



**TAMARACK**  
RECOVERY CENTRE

20  
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# Mission

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

# Vision

Healthy people, free from addiction.

# 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.

## **Land Acknowledgement**

Tamarack Recovery Centre is on Treaty 1 Territory, the traditional home of the Anishinaabe and homeland of the Métis Nation.

For thousands of years Indigenous people, including the Cree, Dene, Assiniboine, Oji-Cree and Dakota, have used “Where the Rivers Meet” – now known as the The Forks in Winnipeg – to gather, trade, celebrate, coexist and develop relationships with others.

It is in this spirit of cooperation and in recognition of this history, including harms caused by colonialism, that Tamarack endeavours to uphold the Truth and Reconciliation Commission’s Calls to Action as we seek to help people recover from drug and alcohol dependency.

ABOUT

# TAMARACK

Tamarack Recovery Centre Inc. (Tamarack) is a non-profit 12-bed co-ed recovery treatment centre providing residential, abstinence-based addictions treatment and recovery services in Winnipeg. Since incorporating in 1975, Tamarack has provided thousands of Manitobans with flexible, client-driven, community-based treatment and support. Tamarack also operates The Branch, a sober living facility on the same street for program graduates looking to extend their recovery in safe, affordable shared housing. Tamarack is accredited by Imagine Canada and Accreditation Canada with Exemplary Standing by Accreditation Canada.



## WELCOMING, SAFE ENVIRONMENT

Tamarack strives to create a safe space for everyone. We want all our clients, visitors and staff to feel welcome here, irrespective of religious beliefs, culture, race, gender, and sexual orientation. We strive to uphold our values of compassion and respect and aim to create a family-like atmosphere where everyone feels accepted, supported and able to express who they are.

## LONGER TERM, ACCESSIBLE TREATMENT

Tamarack offers a 60-78 day residential treatment program for individuals wishing to achieve sobriety from substance addictions, such as alcohol and drugs, as well as behavioural addictions such as gambling. Our unique, longer-term program provides clients with opportunities to address and heal from trauma as well as build recovery and living skills using evidenced-based approaches to treatment. Our non-profit model is intentionally designed around a low-cost fee structure and we utilize a Client Subsidy Fund resourced by private philanthropy to ensure that no one is turned away simply because they cannot afford treatment.

## UNLIMITED POST-TREATMENT SUPPORT

After treatment, we provide all of our graduates with unlimited no-cost aftercare support through a dedicated program that focuses on lifestyle management to maintain long-term recovery – an innovative program component that sets Tamarack apart from other facilities that restrict aftercare involvement. Recognizing that supportive transitional housing is a significant need for many of our graduating clients, we recently acquired a family-style home in the neighbourhood near Tamarack. This will provide a next-step housing option for clients who wish to develop greater independence and grow in recovery while continuing to live in safe, supervised sober housing.

## SUCCESS RATES SURPASSING INDUSTRY NORMS

Our impact data and client feedback tell us that Tamarack's services are life-changing – and potentially life-saving – for Manitobans experiencing addictions. Many of our clients sustain long-term recovery from their addiction and go on to become strong contributing members of society: since 2013, the centre has an average completion rate of 83%, far exceeding the industry average of 44% for long-term residential addictions treatment, and graduates of Tamarack report post-treatment sobriety rates well above national norms.



**CLIENT SNAPSHOT**  
During 2020/2021  
we helped:

**28**

**Clients:**

**47% Males and  
53% Females**



# Board Members

**Chairman**

Philip Grandmont

**Vice-Chair**

David Roberts

**Secretary**

Tobia Neufeld

**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

To Dec 2020

**Member**

Vanessa Cook

**Member**

Trudy Lavallee

**Member**

Tobia Neufeld

# Staff

**Executive Director**

Lisa Cowan

**Clinical and Transition  
Supervisor**

Joanne Riedle

**Operations Manager**

Sherry Gable

**Aftercare Facilitator**

Rachael Carfrae

**Addictions Counsellor**

Peter Keating

**Addictions Counsellor**

Kathleen O'Meara

**Intake and RCW  
Coordinator**

Dawn Kirkpatrick

**Daytime Residential  
Care Worker**

Karen Gutwein

**Group Facilitator and  
Case Manager**

Emma Peck

**Residential  
Care Workers**

Charmaine Yurechuk

Darroll Kovalsky

Kelsey Burke

Tess Wazny

Sherry Ginther

Beverly Welsh

Melissa Hiebert



# COVID-19 Challenges



On March 20th in response to our concern for client safety and to comply with government guidelines, we made the decision to temporarily close our doors. This was a tough decision, given that the worldwide pandemic has added to anxiety and isolation and has compounded the challenges for people who are trying to overcome their addiction.

In the wake of the pandemic and driven by a desire to continue to meet the needs of our clients and support Manitobans struggling with addiction, Tamarack responded by offering an Addictions Counselling Phone Service, a non-crisis support service providing individuals with no cost, individualized counselling sessions from our addictions counsellors. This resource was open to every Manitoban seeking addictions support and resources, or who might be finding it hard to stay sober.

The phone line proved to be a critical service through this time. Since its operation, Tamarack counsellors provided more than 30 hours per month of additional no-cost support (comprising counselling and daily check-ins with callers experiencing addictions) to the wider community during this time. Funding from the Emergency Community Support Fund and the Province of Manitoba has facilitated the operation of the phone line along with additional distanced aftercare

supports from November to March 31st and into the new 2021-22 fiscal year.

