

# ANNUAL REPORT

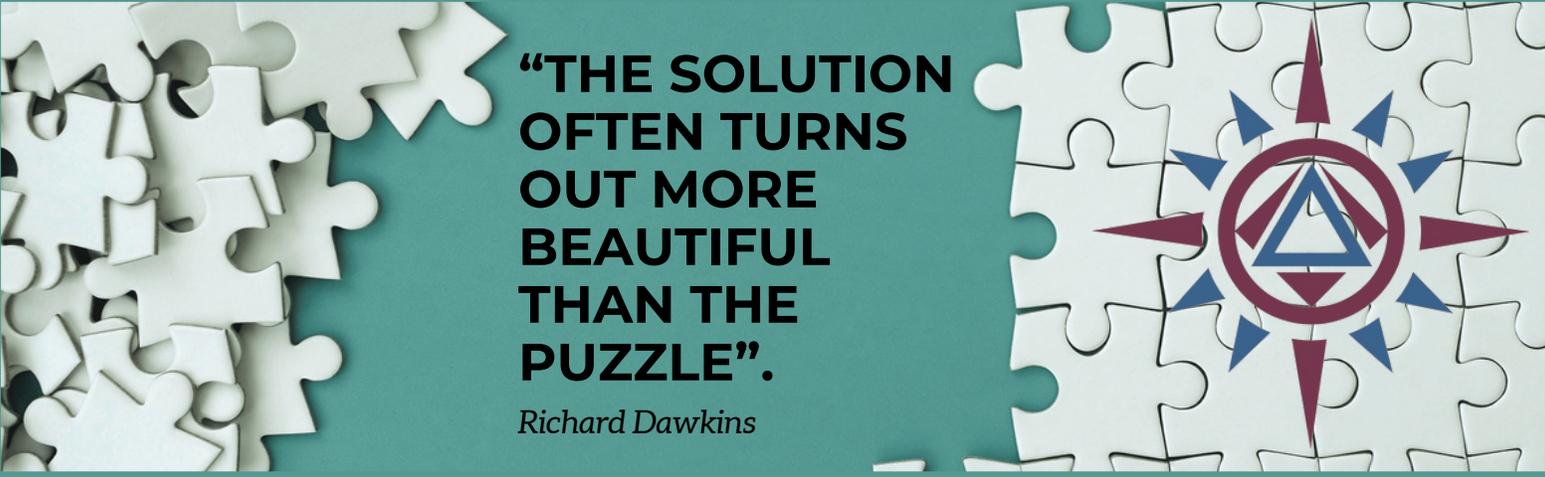
ONE  
PIECE  
AT A TIME



2021



1992~2021 • 29 Years-One Life at a Time



**“THE SOLUTION  
OFTEN TURNS  
OUT MORE  
BEAUTIFUL  
THAN THE  
PUZZLE”.**

*Richard Dawkins*

## **CONNECTING THE PIECES**

**Since the inception of Fresh Start Recovery, we have been on an ever expanding path. This path has always been about helping guide individuals and families in receiving the support needed for healing. Fresh Start Recovery continues to play a vital role in the well-being of each individual in our care helping to connect the pieces together and make sense of experiences focusing on mental, emotional, physical and spiritual well-being. The interconnection of these pieces is where sustainable change, hope and possibilities are realized. Exploring how these pieces interconnect is key to recovery. Fresh Start Recovery Centre would not be possible without the dedication of our board, staff and most importantly, your support throughout 2021.**

## **ACKNOWLEDGEMENT**

**We acknowledge that we are on traditional territories in Alberta of many First Nations, Métis, and Inuit. Their footsteps have marked these lands for centuries and have lived on and cared for these lands for generations. We are grateful for the Traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us. We acknowledge this as an act of reconciliation and gratitude to those whose territory we reside on or are visiting. In the spirit of respect, mutual benefit, and truth, we honour and acknowledge Moh'kinsstis and the traditional Treaty 7 territory and oral practices of the Blackfoot confederacy: Siksika, Kainai, Piikani, as well as the Stony Nakoda and Tsuut'ina nations. We acknowledge that this territory is home to the Métis Nation of Alberta, Region 3, within the historical Northwest Métis homeland. Fresh Start Recovery is committed to advancing reconciliation, partnering with Indigenous peoples, and sharing our work with those affected by addiction.**

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## MISSION:

Fresh Start is Recovering Lives by Housing, Treating and Supporting People Affected by Addiction.

