the first month,” Rui says. And the project has been growing exponentially since it was launched four years ago when Rui approached TRY Program Manager Liz Wolff with the idea. He had operated a similar project in Vancouver and Liz thought it was a good fit.
By every measure, Project Genesis has been a success. Rui has a 20-person waiting list of students who want to get into it. “With more work we have to hire more staff and take on more students. It is enough to keep the kids busy. Everyone wants to be here, and everyone wants to work.”

About 200 justice-involved youth people come through New Directions each year, many into the TRY (Training Resources for Youth) program. These youth often face many barriers in the workplace, such as gang or criminal involvement, limited life skills, and low educational achievement. Project Genesis offered an opportunity to give them a job where they could develop their employment and life skills. The project initially secured some contracts to yard maintenance, which expanded to some demolition work, and then moved into painting and drywalling. The participants were earning a real income, gaining real job experience, and developing skills in the workplace and in their lives.

“Our first year we generated about $43,000 in income,” Rui says. “The second year that increased to $173,000. This year that increased again to $320,000 and next year we are projecting it will be close to $1 million.”

Project Genesis has signed an agreement with Manitoba Housing which has solidified the project and is providing as much work as they want to take on. The increased revenue generated enough for New Directions to hire two participants, Shawn and Casey, to work alongside the students and act as mentors.

“Our first year we generated about $43,000 in income,” Rui says.

“The second year that increased to $173,000. This year that increased again to $320,000 and next year we are projecting it will be close to $1 million.”
We would like to acknowledge and thank our sustaining funders for their ongoing confidence in our work.

They include the Province of Manitoba Departments: Justice, Family Services, Health, Children and Youth Opportunities, and Healthy Living and Seniors. The Government of Canada Departments includes Citizenship and Immigration Canada, Public Health Agency of Canada, and 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 WRHA, Manitoba Housing and Renewal Corporation, The Winnipeg Foundation, The Manitoba Real Estate Association Shelter Foundation, United Way, and the Winnipeg School Divisions; Louis Riel, Pembina Trails and St. James Assiniboia have assisted us with specific projects to meet community needs and we are most grateful for their ongoing support. The Winnipeg Regional Health Authority and Child and Family Services Authorities and Agencies have referred and supported individuals using our services.
THANKS TO OUR SUPPORTERS

Arts Junktion
B’Nai Brith Canada
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Great West Life Assurance Company
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Krista and Mark
Laney Sutherland
Liz Patrick
Louis Riel School Division
Lynn Gauld
Maggie Dubeski
Manitoba FASD Youth Justice Program
Manitoba Liquor & Lotteries
Manitoba Real Estate Association Shelter Foundation
Manitoba Telephone System
Mark’s Work Warehouse
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Michael Esquash
Norman Antoine
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Phyllis Goodwin
Project ECHO
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Sharon Dunphy
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Sherry and Greg Kipling
Sparling Church
St. James Assiniboine School Division
St. John High School’s Youth in Philanthropy Committee
Trish and Brad Zakaluk
Trudi Tenet
The Winnipeg Foundation
University of Winnipeg:
  Alan C. Wiebe, Mentorship and Outreach Coordinator, Faculty of Education
  Dr. Karen Magro, Associate Professor of English Language Arts, Adult Learning, and Educational Psychology
  Ken McClusky, Dean of the Faculty of Education
Walmart
Workplace Education Manitoba

Our apologies for any errors or omissions.
The Manitoba Liquor & Lotteries Small Capital Sponsorship Program provides support to charitable and non-profit organizations in Manitoba for small capital projects that focus on benefitting the community at large.

New Directions was very pleased to receive a $25,000 sponsorship for the Resources for Adolescent Parents (RAP) Kitchen Renovation. With its long kitchen counters and double stoves and fridges, the 525 sq ft kitchen is designed to handle a large group of students learning to cook at one time. The kitchen is also used to prepare healthy snacks for our Opikihiwawin program who share the space with RAP on weeknights and Saturdays.

Olympian Janine Stephens joined the students and staff of the Resources for Adolescent Parents Program to unveil the official plaque on March 22, 2016. The students continued with their regular cooking class and baked and served carrot muffins to everyone while Janine shared some of her challenges as an athlete. She shared that when things got really tough she kept saying to herself she needed to “find a way” and encouraged the young parents to do the same as a way to believe in themselves and overcome obstacles they encounter.
THANKS TO EMPLOYERS

Brady Landfill
Buck or Two
Canad Inns
Canadian Museum for Human Rights
Casa Burrito
Chamois Car Wash
Charleswood Community Church
Dept. of Education Library
Flyer Advantage
G & G Roofing
Giant Tiger
Goodwill Industries
Health Science Centre
Home Depot
Kemmel Cartons
KFC
Kids Korner
Kushnir Vending
Lorette Landfill
Montana’s
Payless Shoes
Portage Avenue Church
Safeway/Sobeys
Staples
Stitches
Talon Construction/Roofing
Terri Beads
The Forks
Value Village
Winners
City of Winnipeg Water and Waste Department

Our apologies for any errors or omissions.