Tamarack's Aftercare Program was developed to provide a means for graduates to check-in, stay accountable and practice new ways of coping. Services, which are offered free of charge with no limit on time frame, include ongoing individual counselling and twice weekly Aftercare support groups. This ongoing therapy and a sense of community is directly reflected in higher than average sobriety rate and greater life satisfaction, as evidenced by Tamarack's comprehensive evaluation tools. No other residential treatment centres in Manitoba offer this no-fee, unlimited post-treatment care. Throughout this past year and with the support of the Emergency Community Support Fund, Tamarack was able to run this program virtually, offering crucial support to our graduates while following government COVID-19 guidelines, maintaining and securing the future of this proven, high-impact service component. Our aftercare





service provision hours, despite being limited in the degree of in-person services offered, have been comparable to the same period the year before while phone and text support services increased.

Because Tamarack is an agency that strives to keep moving forward, the short time that in-house treatment operations were suspended provided opportunities to develop and improve the program and facility.

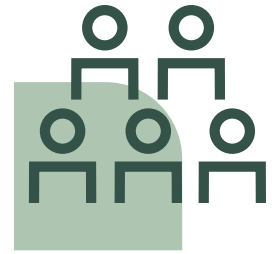
In the first days following the temporary pause to treatment, Tamarack management staff created the addictions recovery support line for anyone needing help. Over 90 days, Tamarack undertook essential repairs and improvements to the 3rd floor bedrooms, painting them, installing new wardrobes and replacing the flooring in the washrooms.

A 'treatment readiness' program component was developed for all clients applying to the program to ensure they are ready to begin treatment and are provided with the most suitable supports should they need extra help in addressing treatment barriers or should there be a wait for a place. Intake policies were streamlined and a "Client Handbook" providing a comprehensive client-friendly overview of the program, house and rule information, was created. The clinical team updated workshop content and delivery,

creating a more immersive format to the program content which supports Tamarack's continuous intake process and helps clients gain a deeper understanding of a single topic and skill set week by week, before moving onto new material. Anecdotal feedback is positive and we will be further evaluating the new format over the upcoming year to determine effectiveness.

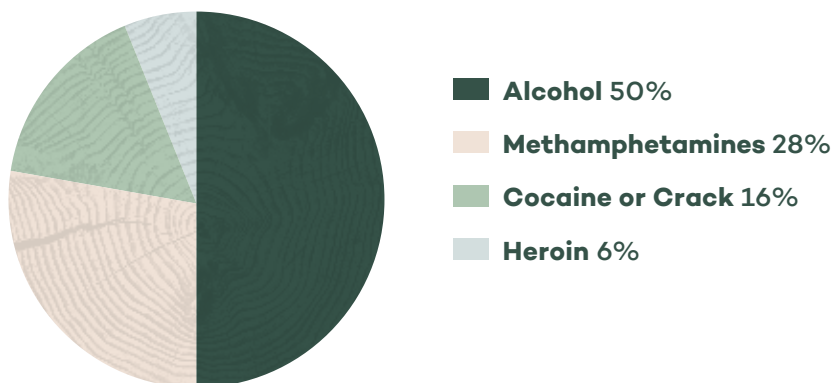
As "safety" is one of Tamarack's key values, it was imperative that we had all the necessary measures in place upon re-opening to ensure the wellbeing of clients and staff during the pandemic. An extra bedroom and extra living room was created as we moved office space to our new residence, helping to facilitate physical distancing for both clients and staff. New policies and procedures were developed in line with provincial guidelines and updates and modifications were made to reflect the changing guidelines and developing situation. Clients and staff have been remarkable in managing these changes despite the fact that this is taking more energy and mental involvement than usual. Tamarack counts itself as incredibly fortunate in that no individuals (staff or clients) contracted COVID-19 during this 2020-21 year and services have remained fully operational since June 2020.

