

Making



Connections



**Annual Report
2018-19**

*“Life before Tamarack felt hopeless,
I was on the verge of giving up.
Life leaving Tamarack: I have
found hope in situations I
never thought would be hope”.*



60 Balmoral Street, Winnipeg, MB, R3C 1X4

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info@tamarackrecovery.org

www.tamarackrecovery.org

*Quality of treatment
was outstanding!
Could not have asked
for better care, love
and respect.*

*It is a
'house'.....but felt
like a 'home' .*

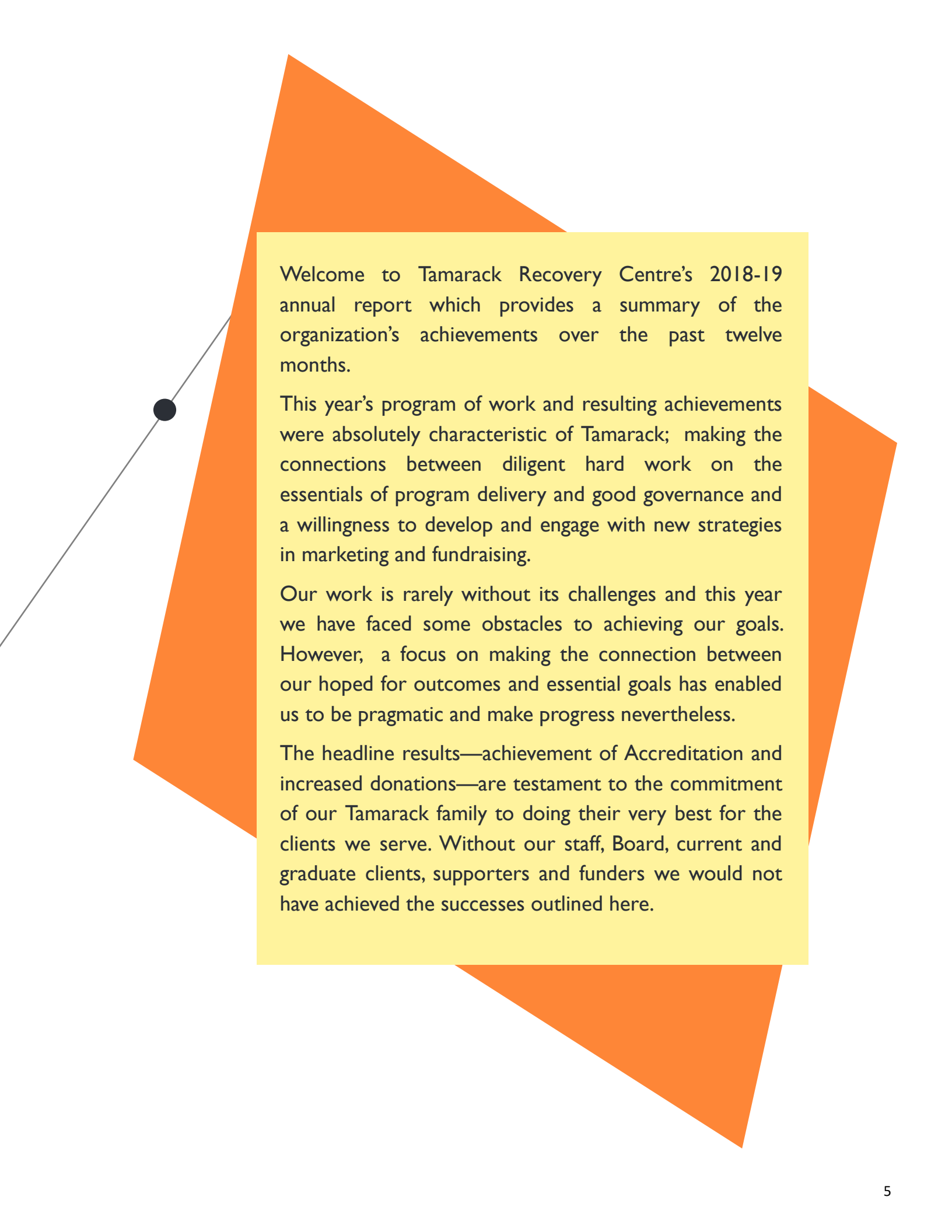


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**Executive
Summary**

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Welcome to Tamarack Recovery Centre's 2018-19 annual report which provides a summary of the organization's achievements over the past twelve months.