For the second year in a row New Directions’ Pride Float wins “Best Representation of the Pride Festival Theme – Evolution”
## NUMBER OF PERSONS/FAMILIES SERVED

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<tr>
<th>Service</th>
<th>Served</th>
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<tbody>
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<td>Alternative Solutions</td>
<td>146</td>
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<tr>
<td>Bridges</td>
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<tr>
<td>Child Centred Services</td>
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<td>D.E.A.F. Support Services</td>
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<td>Empowering People in the Community</td>
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<td>FASD Family Support, Education and Counselling Program</td>
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<td>Families Affected by Sexual Assault</td>
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<td>Trauma Training</td>
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<td>Family Therapy</td>
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<td>Opikihiwawin</td>
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<td>Parenting Centre</td>
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<td>Resources for Adolescent Parents</td>
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<td>Shift Staffed Homes</td>
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<td>Supported Apartment Living</td>
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<td>Treatment Resources and Individualized Living Supports:</td>
<td>34</td>
</tr>
<tr>
<td>Regional Specialized Foster Care Program</td>
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</tbody>
</table>
A total of 68 staff members who celebrated anniversaries between 5 and 35 years were honoured for their remarkable dedication and service at New Directions’ 2015 Years of Service Recognition event on November 23rd at the Viscount Gort Hotel.

Dr. Jennifer Frain, CEO says “Our staff does amazing work and the heartfelt speeches that we hear about our honourees is a testament to their talent, skills and devotion to working with our participants.”

*Congratulations to the honourees!*

**10 YEARS**
Jonathan Bevan
Pamela Friedrich
Jo-Anne Halas
Frank Conci
Sean Devlin
Landon Schaefer
Aaron Montney
Danuta Otto
Bertha Anderson
Kathleen Kiernan
Kristen Robson Lee

**20 YEARS**
Barry Gunia
Christian Sehrs
Cheryl Haligowski
Jason Wasylenchuk
Karen Vogt
Tereza Do Rosario Gomes
Sean Gander
Omar Hawash
Jay Ransom
Karen Hill

**35 YEARS**
Pam Gillman
Liz Wolff

**30 YEARS**
Alison Lund

**25 YEARS**
Chuck Groening
5 YEARS
Sean Boyle
Joaquin Esperanza
Andrew Hargot
Chelsey Kent
Jamieson Dyck
Joe Lionetti
Breanne Lorch
Theresa Burke
Ladine Penner
Debra-Lynne Dolski

MARK BAUSA
Dana Bowcott
Jason Cochrane
Donna Connolly
Kaitlyn Fitzmaurice
Joey Martin
Carolyn Peters
Tyler Parks
Shawn Nandals
Danielle Fey
Agostino Torchia

CASUAL EMPLOYEES
20 YEARS
Christopher Clarke

10 YEARS
Francis Amara
Juliet Francisco
Penny Block

5 YEARS
Tiffany Gass
Christian Carboh
Melanie Centeno
Nory Lasi
Linda Seepish
Mark Turay
Benisia Whenzle
William Neufeld
Adam Pauls
Cody Forsman
Aimee Kidson
Carol Reimer

Staff celebrating 5 years of service
We'll Get Through this Together
TREASURER’S REPORT

On behalf of the Finance Committee, I am pleased to present the financial statements of New Directions for Children, Youth, Adults and Families for the year ended March 31, 2016.

The 2016 fiscal year was transformative as we consolidated our operations and relocated to our new headquarters at 717 Portage Avenue. The relocation was completed on-time and on-budget, which is a considerable achievement.

The effective financial management of such a large and growing organization is a team effort. The financial management team of New Directions is a hardworking, talented and dedicated group of individuals. I would like to thank the financial management team led by Jennifer Hume and also Jennifer Frain for the overall leadership of the organization. They deserve recognition for delivering superior financial results despite many disruptions caused by the relocation.

I would also like to thank the Board and Finance Committee for their assistance and valuable input relating to financial matters. Their active participation in all the financial matters 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
INDEPENDENT AUDITOR’S REPORT

TO THE MEMBERS OF NEW DIRECTIONS FOR CHILDREN, YOUTH, ADULTS AND FAMILIES INC.
We have audited the accompanying financial statements of New Directions for Children, Youth, Adults and Families Inc. which comprise the balance sheet as at March 31, 2016 and the statements of revenues and expenses, changes in net assets and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

MANAGEMENT’S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR’S RESPONSIBILITY
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

OPINION
In our opinion, the financial statements present fairly, in all material respects, the financial position of New Directions for Children, Youth, Adults and Families Inc. as at March 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