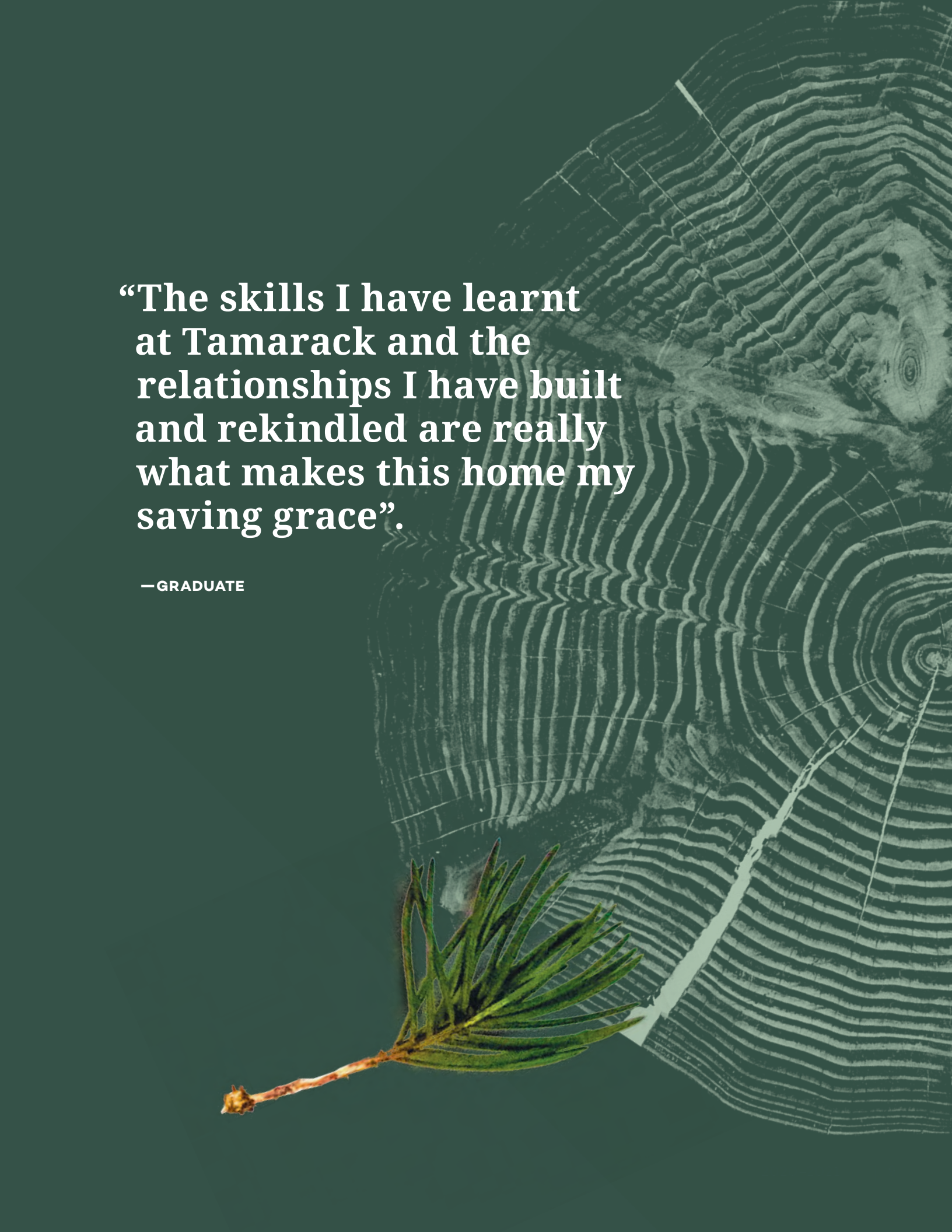
# Client Numbers



In the last 9 months since Tamarack “re-opened” its doors, demand for service has been steady, corresponding to the service demand of prior years, yet in order to mitigate the risk of COVID transmission between staff and clients through the creation of increased physical distancing, we reduced treatment capacity to a maximum of 75%, reflected in the client stats. From re-opening the residential program on June 13th 2020 to March 31st 2021 we supported 28 clients through our residential addictions treatment program, of whom 19 graduated. 53% of Tamarack’s clientele were women and 47% were men.

## CLIENT PRIMARY ADDICTION REPORTED

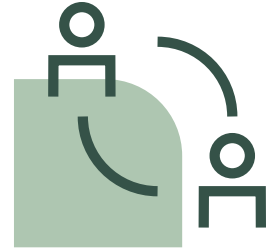


A close-up photograph of a tree trunk showing concentric growth rings, with a small branch of a green pine tree in the foreground. The image is overlaid with a dark teal color and a white grid pattern.

**“The skills I have learnt  
at Tamarack and the  
relationships I have built  
and rekindled are really  
what makes this home my  
saving grace”.**

**—GRADUATE**

# Program Evaluation Statistics



The Tamarack staff team is the backbone of our organization and they showed their incredible dedication to the organization and clients throughout this challenging year as they strove to continue providing the exceptional caliber of service and care that Tamarack is known for. While it is incredibly validating, it is also no surprise that 100% of the Tamarack staff team in our annual survey reported being ‘proud to work for Tamarack’.

The Tamarack team has a strong learning orientation and commitment to using client-driven decision making in the service of our ultimate goal: that every Manitoban achieves a healthy life, free from addiction. We are guided by voices of our clients, and their feedback on how our services support their well-being and sobriety, as a means to evaluate program success. Despite the challenging year, Tamarack continued to receive meaningful and positive feedback from our program clients.

## 86%

clients report being **“very satisfied”** (the highest ranking possible) with their counsellors.

“They are extremely caring & do their jobs well. I connected with them all & they each taught me something.”

“They are all dedicated and went out of their way.”

“They are all very sincere and inspiring.”

## 86%

of clients report being **“very satisfied”** with the safety of the house.

“The house had a great atmosphere with the people that were in the program. Everyone got along and clicked for the most part and supported one another.”

“I felt very safe in the house, everyone is very respectful.”



FOR THE 8<sup>TH</sup> YEAR IN A ROW

# 100%

OF CLIENTS WOULD RECOMMEND  
THIS PROGRAM TO OTHERS.

“I was able to gain so much knowledge about my addiction that I was empowered – thank you so much for that. I will be recommending this to everyone I know who needs help.”

—GRADUATE

“The quality of treatment at Tamarack is second to none.”

—GRADUATE

“The depth that Tamarack goes into is the most effective. It made me realize a lot; and I learned so much about my life and my past and the reasons to why I became an addict. I will forever be grateful for Tamarack.”

—GRADUATE

“Tamarack by far has been the best treatment experience for me and I feel very ready to move forward on my journey and have adequate skills to use in times of need.”

—GRADUATE

# Tamarack Graduate Feedback



The COVID pandemic has deeply impacted people experiencing addictions and those on their recovery journey. Demand for aftercare support by way of phone calls, texts and in-person visits remained steady during this time and our counselling staff have been more involved in supporting our graduates with preventing relapse, accessing mental health supports and dealing with increased isolation.

In our most recent Aftercare Survey (February 2021) over 50% of those who responded shared that COVID impacted their recovery by making it more difficult and challenging. Comments included: *“I’ve become walled off and sheltered again”*; *“I had three years clean and COVID really made me lose track of everything I worked so hard on”*; *“Out of work so more time on my hands to feel bored”*; *“More challenging — however still sober”*.

Despite these very real challenges, a number of Tamarack graduates reported encouraging feedback regarding their recovery — 82% (who responded to request for information) were currently abstinent from drugs and alcohol and 64% had maintained abstinence since treatment (up to 28 years!)

We were shown time and again that sometimes just a couple conversations and an opportunity to work through challenges with the support of another person can be the difference between isolation and taking the first steps back into hopeful recovery, as was the case of one of our graduates who lost his job during COVID and was experiencing loss of hope and depression. Brief aftercare supports helped him put a routine in place for his mental health which led him to feel able to apply for — and successfully return to — employment. He shared in an email: *“Just to follow up, I got the job offer ... I am forever grateful of the help and encouragement and just having someone to open up with. To me that’s priceless”*.



# 82%

currently abstinent from  
drugs and alcohol

# 64%

maintained abstinence since  
treatment (up to 28 years!)