## VISION:

"Every Individual - Recovery for Life"

## ABOUT:

Fresh Start Recovery practices the disease concept. It is the core of our treatment model at our Calgary and Lethbridge locations. We understand that addiction is a progressive illness and often fatal if left untreated. We are committed to the idea that with treatment and a strong recovery program, people can go on to live healthy, happy and productive lives. Recovery has always been our focus; we provide solutions which support people moving forward in long-term recovery. We are seen as a treatment leader in the addiction sector and are recognized across Canada for our interdisciplinary approach to treating addiction.

In all we do through our work, we remain constant with our core values: equality, empathy, trust, accountability, support, change, respect and individuality. We lead with recovery-based solutions, the development and application of best practices, and most importantly, being authentic in our love, passion and commitment to those we serve.

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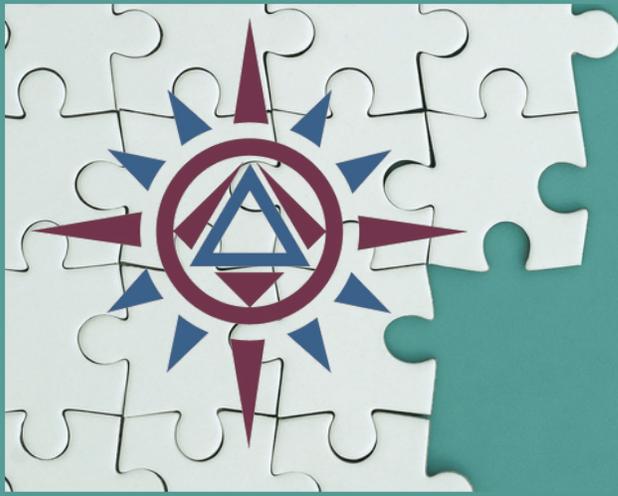
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# MESSAGE FROM THE EXECUTIVE DIRECTOR

I have been connected to Fresh Start for the entire 25 years of my recovery. Over half of that time, I have been employed with Fresh Start Recovery. I am grateful to have spent those years side by side with my mentor and closest friend Stacey Petersen. I selfishly am saddened to see him take on new challenges. This feeling is tempered only by knowing the work we have done together with the many amazing people who make up our organization. Their insights and knowledge shared, contributed and gained, will stretch far past our lifetimes. The foundation of Fresh Start is in these connections.

I gratefully accepted the role of Executive Director with the complete support, trust, and guidance of Stacey, our Board of Directors, and my team. We will work towards joining the pieces and nurturing those connections. Connecting the pieces this upcoming year will be the most significant part of our story as we move to bring together our families, friends and the recovery community. Collectively we make up a mosaic of diverse backgrounds. Together, we will continue to break down the stigma of addiction.

We recognize that our strength lies in all of our brilliant people and the connections we make. While some continued to work in our facilities and others worked intermittently from home, we needed to ensure everyone continued to feel a part of the team and supported. We zeroed in on our internal communications and improvements we could make. We paid increased attention to the mental health and physical well-being of those around us. We leaned on each other to prioritize conversations and continue to find a sense of normalcy. It has been a year filled with many changes and transitions. When our physical connections have been at their lowest, we continue to foster and cultivate our ties piece by piece and person by person. So fittingly, the theme of this year's report captures the elements that contribute to the solution and the development of the resiliency needed to find solutions in these difficult and changing times. We are grateful for the many contributions and assistance in arranging the countless pieces you have brought forth, helping to encourage those we serve in the recovery community. Moments in which we mentally, physically, spiritually, and emotionally assist each other in balancing the scale and connecting with those truly important: You and You and You. Each of us is an equally important piece in achieving and contributing to that sense of balance.