PricewaterhouseCoopers LLP
Chartered Professional Accountants
Winnipeg, Manitoba
May 26, 2016

“PwC” refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.
### BALANCE SHEET

**AS AT MARCH 31, 2016**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>1,932,455</td>
<td>1,916,494</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>3,576,319</td>
<td>2,782,528</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>371,816</td>
<td>472,084</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>5,880,590</td>
<td>5,171,106</td>
</tr>
<tr>
<td><strong>CAPITAL ASSETS</strong> (note 4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>20,251,385</td>
<td>14,529,953</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>2,270,335</td>
<td>1,468,020</td>
</tr>
<tr>
<td>Accrued vacation pay</td>
<td>1,304,656</td>
<td>1,155,423</td>
</tr>
<tr>
<td>Deferred contributions (note 5)</td>
<td>456,982</td>
<td>527,408</td>
</tr>
<tr>
<td>Deferred tenant inducements</td>
<td>2,784,466</td>
<td>1,601,267</td>
</tr>
<tr>
<td>Working capital advances - Province of Manitoba (note 6)</td>
<td>1,997,991</td>
<td>1,040,695</td>
</tr>
<tr>
<td>Current portion of long-term debt (note 7)</td>
<td>486,847</td>
<td>899,231</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>9,301,277</td>
<td>6,692,044</td>
</tr>
<tr>
<td><strong>LONG-TERM DEBT</strong> (note 7)</td>
<td>5,558,979</td>
<td>2,523,366</td>
</tr>
<tr>
<td><strong>OTHER LONG-TERM LIABILITIES</strong></td>
<td>518,472</td>
<td>369,362</td>
</tr>
<tr>
<td><strong>FORGIVABLE LOAN</strong> (note 8)</td>
<td>1,333,668</td>
<td>1,394,289</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>16,712,396</td>
<td>10,979,061</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET ASSETS INVESTED IN CAPITAL ASSETS</strong></td>
<td>6,991,301</td>
<td>4,541,961</td>
</tr>
<tr>
<td><strong>NET ASSETS INTERNALLY RESTRICTED</strong> (note 9)</td>
<td>244,602</td>
<td>1,489,185</td>
</tr>
<tr>
<td><strong>UNRESTRICTED NET DEFICIT</strong></td>
<td>(3,696,914)</td>
<td>(2,480,254)</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>3,538,989</td>
<td>3,550,892</td>
</tr>
</tbody>
</table>

**APPROVED BY THE BOARD OF DIRECTORS**

[Signatures]

*The accompanying notes are an integral part of these financial statements.*
## STATEMENT OF REVENUES AND EXPENSES

**FOR THE YEAR ENDED MARCH 31, 2016**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government of Canada</td>
<td>506,068</td>
<td>672,262</td>
</tr>
<tr>
<td>Province of Manitoba (note 10)</td>
<td>41,342,435</td>
<td>39,653,025</td>
</tr>
<tr>
<td>Child and Family Services Authorities/Agencies</td>
<td>8,281,051</td>
<td>7,243,667</td>
</tr>
<tr>
<td>United Way of Winnipeg</td>
<td>111,066</td>
<td>110,878</td>
</tr>
<tr>
<td>Other</td>
<td>987,878</td>
<td>499,596</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>51,228,498</td>
<td>48,179,428</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating expenses (schedule)</td>
<td>51,240,401</td>
<td>47,295,842</td>
</tr>
<tr>
<td><strong>Excess (Deficiency) of Revenues Over Expenses</strong></td>
<td>(11,903)</td>
<td>883,586</td>
</tr>
</tbody>
</table>

*The accompanying notes are an integral part of these financial statements.*
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Invested in capital assets</strong></td>
<td>$ 4,541,961</td>
<td>$ 1,489,185</td>
</tr>
<tr>
<td><strong>Internally restricted</strong></td>
<td>$ (2,480,254)</td>
<td>$ (11,903)</td>
</tr>
<tr>
<td><strong>Unrestricted</strong></td>
<td>$ 3,550,892</td>
<td>$ 883,586</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 3,538,989</td>
<td>$ 3,550,892</td>
</tr>
</tbody>
</table>

**BALANCE - BEGINNING OF YEAR**

Excess (deficiency) of revenues over expenses
Amortization
Amortization of forgivable loan (note 8)
Internally imposed restrictions transferred to fund operations
Investment in capital assets (see below)
Internally imposed restrictions
Transferred to unrestricted

**INVESTMENT IN CAPITAL ASSETS**

**CONSISTS OF**

Purchase of capital assets
Disposal of capital assets
Loan proceeds
Mortgage proceeds
Mortgage principal repayments
Loan principal repayments

3,133,586
5,815,275
(58,460)
(1,742,128)
(1,082,400)
180,876
20,423

(1,442,126)
(244,602)
(23,181)