# Tamarack's New Transitional Home – The Branch



Tamarack has often been called “a home away from home,” “the family I should have grown up in” and “my safe place.” Tamarack takes pride in creating an environment where our clients not only feel safe and have their needs met, but feel welcomed, cared for and part of something bigger. For many clients this means they feel like they are part of a healthy family. This culture extends into the staff team and is maintained by both clients and staff so that newcomers very quickly feel at ease and welcomed: “I was nervous the first day I arrived but the staff and clients were all very welcoming and made me feel comfortable.”

In our aftercare program, we seek to extend this culture of caring, support and respect through wrap-around, responsive, client-driven programming. Services are offered free of charge to clients with no limit on time frame and include ongoing counselling, twice weekly aftercare support groups, and the opportunity to drop in any time to be in Tamarack's safe, supportive environment.

Tamarack's new Supportive Recovery House – The Branch- builds on the success of the Aftercare Program by providing affordable transitional housing for Tamarack graduates who wish to develop greater independence and grow in recovery while continuing to live in safe, supervised sober housing.





As the previous fiscal year wrapped up on March 30th 2020, we took possession of the property at 54 Balmoral Street which will become Tamarack's new supportive recovery home for graduates of Tamarack's treatment program.

In this past year we have undertaken these significant projects in order to ensure that the home is safe and ready for operation:

- Tamarack submitted a proposal to the Province of Manitoba for the provision of supportive recovery housing and was one of three organizations selected to undertake this important work.
- Tamarack worked in tandem with the City of Winnipeg and the Province of Manitoba to ensure all essential requirements for the safe accommodation of residents and service provision would be met.
- Renovations to ensure the facility meets the highest provincial and municipal safety standards were undertaken and involved the development of bedroom and living areas on the lower level of the home, brand new windows throughout, two new bathrooms, an additional fire escape and balcony on the third floor and the installation of hardwired security and fire alarm systems.
- Tamarack's clinical and management team developed essential policies and procedures for the home as well as a comprehensive Resident Handbook and guided recovery program for each resident.
- Finally as March 31st 2021 approached, Tamarack's HR Manager began the hiring process to ensure we have a full complement of well-trained, committed staff ready to join the Tamarack team at the supportive recovery house when it opens.



**THE HOUSE IS SLATED TO OPEN AUGUST 2021.**

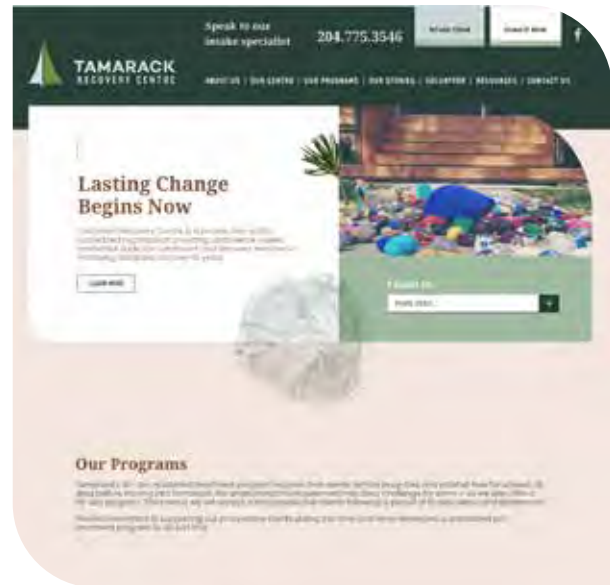
## COMMUNICATIONS & MARKETING

We worked with Relish Branding this year to complete and launch our new website with additional informational videos and content from staff and clients [<https://youtu.be/Xy6Szi-nvFU>]. This is accompanied by new branded material, ongoing engagement with social media and advertising, awareness and fundraising campaigns.