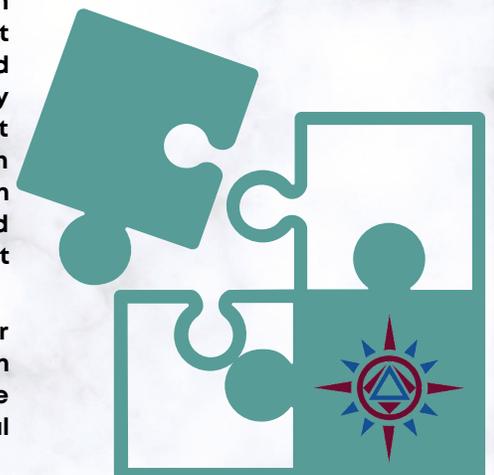
After a year of significant challenge, I embrace this opportunity to thank our employees, our Board, community stakeholders, clients and alumni. It is only through your adaptability and determination which consistently shone through to make the best of difficult circumstances. And with that, I present to you our 2021 Annual Report.

“

I define connection as the energy that exists between people when they feel seen, heard, and valued; when they can give and receive without judgment; and when they derive sustenance and strength from the relationship

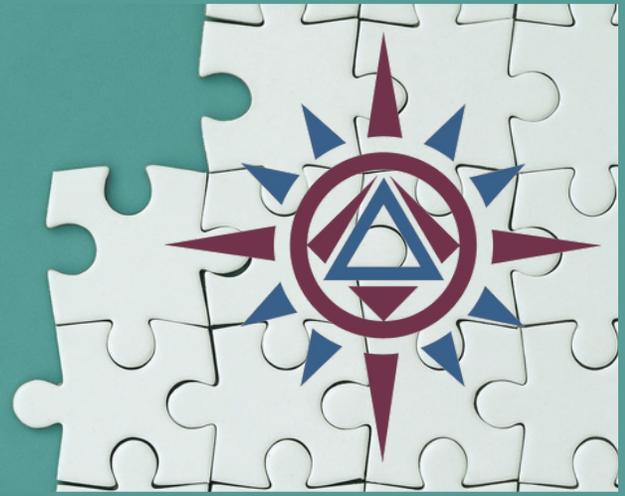
— Brené Brown

”



# Bruce Holstead

# MESSAGE FROM THE BOARD CHAIR



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"Life isn't about finding pieces of a puzzle. It's about creating and putting those exceptional pieces together."

-Glen Van Dekken

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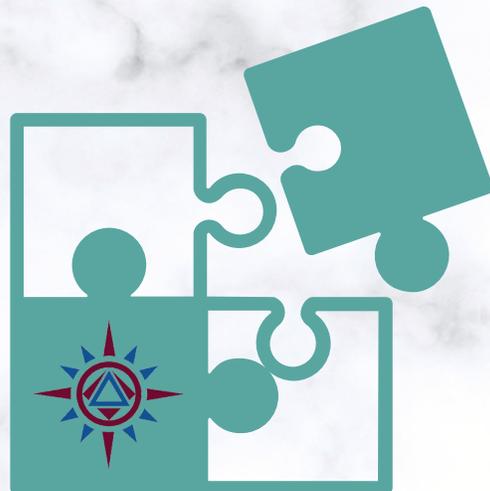
As Board Chair and a proud member of the Fresh Start Recovery Board of Directors since 2011, I have seen our organization grow and go through many changes. It has been over a decade of connecting with beautiful people and adding new pieces to our puzzle. Year after year, we continue to see the picture with fresh eyes as we watch ideas turn into new realities. The exceptional pieces continue to come together from experiencing the build and our move to the new facility. Expansion of our post-treatment housing and our most recent transition into Lethbridge. It is a beautiful journey.

When we put a puzzle together, we must look at the bigger picture. We may not know precisely how the next piece will fit, but we carry on with sound strategy and much faith. As we continue to connect the pieces, the picture develops and we can see the work that has been put in. The clients, staff, alumni, community partners, family and friends are the essential pieces providing connection in the last year. Without your pieces, we could not have achieved what we have thus far, and we thank each of you for your continued support.

I have been fortunate to continue to serve on a Board with such enthusiastic and dedicated members. Thank you to our outgoing board member Wilfreda, and welcome to our newest member, Lisa. We look forward to the insight and ideas you will bring to the Board. To Stacey, Wayne, and Lisa, we are incredibly proud of the time we have shared and wish you the best in your upcoming endeavours. The pieces you have helped place will be a legacy you leave behind for all to build on.