(1,691,460)
23,181

The accompanying notes are an integral part of these financial statements.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2016

2016  2015

$         $        

CASH PROVIDED BY (USED IN)

OPERATING ACTIVITIES
Excess (deficiency) of revenues over expenses (11,903) 883,586
Items not affecting cash
   Amortization 744,867 552,408
   Amortization of forgivable loan (note 8) (60,621) (60,621)
   Loss on disposal of capital assets 58,460 –
   Other long-term liabilities 149,110 (18,599)

879,913 1,356,774

Changes in non-cash working capital components 1,370,798 248,215

2,250,711 1,604,989

INVESTING ACTIVITIES
Purchase of capital assets (5,815,275) (2,027,991)

FINANCING ACTIVITIES
Mortgage proceeds 1,082,400 –
Loan proceeds 1,742,128 –
Working capital advance proceeds 957,296 –
Mortgage principal repayments (180,876) (157,265)
Loan principal repayments (20,423) –

3,580,525 (157,265)

NET INCREASE (DECREASE) IN CASH DURING THE YEAR
15,961 (580,267)

CASH - BEGINNING OF YEAR
1,916,494  2,496,761

CASH - END OF YEAR
1,932,455  1,916,494

The accompanying notes are an integral part of these financial statements.
1. ORGANIZATION
New Directions for Children, Youth, Adults and Families Inc. (New Directions) is a private, not-for-profit organization offering services that contribute to the well-being of children, youth, adults, families and their communities.

New Directions receives a majority of its revenue from grant funding and per diem payments from Manitoba Family Services and Consumer Affairs, Manitoba Education, Manitoba Healthy Living, Youth and Seniors, and Child and Family Services Authorities/Agencies.

New Directions is a registered charity under the provisions of the Income Tax Act of Canada.

2. BASIS OF PRESENTATION
The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Certain comparative figures have been reclassified to conform to the financial statement presentation adopted for the current year.

3. SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING
The ongoing operations of New Directions are dependent on continued financial support at adequate levels from the Manitoba Government. These financial statements are prepared on the basis that this support will continue and that New Directions will be able to realize its assets and discharge its liabilities in the ordinary course of business.

CAPITAL ASSETS
Capital assets are initially recorded at cost and are amortized 50% in the year of purchase. Amortization is provided using the straightline method over estimated useful lives as follows:

- Buildings 25 years straight-line
- Computer equipment 5 years straight-line
- Furniture and equipment 10 years straight-line
- Leasehold improvements over the life of the lease
- Vehicles 5 years straight-line
- Computer software 5 years straight-line

CASH
Cash consists of cash on hand and cash held at banking institutions.

DEFERRED CONTRIBUTIONS
Deferred contributions represent operating and other funding received in the current period related to projects to be carried out in subsequent periods or the acquisition of capital assets.

The forgivable loan is being treated as a deferred contribution for accounting purposes and being amortized into revenue over the life of the underlying asset.
DEFERRED TENANT INDUCEMENTS
The benefit of tenant inducements is accounted for as a reduction of rental expense over the term of the lease.

REVENUE RECOGNITION
New Directions follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenues when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

CONTRIBUTED SERVICES
Contributed services are recorded at their fair value.

GOVERNMENT ASSISTANCE
Funds received from the Government in the form of grants or forgivable loans are recognized in the current period if related to noncapital expenditures or deferred and amortized over the life of the underlying asset if related to capital expenditures.

FINANCIAL INSTRUMENTS
a) Measurement of financial instruments
New Directions initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

New Directions subsequently measures all its financial assets and financial liabilities at amortized cost.
Financial assets measured at amortized cost include cash and accounts receivable.
Financial liabilities measured at amortized cost include accounts payable, accrued vacation pay, working capital advances, longterm debt, forgivable loan and other long-term liabilities.

b) Impairment
Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a writedown is recognized in the statement of revenues and expenses. When events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized in the statement of revenues and expenses up to the amount of the previously recognized impairment.

USE OF ESTIMATES
The preparation of financial statements in accordance with Canadian accounting standards for notforprofit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.
4. CAPITAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2016 Cost $</th>
<th>Accumulated amortization $</th>
<th>2015 Net $</th>
<th>2015 Net $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>1,709,372</td>
<td>-</td>
<td>1,709,372</td>
<td>1,406,300</td>
</tr>
<tr>
<td>Buildings</td>
<td>7,948,298</td>
<td>2,112,242</td>
<td>5,836,056</td>
<td>5,224,644</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>366,987</td>
<td>264,387</td>
<td>102,600</td>
<td>115,346</td>
</tr>
<tr>
<td>Furniture and equip</td>
<td>463,658</td>
<td>163,959</td>
<td>299,699</td>
<td>358,234</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>7,137,279</td>
<td>815,307</td>
<td>6,321,972</td>
<td>2,164,664</td>
</tr>
<tr>
<td>Vehicles</td>
<td>63,136</td>
<td>21,675</td>
<td>41,461</td>
<td>26,882</td>
</tr>
<tr>
<td>Computer software</td>
<td>205,189</td>
<td>145,554</td>
<td>59,635</td>
<td>62,777</td>
</tr>
<tr>
<td></td>
<td>17,893,919</td>
<td>3,523,124</td>
<td>14,370,795</td>
<td>9,358,847</td>
</tr>
</tbody>
</table>