### IMAGINE CANADA ACCREDITATION

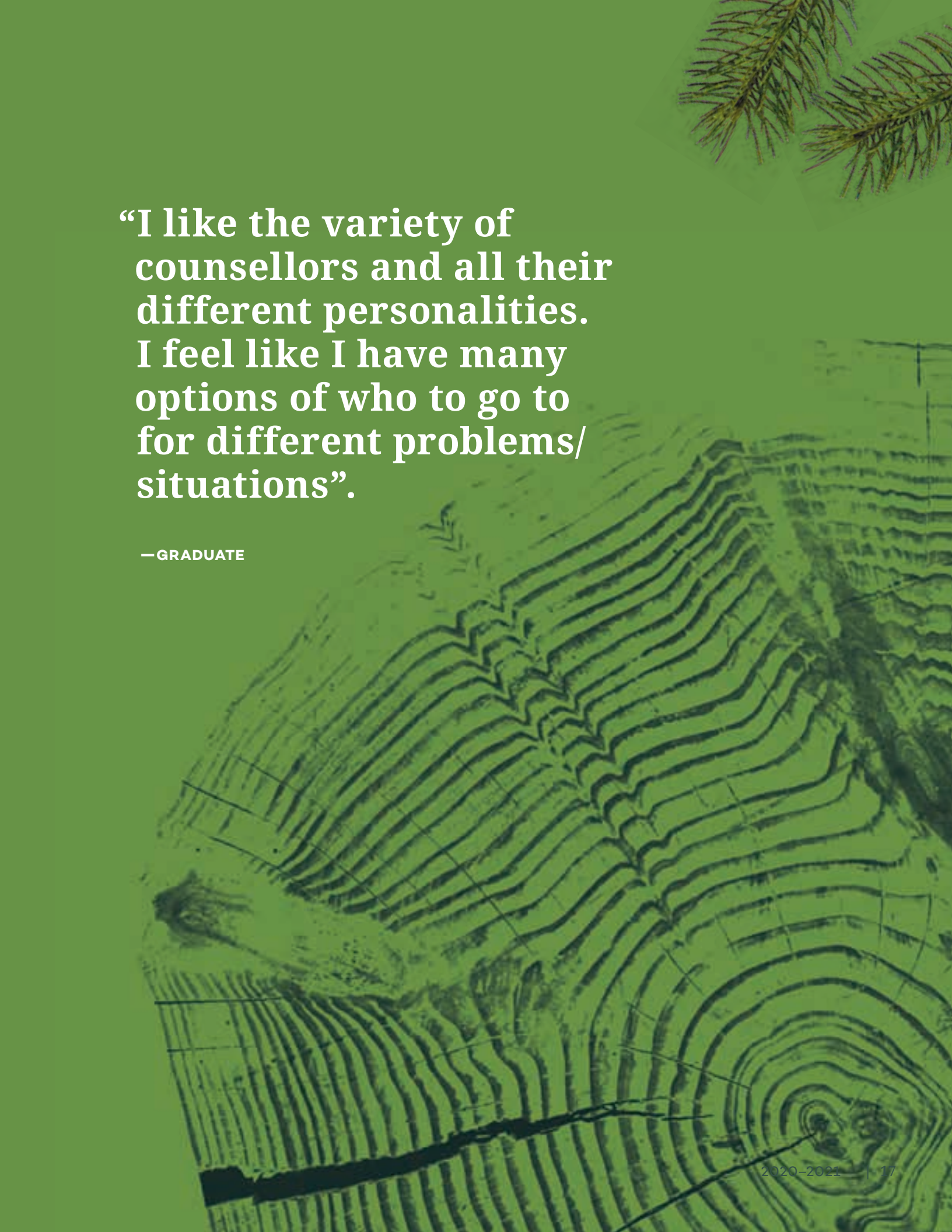
We completed the thorough application process for accreditation by Imagine Canada in December and just as 2020-21 wrapped up we were informed that we received full accreditation with this important organization. Imagine Canada is an independent charitable organization that 'works to strengthen Canadian charities and non-profits so they can better serve individuals and communities both here and around the world'. Their accreditation program helps organizations 'demonstrate excellence and leadership in five key areas of operation: board governance; financial accountability and transparency; fundraising; staff management and volunteer involvement'. This serves as testament to Tamarack's rigorous financial management processes and accountability to our board, funders, stakeholders and community.



## STUDENT INTERNSHIP

Tamarack takes pride in contributing to the wider community through offering practicum placement opportunities and clinical supervision to Master's level students who are training to become addictions counsellors. This year Tamarack hosted a student from the University of Manitoba who is in the process of completing her Masters of Counselling Psychology degree. So impressed were we with Tabitha's work in her practicum that we offered her a full-time counselling position which will start in July 2021.





**“I like the variety of  
counsellors and all their  
different personalities.  
I feel like I have many  
options of who to go to  
for different problems/  
situations”.**

**—GRADUATE**



**“Access to traditional and non traditional beliefs was awesome to see here – keep it up”.**

# Working Towards Reconciliation

With Indigenous individuals comprising 40% of Tamarack’s clientele, we are mindful of how Tamarack’s governance, staffing and programming must recognize Canada’s history of engagement with the first peoples and work towards reconciliation, education and meeting client needs in a culturally supportive way.

Tamarack Recovery Centre has taken up the challenge to engage a new approach to reconciliation by incorporating Indigenous Knowledges into its addiction treatment program. The activities involved in this new program align closely with the speech from the throne which called upon and challenged health care providers to identify gaps and recommend opportunities for positive reform. The Truth and Reconciliation Commission of Canada calls to action was heard loud and clear by our organization and this project addresses calls to action numbers 22.

“...to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients” and 37 “...to provide more supports for Aboriginal programming in halfway houses and parole services”.

This project aligns directly with our strategic planning and our crucial goal of working towards truth and reconciliation with the Indigenous community. Tamarack is hopeful that this project will be a much-needed step to honour the needs of our Indigenous clients, provide learning opportunities for non-Indigenous clients and serve as a catalyst to develop further programming.

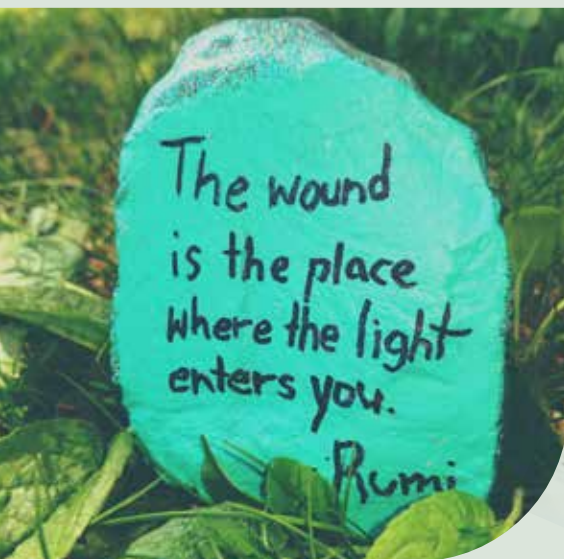
At the governance level the Tamarack Board has begun the important work of engaging in truth and reconciliation conversations and explorations as they developed a land acknowledgement statement to reflect the current and ongoing process they are engaged in and their commitment to such work.

*“Access to traditional and non traditional beliefs was awesome to see here – keep it up”.*

# Our Supporters

Thanks to supporters and innovative grants provided, Tamarack was able to weather the storm that was COVID-19.

