# TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE

## Financial Statements

## Year Ended March 31, 2026

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**
**Index to Financial Statements**
**Year Ended March 31, 2026**

Thornton & Co.
CHARTERED PROFESSIONAL ACCOUNTANTS
PROFESSIONAL CORPORATION
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# 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 "organization"), which comprise the statement of financial position as at March 31, 2026, 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 organization as at March 31, 2026, 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 organization 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 organization'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 organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

*(continues)*

TODD T. THORNTON, B. Admin., CPA, CGA, CAFM
todd@thorntonandco.com

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 organization’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 organization’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 organization 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.

Thornton & Co.

Winnipeg, MB
June 1, 2026

CHARTERED PROFESSIONAL ACCOUNTANTS

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**

**Statement of Financial Position**

**March 31, 2026**

| | 2026 | 2025 |
|---|---|---|
| **ASSETS** | | |
| CURRENT | | |
| Cash | $ 195,081 | $ 1,260,806 |
| Accounts receivable | 132,858 | 69,226 |
| Goods and services tax recoverable | 10,096 | 5,785 |
| Prepaid expenses | - | 537 |
| | 338,035 | 1,336,354 |
| CAPITAL ASSETS *(Note 3)* | 1,345,784 | 1,142,054 |
| LONG TERM INVESTMENTS *(Note 4)* | 91,960 | 20,000 |
| RESTRICTED CASH *(Note 5)* | 1,121,132 | - |
| | $ 2,896,911 | $ 2,498,408 |
| **LIABILITIES AND NET ASSETS** | | |
| CURRENT | | |
| Accounts payable | $ 11,212 | $ 11,679 |
| Current portion of long term debt *(Note 8)* | 18,000 | 18,000 |
| Wages payable | 36,241 | 69,483 |
| | 65,453 | 99,162 |
| LONG TERM DEBT *(Note 8)* | 222,832 | 231,152 |
| DEFERRED INCOME *(Note 7)* | 921,132 | 829,917 |
| DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS | 464,097 | 483,434 |
| | 1,673,514 | 1,643,665 |
| **NET ASSETS** | 1,223,397 | 854,743 |
| | $ 2,896,911 | $ 2,498,408 |

**ON BEHALF OF THE BOARD**

_____________________ *Director*

_____________________ *Director*

See notes to financial statements

## TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE
## Statement of Revenues and Expenses
## Year Ended March 31, 2026

| | Budget 2026 | **Total 2026** | Total 2025 |
|---|---|---|---|
| **REVENUES** | | | |
| Other Grants | $ 402,377 | **$ 635,717** | $ 339,843 |
| Gov't of MB Housing, Addictions and Homelessness | 459,900 | **459,900** | 459,900 |
| Winnipeg Foundation - Participant Subsidy Grant | 153,843 | **153,843** | 150,375 |
| Self Funded Treatment | 101,280 | **93,644** | 135,797 |
| Winnipeg Regional Health (Housing) | 109,500 | **109,500** | 109,500 |
| Third party funded treatment | 48,000 | **43,200** | 92,400 |
| Federal Government | 80,000 | **62,008** | 57,799 |
| Provincial Government - Income Security | 36,000 | **36,682** | 38,774 |
| Fundraising and donations | 25,000 | **78,316** | 29,800 |
| Deferred contributions related to capital assets | - | **19,337** | 20,143 |
| Manitoba Housing and Renewal Corp. - Rent subsidy | 26,052 | **26,885** | 17,847 |
| Grocery contribution | - | **-** | 6,922 |
| Interest Income | - | **11,533** | 4,103 |
| Endowment fund grant | - | **2,764** | - |
| Other Income | 2,400 | **7,856** | 2,043 |
| | 1,444,352 | **1,741,185** | 1,465,246 |
| **EXPENSES** | | | |
| Advertising and promotion | 8,000 | **14,356** | 16,755 |
| Amortization | - | **49,375** | 43,661 |
| Delivery, freight and express | 100 | **-** | 58 |
| Employee benefits | 73,571 | **69,328** | 63,778 |
| Equipment and Furniture | 9,500 | **50,272** | 17,209 |
| Food | 109,000 | **86,629** | 86,777 |
| Fundraising | 500 | **6,093** | - |
| House Effects | 6,000 | **4,659** | 3,240 |
| Insurance | 30,862 | **30,725** | 28,085 |
| Interest and bank charges | 2,650 | **2,284** | 2,097 |
| Interest on long term debt | 11,000 | **10,241** | 10,115 |
| Janitorial Supplies | 14,000 | **13,355** | 13,289 |
| Miscellaneous | 1,200 | **2,215** | 1,732 |
| Office | 15,200 | **14,665** | 14,655 |
| Professional Fees - Program | 4,393 | **2,153** | 24,535 |
| Professional fees | 7,000 | **7,740** | 6,570 |
| Property taxes | 10,416 | **10,652** | 10,486 |
| Repairs and maintenance | 180,200 | **288,660** | 134,398 |
| Salaries and wages | 904,421 | **911,487** | 802,913 |
| Staff Development | 8,850 | **4,158** | 4,141 |
| Supplies | 12,100 | **10,012** | 9,417 |
| Telephone | 6,200 | **5,740** | 5,526 |
| Travel | 300 | **26** | 32 |
| Utilities | 28,889 | **30,811** | 27,371 |
| | 1,444,352 | **1,625,636** | 1,326,840 |
| **EXCESS OF REVENUES OVER EXPENSES** | $ - | **$ 115,549** | $ 138,406 |