2021 was an unprecedented year of new challenges for the staff at Fresh Start Recovery and the community. It was a difficult time for us all and I have seen our staff at Fresh Start rise to the occasion time and time again. We are grateful to have such a fantastic team of individuals who connect so well. Ensuring the vital work at Fresh Start Recovery continues so that our clients and those we serve are afforded the best possible care.

We have seen access to services grow with our Provincial Government continuing to make recovery more accessible and available to all Albertans. With the pandemic, the need for these services continues to grow. We want to commend the Government on its efforts to meet the increasing demand. Thank you to all who continue to aid and support the growth of recovery and break down the stigma that surrounds addiction.



# Craig Borgland

# BOARD UPDATE

The work of Fresh Start Recovery would not have been possible without the contributions of the fantastic group of people who make up our Board of Directors. People who have selflessly served and donated through time, experience and wisdom. The dedication of these individuals who come together with a common goal of growing and supporting Fresh Start Recovery is steadfast. We are incredibly grateful to those who serve, will serve and have served on our Board of Directors.

This past year one of our long-time board members, Dr. Wilfreda E. Thurston (Billie), decided to step away from the Board after nine years. Billie was a Professor for the Department of Community Health Sciences at the University of Calgary. Billie has had a long history of working with addictions, starting her career in Nova Scotia as an Addictions Counsellor, then earning an undergraduate degree in Psychology and a Ph.D. in Social Epidemiology. In retirement, she continued her work serving on the Board as our Treasurer.

“Many years ago, I worked in addictions prevention and treatment. Also, my family has not been left unscarred by addictions. I know what a devastating role addiction has in our communities. When I was approached to be on the Board, Fresh Start had just opened a new facility and I knew adaptation was ahead. Still, there was the real possibility of more challenges and growth. Having served on other non-profit boards, I was pleased to offer my experience in support.” Thank you for your service. Billie, we wish you all the best in the next chapter. You will always be a part of Fresh Start.

With Dr. Thurston's departure we welcomed our newest addition to the Board and we are pleased to introduce:

Lisa Howland CPA (Chartered Professional Accountant), C.A.

“I have a strong passion for mental and physical health and helping those in need gain access to the necessary resources. Through personal experience and family tragedy, I came to realize that a large gap exists in the form of treatment, recovery and prevention of addiction. Fresh Start is doing a wonderful job at bridging that gap. It provides their clients with the means to get back on their feet and assists with long-term recovery and family support to create lifelong success stories.”



**Dr. Wilfreda E. Thurston**



**Lisa Howland**





# PHYSICAL

The Physical world around you is everything that you can see, touch, taste, hear or smell.

The strength needed to recover from a seemingly hopeless state of mind and body comes not only from within and from many external factors creating success.

**172 Clients completed our program in 2021**



**1,374 Men and Women were on the waitlist in 2021**



**59 Alumni reached their One year sobriety milestone in 2021**

**6,500 meals served per month**



**79,935 meals served per year**

**“Changed my life by giving me a fighting chance against addiction.” - Bruce C – alumnus**



**"Be Patient,  
Be Diligent.  
Consistency  
is the Key."**

**Frank Mir**



## **PASSING THE TORCH**

**To all our clients, alumni, staff, board, community partners, donors, supporters and friends**

I am writing this to you, that after 17.5 years as Executive Director at Fresh Start Recovery Centre I have made the decision to leave my position at Fresh Start on October 31st, 2021, as I have accepted a CEO position at Cedars at Cobble Hill on Vancouver Island. As you can imagine, this is a massive change for myself and my family. As I told our Board Chairman Craig Borgland, this was not an easy decision, and I am both excited and sad. My entire family shares the same feelings.

When I reflect back on my 17.5 years as Executive Director of Fresh Start, finding the words to convey what I am feeling is beyond difficult. How do you summarize 17.5 years in a letter? The answer is you don't.

I came to Fresh Start when I was 35 years old and 17 years in recovery. I had way more hair and a lot fewer children. Only two of my six children were born when I was given the gift of Fresh Start. My family has walked through so many seasons of Fresh Start and I am grateful for their support.