- **Bruce Oake Foundation:** Our strong working relationship with the Bruce Oake Foundation resulted in four women receiving partial funding for their treatment. We are so grateful for the continued support from the foundation and are looking forward to deepening our partnership as they open in spring 2021.
- We were selected by **Sweet Impressions** bakery to be the recipient of proceeds from their “Bake The World a Better Place” cookies for April, May and June. We received \$1,740 total donations.
- We received a \$5,000 grant as a result of **Gray Academy’s** participation in the Youth and Philanthropy Initiative. YPI is a federal program that gives students the opportunity to learn about local charities, present on a specific chosen charity, and donate a grant of \$5,000 to what a panel of judges considers the best presentation. They shared that the student who presented about Tamarack Recovery Centre “did a fantastic job persuading the panel of judges”. We are truly grateful for the involvement of our local community in raising awareness of the need for addictions treatment and the work of Tamarack Recovery Centre.
- We received over \$32,820 during the year in private donations.
- We are sad to share that our board member **Parker Filmore** passed away in December. Tamarack received \$4,377 in donations in his memory which will go towards a seating area for clients, residents and visitors to enjoy on the porch of 54 Balmoral Street.





# Funding

Tamarack was fortunate to receive a \$50,000 “Stabilization Grant” from The Winnipeg Foundation in July – a new grant created to help cover revenue shortfalls and associated costs incurred as a result of the pandemic. This helped tremendously as Tamarack re-opened its doors and got back on our feet.

Tamarack also received a grant for \$35,000 from the Emergency Community Support Fund to enable us to re-open the addictions recovery support line and to run more virtual aftercare support services.

Both of these funding sources helped us to partially bridge revenue gaps brought by the COVID-19 crisis. Funds raised for Tamarack during 2019-20 were proactive investments in building greater capacity and service offering within the agency while funds received this year have been focused on sustaining the agency so we can continue to offer residential treatment services despite COVID limitations and be responsive to these challenges by developing additional supports to meet client and community needs throughout the pandemic.

Tamarack also applied for and received two Canada Emergency Business Account (CEBA) loans – one in May 2020 for \$40,000 and one in January 2021 for \$20,000. These helped keep us stable and manage payroll. Of these loans, \$20,000 is forgivable, and recorded on the Audited Financials as such. The portion of the loans that will be repaid in 2022 is recorded on our accounts and calculations as a deficit.

As March 2021 wrapped up we were informed that the new Manitoba Mental Health, Wellness and Recovery branch of the provincial government would be providing an additional \$35,000 to facilitate the no-cost addictions support phone line and aftercare counselling services until end of August 2021.

Healthcare Excellence Canada also awarded Tamarack \$10,000 “seed funding” to incorporate additional mental health supports and training for the staff team as part of a wider initiative within the program to share learning resulting from the pandemic and build agency capacity.

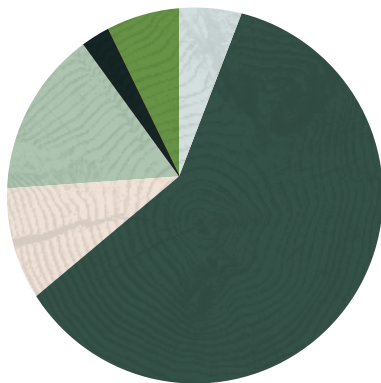




A grant request for \$5,000 was awarded to Tamarack from Assiniboine Credit Union to provide funding towards the new fire alarm system at Tamarack's new transitional house.

Funding from The Moffatt Family Fund at The Winnipeg Foundation, so generously committed to Tamarack in 2020, was applied towards the purchase of the new property

at 54 Balmoral Street and to the essential capital improvements necessary to be granted occupancy by the City of Winnipeg. The Moffatt Family Funding stream allocated to the Client Subsidy Fund directly helped support 12 individuals to access treatment who would not otherwise have been able to afford it.



#### AGE OF CLIENTS

- 18-24 6%
- 25-34 58%
- 35-44 10%
- 45-54 16%
- 55-64 3%
- 55-64 3%

#### HOW CLIENTS HEAR ABOUT US

Clients cite Tamarack's website; word of mouth and Google reviews as their main sources of information about Tamarack.

#### REVENUE SOURCES AND FUNDING BREAKDOWN 2020-21

**The Province of Manitoba Service Purchase Agreement 40%**



**Self/Third Party Paid Per Diems 13%**



**Corrections Service Canada (CSC) Paid Per Diems 7%**



**Grants/ Fundraising/ Donations 18%**



**Subsidy Fund 8%**



**COVID Wage Subsidy and CEBA Loan 10%**



**Other 2%**



**Capital Assets 1%**



**Employment and Income Assistance (EIA) Paid Per Diems 1%**



#### WHY CLIENTS CHOOSE TAMARACK

The top reason clients cite for **choosing Tamarack over other facilities** is the fact that the program was recommended by someone they trust. Other reasons for choosing Tamarack include program duration and the extended, no-cost Aftercare services.

Financial overview from Board Treasurer, Bruce Carney: 2020/2021 was certainly a challenging year for Tamarack due to the Covid-19 pandemic. In addition to the impact on our regular addictions recovery program, the pandemic presented additional hurdles in getting our new transitional house operational. Despite these challenges, we were able to come through the year with a small surplus. This was due to a combination of managing our operations and the related expenses, and to the generosity of our various donors and funding partners. With the 2021 opening of The Branch, and partnerships with funders for both our addiction treatment program and transitional housing, we are well-positioned to serve our community in the years to come.

TAMARACK REHAB INC.TIA TAMARACK RECOVERY CENTRE

# Financial Statements

YEAR ENDED MARCH 31, 2021

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**  
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## INDEPENDENT AUDITOR'S REPORT

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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, 2021, and the statements of revenues and expenses, 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, 2021, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

*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 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 these 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 ASNPO, 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 related 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 process.

*(continues)*

Independent Auditor's Report to the Members of TAMARACK REHAB INC. T/A TAMARACK RECOVERY CENTRE (continued)

*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.