This year's program of work and resulting achievements were absolutely characteristic of Tamarack; making the connections between diligent hard work on the essentials of program delivery and good governance and a willingness to develop and engage with new strategies in marketing and fundraising.

Our work is rarely without its challenges and this year we have faced some obstacles to achieving our goals. However, a focus on making the connection between our hoped for outcomes and essential goals has enabled us to be pragmatic and make progress nevertheless.

The headline results—achievement of Accreditation and increased donations—are testament to the commitment of our Tamarack family to doing their very best for the clients we serve. Without our staff, Board, current and graduate clients, supporters and funders we would not have achieved the successes outlined here.

Vision

Healthy people,
free from addiction.

Mission

To provide a safe, welcoming environment
where individuals are supported in
recovery to realize their full potential.

Values

Our values are based on a dedication and commitment to:

Safety

Creating a warm, welcoming environment where the safety and care of all is key.

Integrity

Holding ourselves to the highest standards of personal and professional integrity, reflected in our ongoing commitment to ethical practice and serving as an example to all.

Respect

Recognizing and valuing diversity, being responsive to personal recovery needs and treating all people as unique individuals deserving of the best care.

Excellence

Using our knowledge and experience to deliver the highest quality services and seek out opportunities to improve and excel.

Compassion

Inspiring hope through our belief in the fundamental value of every human being, their resilience and ability to change.

Our Story

Tamarack Recovery Centre Inc., originally called Kia Zan Inc., was created in 1974. Embracing the concept of extended treatment recovery and the provision of opportunities for individuals to look at the deeper issues underlying their addiction, the organization has grown and developed during its 44 years of operation. Tamarack Recovery Centre Inc. is now established as a unique treatment centre that is recognized as one of the most effective residential treatment and recovery resources available in Manitoba.

The organization's current name – Tamarack Recovery Centre - is inspired by the tamarack tree (one of the few conifer trees that yearly sheds its needles to allow for new growth) and reflects its commitment to growth, change and renewal for the agency and the clients it serves.

In 2014 Tamarack Recovery Centre

received accreditation with exemplary standing with Accreditation Canada, an achievement that speaks to the quality and professionalism of the services offered. Tamarack's Exemplary level status was maintained when Accreditation Canada returned for their next site survey in October of 2018.

After over 40 years of service, Tamarack Recovery Centre is proud of its success in directly helping more than 2500 people. The agency continues to build on these achievements, positively impacting the lives of clients and their families every day, through the provision of quality care in a welcoming and safe environment.

**connects
us to**

Our

Community

Tamarack Recovery Centre is one of several treatment facilities in Winnipeg and is part of a network of community agencies that provide residential addictions services and which include the Addictions Foundation of Manitoba; Salvation Army “Anchorage” facility; Behavioural Health Foundation; St. Raphael Wellness Centre and The Native Addictions Council of Manitoba.

Tamarack is also part of a wider addictions treatment network including detox facilities, as well transitional facilities, such as Addictions Recovery Inc.; 210 Recovery and Esther House. Many of these agencies, including Tamarack are part of the Addictions Agency Network, headed by the Addictions Policy and Support branch of the Manitoba Health, Seniors and Active Living.

Our

Program

Tamarack uses recognized best practices and provides evidence-based supports and treatment to work with individuals who are wishing to recover from addictions. The program takes a trauma-informed approach in the provision of all aspects of treatment to ensure that individuals who have experienced trauma and and/or who have substance use and concurrent mental health issues receive the most appropriate care. Tamarack’s structured program builds in flexibility, providing client-driven, community-based treatment. Tamarack’s extended program and continuing after-care strengthens clients’ ability to make lasting change as they take the first steps towards recovery and as they rebuild their lives.

About Us

Tamarack is managed by a volunteer Board of Directors who meet ten times per year. Day to day management is conducted by a full time Executive Director who reports to the Board and is responsible for operations including the participation of all salaried staff and volunteers in the delivery of addiction treatment services.