5. DEFERRED CONTRIBUTIONS

<table>
<thead>
<tr>
<th></th>
<th>2016 $</th>
<th>2015 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance - beginning of year</td>
<td>527,408</td>
<td>514,458</td>
</tr>
<tr>
<td>Add: Amount received in the current year relating to future projects</td>
<td>2,793,466</td>
<td>3,305,537</td>
</tr>
<tr>
<td>Less: Amount recognized as revenue in the current year</td>
<td>(2,863,892)</td>
<td>(3,292,587)</td>
</tr>
<tr>
<td>Balance - end of year</td>
<td>456,982</td>
<td>527,408</td>
</tr>
</tbody>
</table>

6. WORKING CAPITAL ADVANCES - PROVINCE OF MANITOBA

There are no terms of repayment for working capital advances from the Province of Manitoba.
### 7. Long-Term Debt

<table>
<thead>
<tr>
<th>STEINBACH CREDIT UNION LIMITED</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STEINBACH CREDIT UNION LIMITED</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.10% fixed rate mortgage, repayable in monthly instalments of $1,632 including principal and interest, due May 28, 2019; this mortgage is secured by Gilia Drive, Merrill Crescent, Sharp Boulevard, Greendell Avenue, Kings Drive, Kilkenny Drive, Spruce Street, and Cheriton Avenue properties</td>
<td>274,096</td>
<td>285,025</td>
</tr>
<tr>
<td><strong>Culross Bay</strong></td>
<td>59,636</td>
<td>63,049</td>
</tr>
<tr>
<td>2.95% fixed rate mortgage, repayable in monthly instalments of $435 including principal and interest, due February 1, 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sanderson Avenue</strong></td>
<td>26,846</td>
<td>30,927</td>
</tr>
<tr>
<td>3.70% fixed rate mortgage, repayable in monthly instalments of $429 including principal and interest, due January 1, 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Waverley Street</strong></td>
<td>2,316</td>
<td>5,666</td>
</tr>
<tr>
<td>4.00% fixed rate mortgage, repayable in monthly instalments of $293 including principal and interest, due November 1, 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dexter Street</strong></td>
<td>–</td>
<td>393</td>
</tr>
<tr>
<td>4.35% fixed rate mortgage, repayable in monthly instalments of $281 including principal and interest, due May 1, 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wakopa Street</strong></td>
<td>193,261</td>
<td>204,322</td>
</tr>
<tr>
<td>2.95% fixed rate mortgage, repayable in monthly instalments of $1,410 including principal and interest, due February 1, 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Belcourt Bay</strong></td>
<td>137,900</td>
<td>143,430</td>
</tr>
<tr>
<td>3.10% fixed rate mortgage, repayable in monthly instalments of $824 including principal and interest, due June 1, 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Aspen Glen</strong></td>
<td>305,638</td>
<td>322,777</td>
</tr>
<tr>
<td>2.65% fixed rate mortgage, repayable in monthly instalments of $2,156 including principal and interest, due May 1, 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Bonner</strong></td>
<td>250,091</td>
<td>262,951</td>
</tr>
<tr>
<td>2.65% fixed rate mortgage, repayable in monthly instalments of $1,730 including principal and interest, due December 1, 2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CARRIED FORWARD**

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,249,784</td>
<td>1,318,540</td>
</tr>
</tbody>
</table>
BROUGHT FORWARD