Winnipeg, MB  
August 12, 2021

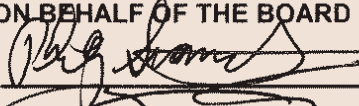



CHARTERED PROFESSIONAL ACCOUNTANTS

**TAMARACK REHAB INC./A TAMARACK RECOVERY CENTRE**  
**Statement of Financial Position**  
**March 31, 2021**

	2021	2020
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 651,004	\$ 621,461
Accounts receivable	13,813	45,306
Goods and services tax recoverable	6,958	4,578
Prepaid expenses	1,555	1,195
	<u>673,330</u>	672,540
TANGIBLE CAPITAL ASSETS (Note 3)	<u>955,426</u>	840,550
	<u>\$ 1,628,756</u>	<u>\$ 1,513,090</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable	\$ 7,939	\$ 5,859
Current portion of long term debt (Note 4)	18,000	-
Wages payable	52,551	41,636
Deferred income	468,752	497,010
	<u>547,242</u>	544,505
LONG TERM DEBT (Note 4)	<u>300,868</u>	350,000
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	<u>323,310</u>	183,267
	<u>1,171,420</u>	1,077,772
<b>NET ASSETS</b>	<u>457,336</u>	435,318
	<u>\$ 1,628,756</u>	<u>\$ 1,513,090</u>

ON BEHALF OF THE BOARD

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**  
**Statement of Revenues and Expenses**  
**Year Ended March 31, 2021**

	Budget 2021	Total 2021	Total 2020
<b>REVENUES</b>			
Manitoba Health	\$ 648,060	\$ 328,100	\$ 328,100
Federal Government	110,000	56,107	104,471
Self Referrals	188,000	54,400	121,800
Third party funded treatment	55,000	50,138	88,425
Client subsidy fund	201,340	65,975	8,412
Other Grants	427,100	120,544	25,427
Fundraising and donations	25,000	32,820	26,008
Other Income	18,700	20,213	693
Deferred contributions related to capital assets	-	10,338	11,735
Wage subsidies	-	71,230	16,232
Forgiveable portion of CEBA loan	-	20,000	-
	<u>1,673,200</u>	<u>829,865</u>	<u>731,303</u>
<b>EXPENSES</b>			
Advertising and promotion	33,950	18,755	22,122
Amortization	-	35,504	20,363
Board expenses	750	-	-
Building Repairs	413,257	34,593	27,564
Delivery, freight and express	50	348	-
Employee benefits	52,321	38,935	35,882
Equipment and Furniture	161,641	37,030	23,846
Food	89,000	31,155	41,261
Fundraising	-	-	476
House Effects	4,000	3,289	2,782
Insurance	26,619	17,861	17,885
Interest and bank charges	4,500	1,138	3,208
Interest on long term debt	17,109	10,521	-
Janitorial Supplies	12,500	6,231	5,900
Miscellaneous	17,000	810	595
Office	15,500	12,153	10,685
Professional Fees - Program	1,000	175	-
Professional fees	7,000	5,640	4,229
Property taxes	11,100	12,823	3,530
Rent up cost	27,000	-	-
Repairs and maintenance	13,000	13,053	7,826
Research and development	500	-	288
Salaries and wages	721,555	499,804	481,079
Staff Development	8,000	859	5,079
Supplies	13,200	6,598	5,205
Telephone	6,100	5,348	5,271
Travel	400	51	186
Utilities	31,850	15,173	11,830
	<u>1,688,902</u>	<u>807,847</u>	<u>737,092</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<b>\$ (15,702)</b>	<b>\$ 22,018</b>	<b>\$ (5,789)</b>



**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**  
**Statement of Changes in Net Assets**  
**Year Ended March 31, 2021**

	Unrestricted Net Assets	Invested in Capital Assets	<b>2021</b>	2020
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 128,035	\$ 307,283	<b>\$ 435,318</b>	\$ 441,107
Excess of revenues over expenses	47,183	(25,165)	<b>22,018</b>	(5,789)
Invested in Capital Assets	-	-	-	-
Principal reduction of mortgage	(71,130)	71,130	-	-
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 104,088</b>	<b>\$ 353,248</b>	<b>\$ 457,336</b>	<b>\$ 435,318</b>

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE****Statement of Cash Flows****Year Ended March 31, 2021**

	<b>2021</b>	<b>2020</b>
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenses	\$ 22,018	\$ (5,789)
Item not affecting cash:		
Amortization of tangible capital assets	<u>35,504</u>	20,363
	<u>57,522</u>	14,574
Changes in non-cash working capital:		
Accounts receivable	31,493	(25,859)
Accounts payable	2,080	(3,422)
Deferred income	(28,258)	474,851
Prepaid expenses	(360)	2,380
Goods and services tax payable	(2,380)	(2,787)
Wages payable	<u>10,915</u>	4,163
	<u>13,490</u>	449,326
Cash flow from operating activities	<u>71,012</u>	463,900
<b>INVESTING ACTIVITY</b>		
Purchase of tangible capital assets	<u>(150,381)</u>	(653,056)
Cash flow used by investing activity	<u>(150,381)</u>	(653,056)
<b>FINANCING ACTIVITIES</b>		
Proceeds from long term financing	60,000	350,000
Repayment of long term debt	(91,132)	-
Deferred contributions related to capital assets	<u>140,044</u>	183,267
Cash flow from financing activities	<u>108,912</u>	533,267
<b>INCREASE IN CASH FLOW</b>	<b>29,543</b>	344,111
Cash - beginning of year	<u>621,461</u>	277,350
<b>CASH - END OF YEAR</b>	<u>\$ 651,004</u>	\$ 621,461

**TAMARACK REHAB INC./T/A TAMARACK RECOVERY CENTRE**  
**Notes to Financial Statements**  
**Year Ended March 31, 2021**

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1. DESCRIPTION OF OPERATIONS

Tamarack Recovery Centre operates two residential treatment facilities 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).