Connecting
good
governance

Board Members

Chairman

Philip Grandmont

Vice-Chair

Grant Nash

Secretary

David Roberts

Treasurer

Bruce Carney

Executive Director (ex-officio)

Lisa Cowan

Member

Ken Deptuck

Member

Brian Paterson

Member

Veronica Gagnon

Member

Bill Dietterle

Member

Mintie Grienke

Member

Parker Fillmore

Member

Carol Koscielny

Member

Wendy Volek

Member

Lucille Lavoie

with

**effective
operations**

Staff Team

Executive Director

Lisa Cowan

**Aftercare Coordinator and
HR Manager**

Joanne Riedle

**Intake Counsellor and
Operations Manager**

Sherry Gable

Aftercare Facilitator

Rachael Carfrae

Addictions Counsellor

Peter Keating

Addictions Counsellor

Kathleen O'Meara

**Residential Care Worker
and Group Facilitator**

Dawn Kirkpatrick

**Daytime Residential Care
Worker**

Karen Gutwein

Residential Care Workers

Charmaine Yurechuk
Richard Randell

We have significant human capital in our staff team. This was recognized by Accreditation Canada during its second site visit in October 2018. The Accreditation team were surprised to note that our staff team included many individuals who had served Tamarack for seven or more years. This is unusual in a field with a high turnover and burnout rate where staff typically stay at a place of employment for about one year. We are confident that the long service of our staff is evidence of a supportive and rewarding working environment and results from our Staff Feedback Survey bear this out. 100% of staff responded that they completely agree with the statements “I’m proud to tell people I work for Tamarack” and “My employer treats me well”. We want to build on this success, so will be exploring ways to develop staff capacity, create mental health supports and recognize staff contributions to the organization’s success as we move forward.

Our Board continues to offer effective leadership and governance to the organization. It met the governance standards that formed part of the most recent Accreditation Canada process and it rose to the challenge to develop a more diverse Board that was set down in the 2014 Accreditation report. Gender balance has been achieved on the Board this year and we continue to work towards further diversity.

Our

Annual Objectives

and Goals

safety

Facilitate ongoing safety training to ensure knowledge of all safety policies and procedures. Run the Work Safety Culture and Worklife Pulse tools with staff. Share the current safety plan with clients and families.

To have client exit surveys reflect a high level of satisfaction with the safety of the facility (90% clients satisfied or very satisfied) and ensure the Client and Staff Safety plan for 2018-19 reflects and incorporates feedback from clients and family members.

program and treatment quality

Retain accreditation by Accreditation Canada. Facilitate second client and family panel discussion to inform Client and Family Centred Care (CFCC) practices and philosophy.

To have client exit surveys continue to reflect a high level of satisfaction with the program.

Incorporate CFCC philosophy into all policies, procedures, staff orientation, training and evaluation.

marketing and communications

Increase Tamarack's online presence and visibility. Seek funding for a staff member to develop an annual marketing plan, increase interactions with social media and develop varied promotional media.

Increase awareness of the Tamarack program and create the foundation for fundraising efforts to widen access.

fundraising

Explore partnership/sponsorship opportunities, create a user friendly donation platform and keep supporters informed about fundraising plans and goals.

Increase access to the Tamarack program by those who may otherwise be unable to afford treatment.

renovation

Renovation plans decided based on feasibility research and zoning requirements. Feature the Tamarack house in promotional videos.

Ensure the facility is a physical manifestation of the quality of the program.

board development

Prepare for Accreditation Canada visit by reviewing all governance standards alongside Board Handbook.

Meet the Accreditation Canada governance standards.

Performance

Measures

- **Achieving Accreditation** was this year's single most important performance measure relating as it did to our Safety, Program and Treatment Quality, and Board Development goals. A significant achievement in itself, it was an objective indicator of our progress.
- **An increase in the number of bed days** was a crucial measure for us this year because it demonstrates our ability to provide treatment for more individuals —either through increased awareness from self-pay clients or increased funding from a variety of sources to support those in need of funding assistance. This related directly to our Marketing and Communications goals and also linked to Fundraising goals.
- **An increase in donations** was the most straightforward measure of achievements against our Fundraising goals, however as noted, an increase in bed days was also used to assess success in this area as was **an increase in Facebook 'likes' and followers**.
- **Completed renovation projects captured in marketing videos** was the measure we chose to check achievement against our renovation goal. This measure was intended to make the link between the quality of Tamarack programming and its physical environment by using the newly renovated space as a backdrop to promotional messaging.
 - **An increase in Board diversity** was a supporting measure to that of achieving Accreditation, but was no less important as it would demonstrate our progress towards achieving a Board that is more reflective of the diverse community we serve.

connect
our
goals

and

Tamarack received exemplary standing again from Accreditation Canada after its October 2018 site visit. We intend to build on this success by looking for areas to improve upon within the organization in the next year.