The accomplishments over the years, the awards, the new facilities, the events and the community engagement is fantastic; though when I lean into the feelings I have right now, the lump in my throat as I write speaks to the love I have for you. I have said from day one that I am not Fresh Start, YOU are Fresh Start. My heart is filled with gratitude for each and every one of you. One of my life's greatest blessings has been getting to work with you and serve those we do. We have built so much together and Fresh Start continues to grow and expand to meet the need in our community as we approach 30 years in 2022.

I know that Fresh Start is in a great place, positioned to move ahead and continue to succeed in serving those in need of recovery. Fresh Start is in good hands with an incredible staff, board, alumni and all of you supporting the way you do.

I am excited for our Fresh Start team and the possibilities that exist for them in their careers. The Board of Directors has named our Director of Operations, Bruce Holstead, as the Executive Director and Jennifer Kent Charpentier, our Program Director, as the Director of Operations. Bruce and Jennifer are giants in this field and they have both dedicated more than a decade to Fresh Start stakeholders in our community. I am excited for them and have nothing but trust in their capabilities. They know our culture and they carry it well, as does the rest of the Fresh Start crew.

A few final things need to be said.  
I am better because of you,  
I love you and my heart is full.  
I am just a phone call away.  
Thank you, thank you, thank you.

**In Gratitude,  
Stacey Petersen**





## LETHBRIDGE 1 YEAR LATER

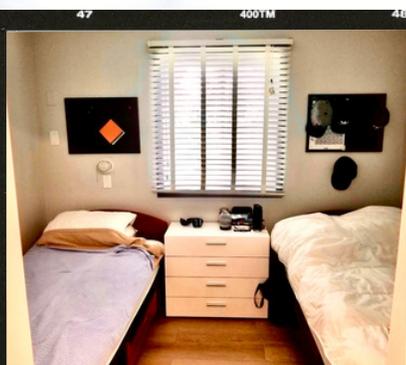
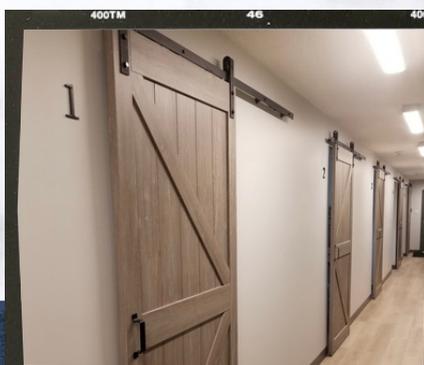
Lethbridge added many new pieces for us in 2021. Over the last year, we have worked towards transformation inside and out, much like recovery. This renewal included renovations to the facility's exterior: new siding, roof, stairs and the addition of two auxiliary buildings. The facility sits just outside the city and is on a large open lot. During the summer, the clients enjoy walks on the seven-acre property and volleyball games on the outdoor courts taking full advantage of the beautiful countryside space. Inside we shifted from an original configuration of 19 men's and four women's beds to now accommodate 13 men and ten women. The original open style dorm accommodations were transformed into semi-private rooms with two beds in each room giving clients more privacy. We have a new community partner who is providing a post-treatment housing option, for six alumni to live in a supported housing environment in Lethbridge.

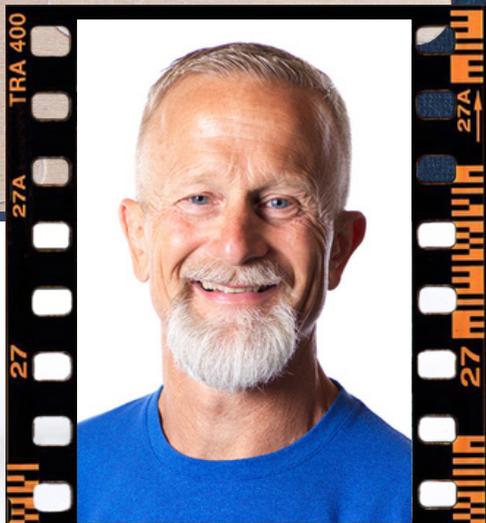
The transformation for our Lethbridge clients has been remarkable. We have seen the impact Fresh Start programming has made in their lives. By using the tools, they have learned to strengthen their mental, spiritual, emotional and physical well-being. They continue to return to the facility as Alumni to connect with their Outreach Counsellors and new clients to share their experience.