See notes to financial statements

# TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE
## Statement of Changes in Net Assets
### Year Ended March 31, 2026

| | Unrestricted Net Assets | Invested in Capital Assets | Restricted Fund | **2026** | 2025 |
|---|---|---|---|---|---|
| **NET ASSETS - BEGINNING OF YEAR** | $ 445,276 | $ 409,467 | $ - | **$ 854,743** | $ 597,158 |
| Excess of revenues over expenses | 145,587 | (30,038) | - | **115,549** | 138,406 |
| Contributions during year *(Note 6)* | (200,000) | - | 200,000 | **-** | - |
| Capital additions | - | 253,105 | - | **253,105** | 119,179 |
| Principal reduction of mortgage | (8,320) | 8,320 | - | **-** | - |
| **NET ASSETS - END OF YEAR** | $ 382,543 | $ 640,854 | $ 200,000 | **$ 1,223,397** | $ 854,743 |



See notes to financial statements

## TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE

### Statement of Cash Flows

### Year Ended March 31, 2026

| | 2026 | 2025 |
|---|---|---|
| **OPERATING ACTIVITIES** | | |
| Excess of revenues over expenses | **$ 115,549** | $ 138,406 |
| Item not affecting cash: | | |
| Amortization of capital assets | **49,375** | 43,661 |
| | **164,924** | 182,067 |
| Changes in non-cash working capital: | | |
| Accounts receivable | **(63,632)** | (12,513) |
| Accounts payable | **(467)** | 3 |
| Prepaid expenses | **537** | (537) |
| Goods and services tax payable | **(4,311)** | (3,321) |
| Deferred income | **91,215** | 344,660 |
| Wages payable | **(33,242)** | (6,071) |
| | **(9,900)** | 322,221 |
| Cash flow from operating activities | **155,024** | 504,288 |
| **INVESTING ACTIVITY** | | |
| Long term Investments | **(71,960)** | (20,000) |
| Cash flow used by investing activity | **(71,960)** | (20,000) |
| **FINANCING ACTIVITIES** | | |
| Repayment of long term debt | **(8,320)** | (7,885) |
| Deferred contributions related to capital assets | **(19,337)** | (20,142) |
| Cash flow used by financing activities | **(27,657)** | (28,027) |
| **INCREASE IN CASH FLOW** | **55,407** | 456,261 |
| Cash - beginning of year | **1,260,806** | 804,545 |
| **CASH - END OF YEAR** | **$ 1,316,213** | $ 1,260,806 |
| **CASH CONSISTS OF:** | | |
| Cash | **$ 195,081** | $ 1,260,806 |
| Restricted Cash | **1,121,132** | - |
| | **$ 1,316,213** | $ 1,260,806 |



See notes to financial statements

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).

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 (ASNPO).

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.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

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 |

3. CAPITAL ASSETS

| | Cost | Accumulated amortization | **2026 Net book value** | 2025 Net book value |
|---|---|---|---|---|
| Land | $ 42,836 | $ - | **$ 42,836** | $ 42,836 |
| Buildings | 1,635,288 | 340,309 | **1,294,979** | 1,090,559 |
| Equipment | 53,738 | 47,480 | **6,258** | 6,684 |
| Computer equipment | 31,660 | 31,660 | **-** | 74 |
| Computer software | 1,957 | 1,957 | **-** | - |
| Appliances | 21,109 | 19,398 | **1,711** | 1,901 |
| | $ 1,786,588 | $ 440,804 | **$ 1,345,784** | $ 1,142,054 |