Our **exit survey results continue to show a high level of satisfaction** with the overall program with 100% of respondents stating that they were Very Satisfied or Satisfied. Satisfaction with the safety of the facility was also high with 97% of respondents stating that they were Very Satisfied or Satisfied.

The number of bed days and enquiry calls increased this year, but we still have some way to go to achieve consistently full program occupancy. This is an ongoing challenge and has driven our efforts to work towards building a more stable funders base and fundraising platform as well as investing in marketing efforts to draw more individuals to Tamarack.

Marketing and communications efforts have achieved good results. We were successful in applying for a grant from The Winnipeg Foundation to fund a marketing and communications project and used these resources to implement a strategy that included an increased presence on social media, a promotional video and an online landing page to simplify access to program information for those exploring treatment options. Facebook followers increased by 30% . This work provided the foundation upon which this year's successful fundraising was built.

Achievements

Donations increased this year. Our marketing and communications resources meant that we were able to devote the time to setting up a Canada Helps donation page . This relatively small step created a platform for receiving donations that could be shared easily across social media platforms. Supporter interaction with the platform had been extremely positive and online donations throughout the year following have totalled \$4426. Additionally, we believe our ongoing relationship with The Winnipeg Foundation created confidence in both our program and financial management practices, leading to the Moffat Family Fund making a one-time unsolicited donation of \$33,771 to help individuals who would not otherwise be able to access treatment. In a similar vein, our working relationship with the Bruce Oake Foundation enabled us to create a targeted approach for funding that resulted in their sponsorship of four women to receive partial funding for treatment.

Achieving our renovation project goals proved more challenging than anticipated as we encountered issues with project approvals from the City. We sought to mitigate these problems by tackling the project in stages and by April 2019 we had set a start date for the plumbing portion of the renovation and had begun researching a new kitchen installation. Progress on these projects will be reported in next year's annual report. Despite these issues, we moved ahead with producing a promotional video that included filming of the facility as part of a our marketing plan. Responses to the video have been positive and the Tamarack house looks welcoming and comfortable.

As noted elsewhere in this report, **Board diversity increased this year**, but we continue working towards this goal. **Effective governance was supported** by the implementation of the Governance Functioning Tool.

Looking Forward

The achievements of this year will connect us to the future as we continue or complete projects begun in 2018-19.

For example, as part of our commitment to transparency, accountability and holding ourselves to the highest standards of integrity, we applied this year for evaluation by Charity Intelligence in 2019-20. This process will help us identify areas for improvement as we move forward and highlight the work we are doing right.

At the same time we will also be pursuing accreditation with Imagine Canada as a way of demonstrating our commitment to ethical financial practices.

On a very practical level, we will undertake the renovation of the kitchen at Tamarack and continue with essential maintenance and improvements to the building.

We want to ensure our clients have the best chance at success so will be reviewing program materials to ensure they continue to meet their needs and providing the tools and skills to support recovery. We will continue to monitor our success through client exit surveys and aftercare surveys.

Our marketing work will be further developed through new online and print media campaigns. Fundraising will be supported by in-house staff resources being directed to grant research.

financial

overview of operations

provided by Sherry Gable, Operations Manager

As confirmed by the audited financial statements forming part of this report, the fiscal year ending March 31, 2019 yielded a net surplus of \$22,478. The surplus on operations this year is the direct result of a combination of factors which include a higher than anticipated demand for service from Corrections Services Canada (CSC) with a strong presence of 3rd Party referrals. We also had lower than expected expenses throughout the year which is contributing factor in our bottom line.