We have recognized our first alumni with one year of continuous sobriety and celebrated this milestone with them. Gratitude tiles have begun to adorn the facility walls and alumni continue to build strong relationships and act as our ambassadors in the community. The atmosphere is electric and the staff has embraced change becoming unified members of our team. We have been working hand in hand in making this an exciting time to be a part of Fresh Start. Online access to Gratitude ceremonies, has made it much easier to tune into the celebrations together, increasing the solidarity of Fresh Start.

With frequent staff meetings, improved communications and travelled roads the distance between the centres is getting shorter. Continuity and transfer of knowledge of our program and operations have been vital to the success of our acquisition. Success can be attributed to our outstanding administrative teams at both facilities. We are a team that demonstrates a willingness to contribute and make efforts so that we grow stronger together.

**Thank you to the staff, clients, alumni and community partners for coming together over this past year to make this transition such a remarkable success!**





## **POWER HOUR**

2021 saw us move through COVID and back into in-person sessions. It also saw the addition of Lethbridge to Power Hour via video. It has been interesting to observe some gentle competition develop between the two locations. As the Power Hour program has evolved it has incorporated a comprehensive movement sequence that acts as a warm-up and progressive starting point for all participants, regardless of their current fitness level. We have continued to integrate scalable exercise that accounts for most fitness levels and abilities. Breathwork and embodiment practice were incorporated into the programming to increase the capacity and capability to self-regulate and manage intense physical sensations. Programming also included conversations around consistency/balance in exercise versus intensity and interaction and education in nutrition, sleep, mobility and relaxation/rest. Many participants received individualized programming and education around their specific injury rehabilitation programs. There has been an increased level of engagement and participation as the year has progressed. Having some laughs and fun while beginning to enjoy movement and experiencing the body has made the physical discomfort somehow more tolerable! 2022 will see continued focus on making Power Hour more effective and enjoyable for all participants! Thank you!

**-Ron Jarrett**



## **KITCHEN FOCUS**

Good food is fuel for the soul and a necessity for the physical well-being of our clients. Our Fresh Start kitchen crews have a passion for food and years of experience. Our focus is to change the perspective of institutional cuisine and show people that it can indeed be creative, innovative and of course, delicious, all while giving the clients we serve something to look forward to every day and ensuring the nutritional requirements they need for their path of recovery is met.

We operate with two head chefs, one in Calgary and one in Lethbridge who, with the help of their excellent staff, plan and execute 6,570 meals every month. They balance the nutritional needs of every individual resident while adhering to our budgetary requirements. We are constantly sourcing out new partners and always welcome help from the community.

Some say good food is the way to the heart. We enthusiastically believe that is true but, also have seen how a good food fosters connection at between clients, family, friends and visitors at mealtimes or special events. We look forward to connecting and breaking bread with you!



*"Sufficient sleep, exercise, healthy food, friendship, and peace of mind are necessities, not luxuries." — Mark Halperin*

“Fresh Start has given me a new perspective in live. It has been patient yet persistent in allowing me to make changes in my behaviours and beliefs. Provided knowledge, friendships, direction, support and hope. A completely Fresh Start.”

Tommy – alumnus



## GETTING HEALTHY

The physical needs of the clients are a top priority for Fresh Start Recovery and some of this cannot be accomplished without help. We have had excellent organizations step up during the year, helping meet the needs of those we serve, including visits to the facility and some mobile solutions. Between Evolution Eyes doing exams on clients and staff, the Dental bus checking dental health, the parking lots seemed to always have something going on.

Our chosen pharmacies, Cedarbrae Pharmacy in Calgary and Stafford Pharmacy in Lethbridge went beyond in helping with COVID testing, allowing us to have visitors at Birthdays, Gratitudes and Alumni meetings safely while continuously ensuring all clients had the required medications.