<table>
<thead>
<tr>
<th>Borrower</th>
<th>Rate and Repayment Details</th>
<th>2016 $</th>
<th>2015 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carroll</td>
<td>2.65% fixed rate mortgage, repayable in monthly instalments of $1,235 including principal and interest, due February 1, 2021</td>
<td>181,849</td>
<td>190,894</td>
</tr>
<tr>
<td>Costello</td>
<td>3.70% fixed rate mortgage, repayable in monthly instalments of $1,405 including principal and interest, due December 1, 2016</td>
<td>200,522</td>
<td>209,814</td>
</tr>
<tr>
<td>St. Michael</td>
<td>3.50% fixed rate mortgage, repayable in monthly instalments of $735 including principal and interest, due June 1, 2017</td>
<td>109,384</td>
<td>114,300</td>
</tr>
<tr>
<td>Charing Cross</td>
<td>3.50% fixed rate mortgage, repayable in monthly instalments of $1,794 including principal and interest, due May 1, 2017</td>
<td>264,799</td>
<td>276,870</td>
</tr>
<tr>
<td>Peters</td>
<td>3.25% fixed rate mortgage, repayable in monthly instalments of $1,566 including principal and interest, due June 1, 2017</td>
<td>216,781</td>
<td>226,803</td>
</tr>
<tr>
<td>Astbury</td>
<td>3.25% fixed rate mortgage, repayable in monthly instalments of $1,435 including principal and interest, due June 1, 2017</td>
<td>229,577</td>
<td>240,743</td>
</tr>
<tr>
<td>Burns</td>
<td>3.25% fixed rate mortgage, repayable in monthly instalments of $1,557 including principal and interest, due July 1, 2017</td>
<td>236,666</td>
<td>247,498</td>
</tr>
<tr>
<td>Brookside</td>
<td>3.25% fixed rate mortgage, repayable in monthly instalments of $1,642 including principal and interest, due August 1, 2017</td>
<td>250,733</td>
<td>262,118</td>
</tr>
<tr>
<td>Beaverbrook</td>
<td>3.25% fixed rate mortgage, repayable in monthly instalments of $2,100 including principal and interest, due September 1, 2017</td>
<td>320,449</td>
<td>335,017</td>
</tr>
</tbody>
</table>

CARRIED FORWARD

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>3,260,544</td>
<td>3,422,597</td>
</tr>
</tbody>
</table>
### Brought Forward

<table>
<thead>
<tr>
<th></th>
<th>2016 $</th>
<th>2015 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driftwood</td>
<td>3,260,544</td>
<td>3,422,597</td>
</tr>
<tr>
<td>Hamilton Meadows</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chalmers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steinbach Credit Union Open Term Loan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glencoe Limited Term Loan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The long-term debt is secured by registered charges against each of the respective properties, with the exception of the Glencoe Limited Term Loan, which is unsecured and was advanced for the purpose of leasehold improvements at 717 Portage Avenue.

The principal payments required in each of the next five years and thereafter are as follows:

<table>
<thead>
<tr>
<th>Year ending March 31</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>486,847</td>
</tr>
<tr>
<td>2018</td>
<td>1,737,474</td>
</tr>
<tr>
<td>2019</td>
<td>193,035</td>
</tr>
<tr>
<td>2020</td>
<td>731,684</td>
</tr>
<tr>
<td>2021</td>
<td>1,526,888</td>
</tr>
<tr>
<td>Thereafter</td>
<td>1,369,898</td>
</tr>
<tr>
<td></td>
<td>6,045,826</td>
</tr>
</tbody>
</table>
8. FORGIVABLE LOAN
During the year ended March 31, 2012, New Directions entered into an agreement with the Manitoba Housing and Renewal Corporation (MHRC) to fund the construction of a shelter for sexually exploited youth. Terms of the agreement state that a forgivable loan would be provided to New Directions to fund the construction, and that the loan will be forgiven over 15 years on a monthly basis for every month that the shelter operates as its intended purpose. The forgivable loan bears no interest and is secured by the land the shelter is based on. Prior to expiration of the term, if the land or shelter is leased, sold, conveyed or transferred in whole or in part, to anyone without obtaining prior written approval from MHRC, the full amount of the MHRC loan then outstanding and unpaid becomes immediately payable.

As disclosed in note 3, the forgivable loan is treated as a deferred contribution and is being amortized over 25 years which is the expected life of the underlying asset.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance - beginning of year</td>
<td>1,394,289</td>
<td>1,454,910</td>
</tr>
<tr>
<td>Less: Amount amortized in the current year</td>
<td>(60,621)</td>
<td>(60,621)</td>
</tr>
<tr>
<td>Balance - end of year</td>
<td>1,333,668</td>
<td>1,394,289</td>
</tr>
</tbody>
</table>

As at March 31, 2016, $303,110 of the original loan balance of $1,515,531 has been forgiven.

9. NET ASSETS INTERNALLY RESTRICTED

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance - beginning of year</td>
<td>$1,489,185</td>
</tr>
<tr>
<td></td>
<td>$</td>
</tr>
<tr>
<td>Expenditure of prior internally imposed restricted net assets</td>
<td></td>
</tr>
<tr>
<td>Through general operations</td>
<td>(23,878)</td>
</tr>
<tr>
<td>Through purchase of capital assets</td>
<td>(1,442,126)</td>
</tr>
<tr>
<td>Transferred to unrestricted</td>
<td>23,181</td>
</tr>
</tbody>
</table>