While the majority of capital improvements are funded by successful grant applications, and reflected in gross revenue for the applicable fiscal years, the depreciation of the asset is amortized for many years following to reflect declining book and market values of the fixed asset (s). During periods of robust capital improvements and acquisition, depreciation and amortization will result in increased book value losses. While it affects year over year gains or losses, it is ultimately reflected as a positive result in capital assets on the balance sheet.

In the fiscal year ending March 31, 2019 Tamarack had the entire second and third floor windows repaired.

During 2018/2019 Tamarack also received a grant in the amount \$8,463 from the Canadian Council on Rehabilitation and Work (CCRW) to pay for an employee's wages as well as a grant from The Winnipeg Foundation in the amount of \$30,000 to fund a Communications and Marketing project, the majority of which will be reflected in the following years' financials.

“Great people work here. People you want to surround yourself with.”

“I love Tamarack and owe a lot to the program. It has helped me find myself as a person.”

“This is a great, safe place for me and I am very lucky to have had this experience. I hope to carry what I’ve learned with me out into the real world.”

Financial Statements

TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE
Financial Statements
Year Ended March 31, 2019

Thornton & Co.

TAMARACK REHAB INC. T/A TAMARACK RECOVERY CENTRE

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Year Ended March 31, 2019

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CHARTERED PROFESSIONAL ACCOUNTANTS
PROFESSIONAL CORPORATION

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Telephone: 204.284.3717 Fax: 204.284.3746

INDEPENDENT AUDITOR'S REPORT

To the Members of TAMARACK REHAB INC. T/A TAMARACK RECOVERY CENTRE

Opinion

We have audited the financial statements of TAMARACK REHAB INC. T/A TAMARACK RECOVERY CENTRE (the Company), which comprise the statement of financial position as at March 31, 2019, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at March 31, 2019, 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.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting

(continues)

GARY T. THORNTON, FCPA, FCGA, CAFM
TODD T. THORNTON, B. Admin., CPA, CGA, CAFM

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process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



June 17, 2019

CHARTERED PROFESSIONAL ACCOUNTANTS

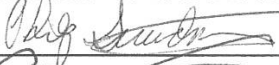
TAMARACK REHAB INC./T/A TAMARACK RECOVERY CENTRE

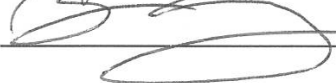
Statement of Financial Position

March 31, 2019

	2019	2018
ASSETS		
CURRENT		
Cash	\$ 277,350	\$ 185,268
Accounts receivable	19,447	27,354
Goods and services tax recoverable	1,791	1,179
Prepaid expenses	3,575	3,770
	<u>302,163</u>	217,571
TANGIBLE CAPITAL ASSETS (Note 3)	<u>207,857</u>	215,631
	<u>\$ 510,020</u>	<u>\$ 433,202</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 9,281	\$ 7,537
Wages payable	37,473	7,036
Deferred income	22,159	-
	<u>68,913</u>	14,573
NET ASSETS	<u>441,107</u>	418,629
	<u>\$ 510,020</u>	<u>\$ 433,202</u>

ON BEHALF OF THE BOARD

 Director

 Director

See notes to financial statements

TAMARACK REHAB INC./T/A TAMARACK RECOVERY CENTRE

Statement of Revenues and Expenditures

Year Ended March 31, 2019

	Budget 2019	Total 2019	Total 2018
REVENUES			
Manitoba Health	\$ 328,100	\$ 328,100	\$ 328,100
Federal Government	104,130	126,702	103,209
Self Referrals	135,006	129,489	106,500
Third party funded treatment	47,125	77,407	34,135
Social Services	10,340	12,975	9,281
Other Grants	45,000	16,304	35,624
Fundraising	9,500	6,488	9,444
Other Income	-	1,046	2,439
ELF Grant	-	-	10,000
	679,201	698,511	638,732
EXPENSES			
Advertising and promotion	1,000	1,832	422
Amortization	-	7,774	8,330
Building Repairs	-	16,839	780
Delivery, freight and express	50	15	47
Employee benefits	3,329	34,785	2,765
Equipment and Furniture	13,700	11,350	10,086
Food	40,000	38,291	38,393
House Effects	1,000	1,386	667
Insurance	15,083	13,824	12,648
Interest and bank charges	5,000	2,220	1,826
Janitorial Supplies	4,200	4,905	4,193
Miscellaneous	8,006	396	1,447
Office	23,500	22,912	10,063
Professional Fees - Program	3,720	7,655	481
Professional fees	3,800	3,729	3,619
Project ELF	-	-	10,000
Property taxes	3,500	3,496	3,368
Repairs and maintenance	3,500	4,663	9,841
Research and development	2,500	288	288
Salaries and wages	521,213	476,810	476,529
Staff Development	2,500	1,113	4,349
Supplies	7,400	4,826	6,953
Telephone	4,800	4,999	4,934
Travel	300	102	160
Utilities	11,100	11,823	10,584
	679,201	676,033	622,773
EXCESS OF REVENUES OVER EXPENSES	\$ -	\$ 22,478	\$ 15,959