4. TAMARACK RECOVERY CENTRE FUND

On March 24, 2025 Tamarack Recovery Centre established an endowment fund with The Winnipeg Foundation known as The Tamarack Recovery Centre Fund. This fund is made up of gifts of money from Tamarack Recovery Centre and the general public and is administered by The Winnipeg Foundation.

| | **2026** | 2025 |
|---|---|---|
| Endowment Fund | | |
| Endowment Fund - previous year | **$ 20,000** | $ - |
| Donations during the year | **49,950** | 20,000 |
| Winnipeg Foundation donations | **22,010** | - |
| Subtotal | **91,960** | 20,000 |
| Investment income | **10,678** | - |
| Fund fees | **(556)** | - |
| Grant to Tamarack Recovery Centre | **(2,764)** | - |
| Market value | **$ 99,318** | $ 20,000 |

5. RESTRICTED CASH

Restricted cash relates to funds set aside and restricted to cover the deferred income and the restricted fund as incorporated by the board. Restricted funds are are held in the following accounts:

| | **2026** | 2025 |
|---|---|---|
| Cash | | |
| Term deposits | **$ 528,444** | $ - |
| Savings account | **592,688** | - |
| | **$ 1,121,132** | $ - |

6. RESTRICTED FUND

During 2026 the organization determined that the establishment of a Restricted Fund would be prudent in order to accommodate any extraordinary expenditures that may be required.

7. DEFERRED INCOME

| | | 2026 | | 2025 |
|---|---|---|---|---|
| Deferred Income | | | | |
| Rent | $ | 1,307 | $ | 2,329 |
| Manitoba Liquor/ Lotteries - Social Responsibility Fund | | 63,570 | | 49,647 |
| Manitoba Housing, Addictions & Homelessness | | 21,900 | | - |
| Marketing | | 11,251 | | 29,547 |
| Winnipeg Foundation - Participant Subsidy and Branch Operations Grant | | 577,859 | | 475,171 |
| Winnipeg Regional Health - #54 | | 54,750 | | - |
| Winnipeg Regional Health | | - | | 73,909 |
| Tamarack Rennovations | | 23,584 | | 199,314 |
| Participant Subsidy Fund 2027 | | 166,911 | | - |
| | $ | 921,132 | $ | 829,917 |

8. LONG TERM DEBT

| | | 2026 | | 2025 |
|---|---|---|---|---|
| Belgian-Alliance Credit Union loan bearing interest at 4.19% per annum. The loan was secured by building at 54 Balmoral Street. | $ | 240,832 | $ | 249,152 |
| Amounts payable within one year | | (18,000) | | (18,000) |
| | $ | 222,832 | $ | 231,152 |

9. 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.

10. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**

**Tamarack(60 Balmoral)**
***(Schedule 1)***

**Year Ended March 31, 2026**

| | **2026** | 2025 |
|---|---|---|
| **REVENUES** | | |
| Gov't of MB Housing, Addictions and Homelessness | **$ 459,900** | $ 459,900 |
| Winnipeg Foundation - Participant Subsidy Grant | **153,843** | 150,375 |
| Other Grants | **402,671** | 155,180 |
| Federal Government | **59,218** | 57,799 |
| Self Funded Treatment | **47,800** | 98,486 |
| Provincial Government - Income Security | **32,121** | 27,841 |
| Third party funded treatment | **43,200** | 91,800 |
| | **1,198,753** | 1,041,381 |
| **EXPENSES** | | |
| Advertising and promotion | **14,356** | 16,755 |
| Amortization | **17,260** | 10,209 |
| Delivery, freight and express | **-** | 58 |
| Employee benefits | **48,530** | 44,726 |
| Equipment and Furniture | **44,635** | 13,389 |
| Food | **56,151** | 57,090 |
| House Effects | **3,528** | 2,174 |
| Insurance | **15,363** | 14,042 |
| Interest and bank charges | **2,171** | 1,966 |
| Janitorial Supplies | **7,814** | 7,670 |
| Miscellaneous | **1,796** | 1,693 |
| Office | **11,316** | 11,234 |
| Professional Fees - Program | **2,153** | 24,535 |
| Professional fees | **5,418** | 4,205 |
| Property taxes | **4,906** | 4,642 |
| Repairs and maintenance | **277,644** | 129,867 |
| Salaries and wages | **629,504** | 560,802 |
| Staff Development | **4,158** | 4,141 |
| Supplies | **7,907** | 6,564 |
| Telephone | **3,639** | 3,518 |
| Travel | **26** | 32 |
| Utilities | **17,448** | 15,440 |
| | **1,175,723** | 934,752 |
| **EXCESS OF REVENUES OVER EXPENSES** | **$ 23,030** | $ 106,629 |