Internally imposed restrictions - current year

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td></td>
</tr>
<tr>
<td>Program materials, staffing and participant support</td>
<td>33,500</td>
</tr>
<tr>
<td>Information technology</td>
<td>28,781</td>
</tr>
<tr>
<td></td>
<td>62,281</td>
</tr>
<tr>
<td>Capital additions</td>
<td></td>
</tr>
<tr>
<td>Program materials, staffing and participant support</td>
<td>4,500</td>
</tr>
<tr>
<td>Renovations of community facilities and furnishings</td>
<td>162,821</td>
</tr>
<tr>
<td>Information technology</td>
<td>15,000</td>
</tr>
<tr>
<td></td>
<td>182,321</td>
</tr>
</tbody>
</table>

| Balance - end of year | 244,602 |
10. PROVINCE OF MANITOBA REVENUES
The major provincial government funding sources are as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manitoba Family Services - Child and Family Services</td>
<td>7,999,520</td>
<td>7,731,441</td>
</tr>
<tr>
<td>Manitoba Family Services - Community Living disABILITY Services</td>
<td>26,325,178</td>
<td>25,067,997</td>
</tr>
<tr>
<td>Manitoba Family Services - Special Needs</td>
<td>633,810</td>
<td>723,235</td>
</tr>
<tr>
<td>Children and Youth Opportunities - MB4Youth</td>
<td>1,352,573</td>
<td>1,392,410</td>
</tr>
<tr>
<td>Winnipeg Regional Health Authority</td>
<td>2,270,631</td>
<td>2,021,449</td>
</tr>
<tr>
<td>Children and Youth Opportunities - Crime Prevention</td>
<td>445,481</td>
<td>437,377</td>
</tr>
<tr>
<td>Children and Youth Opportunities - Healthy Child Manitoba</td>
<td>164,301</td>
<td>165,200</td>
</tr>
<tr>
<td>General</td>
<td>2,150,941</td>
<td>2,113,916</td>
</tr>
<tr>
<td>Total</td>
<td>41,342,435</td>
<td>39,653,025</td>
</tr>
</tbody>
</table>

11. COMMITMENTS
The future minimum lease payments under the operating leases for office space, office equipment, and vehicles are as follows:

<table>
<thead>
<tr>
<th>Year ending March 31, 2016</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,339,626</td>
</tr>
<tr>
<td>2018</td>
<td>1,288,683</td>
</tr>
<tr>
<td>2019</td>
<td>1,199,588</td>
</tr>
<tr>
<td>2020</td>
<td>1,017,134</td>
</tr>
<tr>
<td>2021</td>
<td>1,029,625</td>
</tr>
<tr>
<td>Thereafter</td>
<td>7,635,922</td>
</tr>
</tbody>
</table>

New Directions has a $1,000,000 operating line of credit with the Steinbach Credit Union Limited which was not utilized at March 31, 2016, bearing interest at prime plus 1.0%.

12. EMPLOYEE PENSION PLANS
New Directions has a defined contribution plan providing pension benefits to most of its employees. The expense for the year is $804,559 (2015 - $765,105).
13. GOVERNMENT REMITTANCES
Government remittances consist of amounts (such as payroll withholding taxes) required to be paid to
government authorities and are recognized when the amounts become due. In respect of government
remittances, $320,000 (2015 - $265,000) is included within accounts payable.

14. THE NEW DIRECTIONS ENDOWMENT FUND AND OPIKIHIWAWIN FUND
The New Directions Endowment Fund and Opikihiwawin Fund (Funds) are endowment funds held by
The Winnipeg Foundation. The Funds were established with contributions from donors under the agreement
that the Funds remain with The Winnipeg Foundation in perpetuity with New Directions receiving annual
income distributions. For the year ended March 31, 2016, the Funds distributed $7,978 (2015 - $5,625)
which is included in other revenues in the Statement of Revenues and Expenses. As at March 31, the fair value
of each fund is:

<table>
<thead>
<tr>
<th>Fund</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Directions Endowment Fund</td>
<td>170,578</td>
<td>174,518</td>
</tr>
<tr>
<td>Opikihiwawin Fund</td>
<td>8,023</td>
<td>8,467</td>
</tr>
</tbody>
</table>

15. FINANCIAL INSTRUMENTS

INTEREST RATE RISK
Interest rate risk refers to the adverse consequences of interest rate changes in New Directions’ cash flows,
financial position and expenses. This risk arises from differences in the timing and amount of cash flows
related to New Directions’ liabilities. This risk is not significant to New Directions as all of the debt is at
fixed rate terms.

CREDIT RISK
Credit risk is the risk that a financial loss could arise from a counterparty not being able to meet its
obligations. New Directions’ financial assets that are exposed to credit risk consist of accounts receivable.
New Directions performs regular assessments on the collectibility of its accounts receivable. This risk is
not significant to New Directions as substantially all of the receivables are from the government.