“2021 was a challenging year for everyone during the pandemic. Many people have suffered catastrophic damage to their personal and mental health. It has been our pleasure to stand with Fresh Start Recovery in taking care of clients at the Centre. We had numerous challenges in fulfilling the healthcare needs of the clients. Still, we got through it and have continued to stand strong to deliver the necessary care and attention. Fresh Start took every step to continue crucial activities like alumni night and gratitude ceremonies. We played our role in doing necessary COVID screenings and whatever else was required to accomplish these activities.” – **Rahul, Cedarbrae Pharmacy**

ACCREDITED WITH  
COMMENDATION



ACCREDITATION  
AGRÉMENT  
CANADA

**Fresh Start Recovery  
has been recognized as  
Accredited with  
Commendation.**

**This achievement demonstrates our organization’s determination and commitment to ongoing quality improvement. We applaud all of our leadership, staff, and accreditation team members for their efforts and dedication to the provision of safe, quality health services.**

“New life, New chance, New me.” - Darren – client

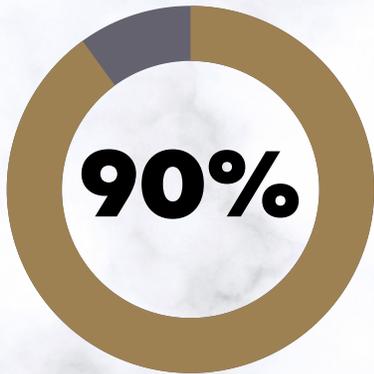
# SPIRITUAL



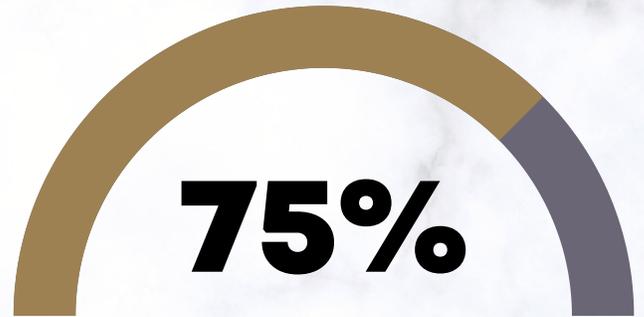
Spirituality is sometimes described as a fundamental human drive for meaning and purpose. Fresh Start works to provide connection and encourage spirituality in every individual, regardless of race, religion or sexual identity.



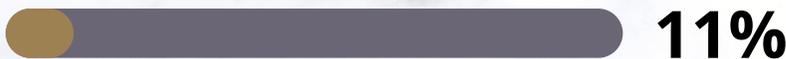
65% of clients read a daily meditation, devotion or other spiritual literature upon arrival at Fresh Start in 2021.



Believe in a Higher Power or God.



Of clients had used prayer and meditation in their spiritual practice.



Only 11% of clients that entered Fresh Start Recovery in 2021 stated they had an elder or mentor that they actively worked with or were in contact with.

“Recovery has brought me closer to my creator, and to better understand my role as a Father. It has also brought me a better understanding of how to live sober”. - Anonymous alumnus



## **TOGETHER WE CAN**

We are fortunate to have many community partners and stakeholders who help and support Fresh Start Recovery in countless ways. We want to thank all of you for your continuous generosity throughout the year. Whether through financial funding or a donation of time, access to services or space, your contributions allow us to support the recovery community. One of the things we learn in recovery is altruism. Altruism is defined as the principle and moral practice of concern for the happiness of other human beings, expecting nothing in return.

Fresh Start Recovery is not faith based. We have a variety of organizations that we partner with including Indigenous, corporations and businesses, health services providers, foundations, Municipal and Provincial Governments and many other organizations supportive of the recovery community. We are grateful to say there are far too many to mention each by name. Please trust that you are all very much valued and appreciated. Here are few examples of how you've shown support in 2021.

Community supporter Parallel Church has been gracious enough to allow us to use their fantastic facility for Birthdays and Gratitude celebrations. Being just a short drive from our facility in Lethbridge has allowed us to have family, friends, alumni and the community join us in celebrating recovery. There has been no substitute for the feeling of that in-person connection in supporting one another. These celebrations have been compelling demonstrations of how strong we are together and how a connection with one another can help us with our spirituality.