See notes to financial statements

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**

**The Branch(54 Balmoral)**

***(Schedule 2)***

**Year Ended March 31, 2026**

| | | 2026 | | 2025 |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Other Grants | $ | 233,046 | $ | 184,664 |
| Winnipeg Regional Health (Housing) | | 109,500 | | 109,500 |
| Deferred contributions related to capital assets | | 19,337 | | 20,143 |
| Self Funded Treatment | | 45,844 | | 37,310 |
| Provincial Government - Income Security | | 4,561 | | 10,933 |
| Grocery contribution | | - | | 6,922 |
| Manitoba Housing and Renewal Corp. - Rent subsidy | | 26,885 | | 17,847 |
| Federal Government | | 2,790 | | - |
| Other Income | | 1,687 | | - |
| Third party funded treatment | | - | | 600 |
| | | 443,650 | | 387,919 |
| **EXPENSES** | | | | |
| Amortization | | 32,115 | | 33,453 |
| Employee benefits | | 20,798 | | 19,052 |
| Equipment and Furniture | | 5,637 | | 3,820 |
| Food | | 30,478 | | 29,687 |
| House Effects | | 1,131 | | 1,066 |
| Insurance | | 15,363 | | 14,042 |
| Interest and bank charges | | 113 | | 133 |
| Interest on long term debt | | 10,241 | | 10,115 |
| Janitorial Supplies | | 5,541 | | 5,619 |
| Miscellaneous | | 419 | | 39 |
| Office | | 3,349 | | 3,421 |
| Professional fees | | 2,322 | | 2,365 |
| Property taxes | | 5,746 | | 5,844 |
| Repairs and maintenance | | 11,016 | | 4,531 |
| Salaries and wages | | 281,984 | | 242,111 |
| Supplies | | 2,106 | | 2,853 |
| Telephone | | 2,101 | | 2,008 |
| Utilities | | 13,363 | | 11,931 |
| | | 443,823 | | 392,090 |
| **DEFICIENCY OF REVENUES OVER EXPENSES** | $ | (173) | $ | (4,171) |



See notes to financial statements

## TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE

### Other
*(Schedule 3)*

### Year Ended March 31, 2026

| | 2026 | 2025 |
|---|---|---|
| **REVENUES** | | |
| Fundraising and donations | **$ 78,316** | $ 29,800 |
| Other Income | **6,170** | 2,043 |
| Interest Income | **11,533** | 4,103 |
| Endowment fund grant | **2,764** | - |
| | **98,783** | 35,946 |
| **EXPENSES** | | |
| Fundraising | **6,093** | - |
| **EXCESS OF REVENUES OVER EXPENSES** | **$ 92,690** | $ 35,946 |



See notes to financial statements

**TAMARACK REHAB INC.T/A TAMARACK RECOVERY CENTRE**

**Charity Return Expense Allocation**

***(Schedule 4)***

**Year Ended March 31, 2026**

| | 2026 | 2025 |
|---|---|---|
| **EXPENSES** | | |
| Administrative | | |
| Delivery, freight and express | **$ -** | $ 58 |
| Equipment and Furniture | **50,272** | 17,209 |
| Interest and bank charges | **2,284** | 2,099 |
| Office | **14,665** | 14,655 |
| Staff Development | **4,158** | 4,141 |
| | **71,379** | 38,162 |
| Fundraising | | |
| Advertising and promotion | **14,356** | 16,755 |
| Fundraising | **6,093** | - |
| Salaries and benefits | **10,310** | - |
| | **30,759** | 16,755 |
| Program | | |
| Food | **86,629** | 86,777 |
| House Effects | **4,659** | 3,240 |
| Insurance | **30,725** | 28,085 |
| Janitorial Supplies | **13,355** | 13,289 |
| Miscellaneous | **2,215** | 1,732 |
| Professional fees | **7,740** | 6,570 |
| Professional Fees - Program | **2,153** | 24,535 |
| Property taxes | **10,652** | 10,486 |
| Repairs and maintenance | **288,660** | 134,398 |
| Salaries and benefits | **970,505** | 866,689 |
| Supplies | **10,012** | 9,417 |
| Telephone | **5,740** | 5,526 |
| Travel | **26** | 32 |
| Utilities | **30,811** | 27,371 |
| | **1,463,882** | 1,218,147 |
| Other | | |
| Amortization | **49,375** | 43,661 |
| Interest on long term debt | **10,241** | 10,115 |
| | **59,616** | 53,776 |
| | **$ 1,625,636** | $ 1,326,840 |



See notes to financial statements