See notes to financial statements

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TAMARACK REHAB INC./T/A TAMARACK RECOVERY CENTRE

Statement of Changes in Net Assets

Year Ended March 31, 2019

	Unrestricted Net Assets	Invested in Capital Assets	2019	2018
NET ASSETS - BEGINNING OF YEAR	\$ 193,309	\$ 225,320	\$ 418,629	\$ 402,670
Excess of revenues over expenses	22,478	-	22,478	15,959
NET ASSETS - END OF YEAR	\$ 215,787	\$ 225,320	\$ 441,107	\$ 418,629

See notes to financial statements

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TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE

Statement of Cash Flows

Year Ended March 31, 2019

	2019	2018
OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ 22,478	\$ 15,959
Item not affecting cash:		
Amortization of tangible capital assets	7,774	8,330
	<u>30,252</u>	<u>24,289</u>
Changes in non-cash working capital:		
Accounts receivable	7,907	(2,713)
Accounts payable	1,744	1,860
Deferred income	22,159	(24,280)
Prepaid expenses	195	(320)
Goods and services tax payable	(612)	1,186
Wages payable	30,437	1,007
	<u>61,830</u>	<u>(23,260)</u>
INCREASE IN CASH FLOW	92,082	1,029
Cash - beginning of year	<u>185,268</u>	<u>184,239</u>
CASH - END OF YEAR	\$ 277,350	\$ 185,268

See notes to financial statements

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TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE

Notes to Financial Statements

Year Ended March 31, 2019

1. DESCRIPTION OF OPERATIONS

Tamarack Recovery Centre is a residential treatment facility for individuals with chemical and alcohol dependencies and other drug abuse problems, which facilitates independent living and lifestyle change. Tamarack Recovery Centre is incorporated under the Manitoba Corporations Act as a non-profit organization and is a registered charity under the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPPO). Canadian accounting standards for not-for-profit organizations are part of Canadian GAAP.

Revenue recognition

TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE 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 revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Seminar fees are recognized as revenue when the seminars are held.

Tangible capital assets

Tangible capital assets are stated at cost less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives at the following rates and methods:

Buildings	4%	declining balance method
Computer equipment	33%	declining balance method
Computer software	50%	declining balance method
Other machinery and equipment	20%	declining balance method
Furniture and fixtures	10%	declining balance method
Appliances	10%	declining balance method

The Company regularly reviews its capital assets to eliminate obsolete items. Government grants are treated as a reduction of capital asset cost.

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TAMARACK REHAB INC. T/A TAMARACK RECOVERY CENTRE

Notes to Financial Statements

Year Ended March 31, 2019

3. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Land	\$ 42,836	\$ -	\$ 42,836	\$ 42,836
Buildings	218,710	68,057	150,653	156,930
Equipment	53,738	43,774	9,964	10,657
Computer equipment	31,660	30,844	816	1,219
Computer software	1,957	1,947	10	14
Appliances	21,109	17,531	3,578	3,975
	<u>\$ 370,010</u>	<u>\$ 162,153</u>	<u>\$ 207,857</u>	<u>\$ 215,631</u>

4. ECONOMIC DEPENDENCE

The operations of Tamarack Rehab Inc. T/A Tamarack Recovery Centre are economically dependent on the ongoing financial support of Manitoba Health, contracts and per diems.



Tamarack Recovery Centre Inc is a private, non-profit, federally registered charity providing residential abstinence based addiction treatment and recovery services in Winnipeg.

Tamarack Recovery Centre is Accredited with Exemplary Standing by Accreditation Canada.