### SCHEDULE OF OPERATING EXPENSES

**FOR THE YEAR ENDED MARCH 31, 2016**

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 $</th>
<th>2015 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>20,812</td>
<td>16,992</td>
</tr>
<tr>
<td>Amortization</td>
<td>744,867</td>
<td>552,408</td>
</tr>
<tr>
<td>Bad debt</td>
<td>80,919</td>
<td>8,186</td>
</tr>
<tr>
<td>Clothing</td>
<td>46,750</td>
<td>40,445</td>
</tr>
<tr>
<td>Data processing</td>
<td>33,064</td>
<td>37,525</td>
</tr>
<tr>
<td>Endowment fund</td>
<td>7,978</td>
<td>5,625</td>
</tr>
<tr>
<td>Evaluation</td>
<td>4,657</td>
<td>2,999</td>
</tr>
<tr>
<td>Food</td>
<td>469,570</td>
<td>446,596</td>
</tr>
<tr>
<td>Grooming</td>
<td>10,315</td>
<td>9,465</td>
</tr>
<tr>
<td>Household</td>
<td>23,027</td>
<td>21,321</td>
</tr>
<tr>
<td>Insurance</td>
<td>111,803</td>
<td>120,832</td>
</tr>
<tr>
<td>Internal and external relations</td>
<td>70,896</td>
<td>49,693</td>
</tr>
<tr>
<td>Interest and service charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank</td>
<td>11,639</td>
<td>7,174</td>
</tr>
<tr>
<td>Long term debt</td>
<td>162,396</td>
<td>125,361</td>
</tr>
<tr>
<td>Internet</td>
<td>56,138</td>
<td>59,951</td>
</tr>
<tr>
<td>Interpreting services</td>
<td>12,124</td>
<td>28,091</td>
</tr>
<tr>
<td>Janitorial</td>
<td>132,628</td>
<td>141,267</td>
</tr>
<tr>
<td>Laundry</td>
<td>8,679</td>
<td>8,636</td>
</tr>
<tr>
<td>Lease</td>
<td>1,674,286</td>
<td>1,548,352</td>
</tr>
<tr>
<td>Medical, dental and optical</td>
<td>10,125</td>
<td>10,287</td>
</tr>
<tr>
<td>Memberships and subscriptions</td>
<td>7,904</td>
<td>7,048</td>
</tr>
<tr>
<td>Miscellaneous expense</td>
<td>13,318</td>
<td>5,965</td>
</tr>
<tr>
<td>Office supplies, postage and printing</td>
<td>252,140</td>
<td>258,286</td>
</tr>
<tr>
<td>Participant activities and program material</td>
<td>699,740</td>
<td>647,605</td>
</tr>
<tr>
<td>Participant accommodation</td>
<td>9,814</td>
<td>5,766</td>
</tr>
<tr>
<td>Participant living expenses</td>
<td>1,080,889</td>
<td>1,053,278</td>
</tr>
<tr>
<td>Professional fees</td>
<td>71,328</td>
<td>50,073</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>980,060</td>
<td>523,437</td>
</tr>
<tr>
<td>Salaries and service fees</td>
<td>37,470,427</td>
<td>35,297,257</td>
</tr>
<tr>
<td>Salary benefits</td>
<td>5,168,643</td>
<td>4,525,806</td>
</tr>
<tr>
<td>School supplies</td>
<td>11,520</td>
<td>11,254</td>
</tr>
<tr>
<td>Special programs</td>
<td>118,387</td>
<td>99,257</td>
</tr>
<tr>
<td>Staff education</td>
<td>103,365</td>
<td>92,901</td>
</tr>
<tr>
<td>Taxes</td>
<td>111,004</td>
<td>104,539</td>
</tr>
<tr>
<td>Telephone</td>
<td>212,415</td>
<td>210,896</td>
</tr>
<tr>
<td>Transportation</td>
<td>871,129</td>
<td>841,718</td>
</tr>
<tr>
<td>Travel</td>
<td>125,119</td>
<td>117,917</td>
</tr>
<tr>
<td>Utilities</td>
<td>182,066</td>
<td>201,633</td>
</tr>
</tbody>
</table>

**TOTAL BEFORE LOSS ON DISPOSAL**

<table>
<thead>
<tr>
<th>2016 $</th>
<th>2015 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>51,181,941</td>
<td>47,295,842</td>
</tr>
</tbody>
</table>

**LOSS ON DISPOSAL OF CAPITAL ASSETS**

<table>
<thead>
<tr>
<th>2016 $</th>
<th>2015 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>58,460</td>
<td>–</td>
</tr>
</tbody>
</table>

**TOTAL OPERATING EXPENSES**

<table>
<thead>
<tr>
<th>2016 $</th>
<th>2015 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>51,240,401</td>
<td>47,295,842</td>
</tr>
</tbody>
</table>

---

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Winnipeg, Manitoba  R3G 0M8
Voice: 204.786.7051
Fax: 204.774.6468
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United Way
Winnipeg

THE WINNIPEG FOUNDATION

NEW DIRECTIONS
FOR CHILDREN, YOUTH, ADULTS & FAMILIES