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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 (ASNFPO). 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

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**TAMARACK REHAB INC./T/A TAMARACK RECOVERY CENTRE**  
**Notes to Financial Statements**  
**Year Ended March 31, 2021**

3. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Land	\$ 42,836	\$ -	\$ 42,836	\$ 42,836
Buildings	1,022,147	121,537	900,610	784,622
Equipment	53,738	45,022	8,716	9,318
Computer equipment	31,660	31,294	366	547
Computer software	1,957	1,957	-	7
Appliances	21,109	18,211	2,898	3,220
	<b>\$ 1,173,447</b>	<b>\$ 218,021</b>	<b>\$ 955,426</b>	<b>\$ 840,550</b>

4. LONG TERM DEBT

	2021	2020
Belgian-Alliance Credit Union loan bearing interest at 3.99% per annum. The loan was secured by building at 54 Balmoral Street.	\$ 278,868	\$ 350,000
Belgian Alliance Credit Union loan bearing interest at 0% per annum, secured by CEBA Loan..	40,000	-
	<b>318,868</b>	350,000
Amounts payable within one year	(18,000)	-
	<b>\$ 300,868</b>	<b>\$ 350,000</b>

5. 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 REHAB INC.T/A TAMARACK RECOVERY CENTRE**  
**Notes to Financial Statements**  
**Year Ended March 31, 2021**

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6. SUBSEQUENT EVENTS

The following events occurred subsequent to the fiscal year end:

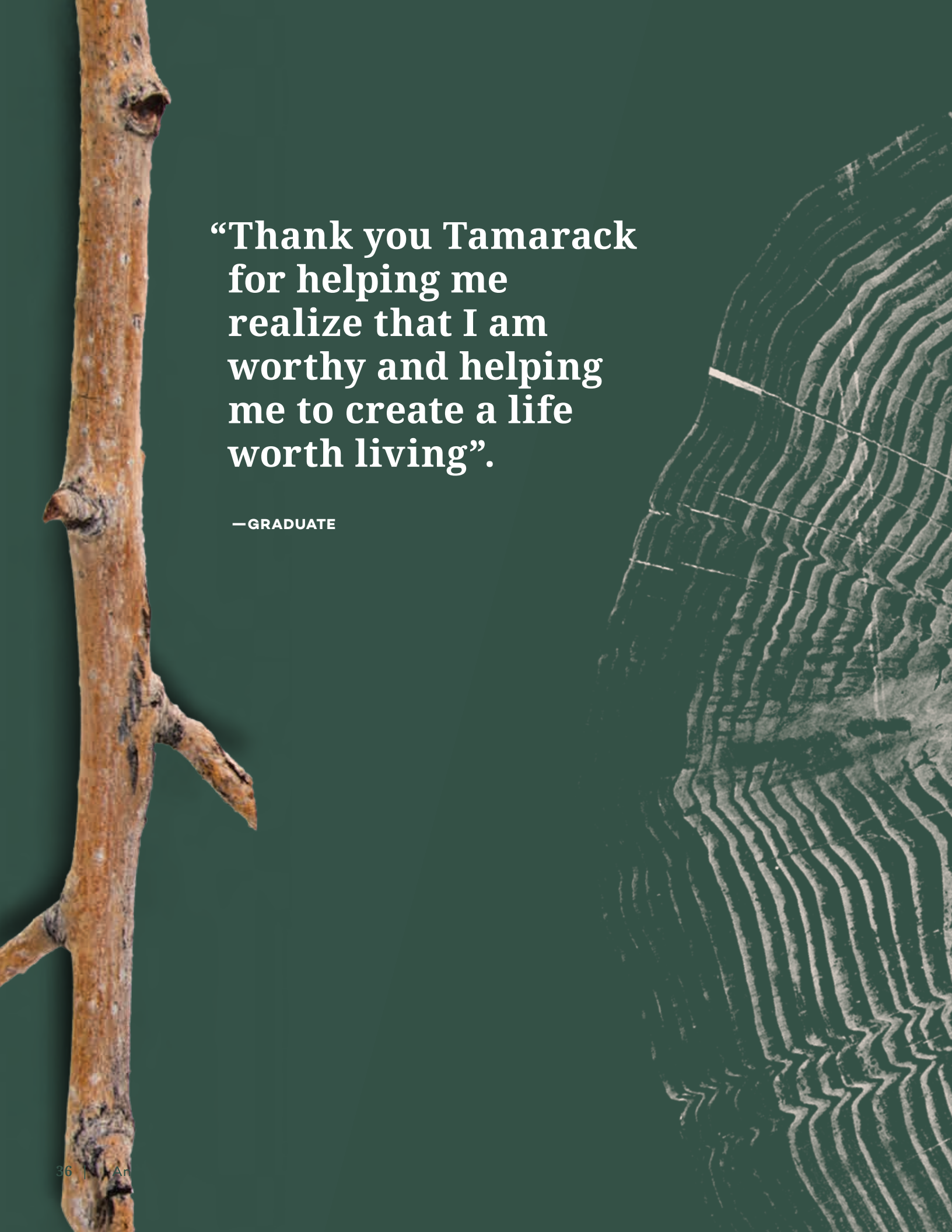
COVID 19 World Wide Pandemic

In March 2020, the World Health Organization declared a global pandemic due to the novel coronavirus (COVID-19). The organization in the current fiscal year was financially affected by the pandemic.

As of July 6, 2021 the organization is aware of changes in its operations as a result of the COVID-19 crisis including closure of its programming until the easing of restrictions occurs , when it will re-open at reduced capacity.

Management is closely monitoring the situation and already estimates that it will result, among other things , a reduction in programming revenue. The overall effect of these events on the organization and its operations is too uncertain to be estimated at this time. The impacts will be accounted for when they are known and may be assessed. Management does not believe any adjustment to the current financial statements is necessary.

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**“Thank you Tamarack  
for helping me  
realize that I am  
worthy and helping  
me to create a life  
worth living”.**

**—GRADUATE**





**TAMARACK**  
RECOVERY CENTRE

[TamarackRehab.org](http://TamarackRehab.org)