In Calgary, Father & Sons Power Equipment and Truth Church started to build a connection with Fresh Start. They were first connected to Fresh Start by an alumnus who worked for the repair company. They were impressed by his experience with our organization. Over the Christmas break, they arranged a fabulous meal for the clients and gave door prizes to everyone in the house. We hope to have them back in the facility to share their message of hope and a meal and other opportunities with us again in 2022. We look forward to what we can learn from one another.

Centre Street Church has been an excellent neighbour and community partner over the last decade and they again came through for us for our annual bike run. When COVID restrictions prevented us from starting the event off at our facility, they graciously allowed us to start at the church. This use of their property allowed us to change direction at the last minute and all that attended were able to enjoy our first in-person bike run since 2019.



**Thank you once again to all  
of our wonderful  
Community Partners!**

“Fresh Start has given me a safe environment and program to awaken from a long road of addiction”.

- Denver C. - client

## **BRUCE SPIES**



Some know him as “Sleepy.” For most of us in the recovery community, he is best known as “Smiley Bruce” because of his extraordinary energy and a smile that lights up every room! Bruce Spies has contributed to Fresh Start events and the community for many years. He is committed to his community and is always looking for ways to support the people around him. He is an avid motorcycle enthusiast. You can always catch him proudly wearing a 12 Stop Ride for Recovery Motorcycle Road Rally T-shirt, no matter the weather outside. He has always been a very generous community member and has continuously chosen to serve and contribute to our community humbly and altruistically. We are incredibly grateful for his generosity, time, and presence at the house and events. Bruce’s love of Fresh Start is contagious. The energy that he shares with others gets them excited about our organization. Over the

years, he has bridged many connections with individuals and invited them into our community. Bruce is a shining example of the 12-step program and its principles: Hope, Faith, Courage, Humility, Brotherly love and Service. These words describe this remarkable man and what he brings to everyone that crosses his path – he is the true definition of a spiritual mentor. We are better off for our connection to this extraordinary person; he embodies recovery and walks a spiritual path of recovery, which we could all benefit from following.

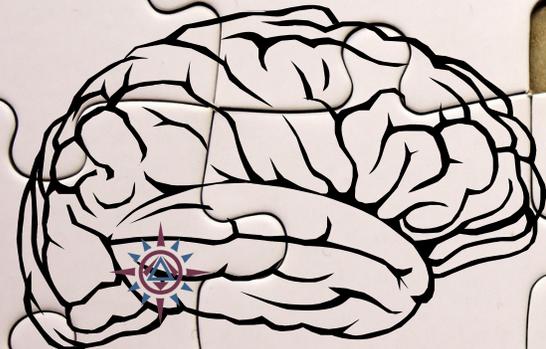
## **OKI NIKSOKOAKS, NIISTOO NIITANIKO PONAKOH’KOMII**

“Hello, my friends, my name is Elk Caller, and my Legal name is Dasan Crowshoe. I come from the Kainai and Aputsii Piikani Nations. My clan is the Lone Fighters. I came to Fresh Start Recovery Center in April of 2020 and remained in the post-treatment housing right up until today. My clean date is April 20th, 2020, and I just took my two years clean a few weeks ago. Thank you for the opportunity to share my experiences while at Fresh Start. Before I came to Fresh Start, I was lost, homeless, using hard drugs daily, hopeless and did not have the power to stop using on my own. When I arrived at Fresh Start, I was welcomed by everyone from staff to current clients and alumni; everyone told me, “Welcome Home.” This, coupled with the atmosphere of recovery, gave me hope that I could recover and start the process of being a whole person again. I was encouraged to make goals for myself that included reconnecting with my spirituality. My earliest memories growing up were sitting in a tipi playing with the other children. At that time, I did not understand what was going on or what was happening. After coming to Fresh Start, I learned that what I was attending when I was a young boy was a bundle opening; after being told this, I realized what was missing in my life. During my time in group, I was encouraged to expand and investigate my Indigenous spirituality and started with that first memory of playing in the tipi. Shortly after my Gratitude Ceremony, where I completed the First Phase of the Fresh Start program, I continued my spiritual journey. I joined one of our Blackfoot Holy Societies. If I did not have my humble beginning at Fresh Start, I would not now be the man I am. My loving family, my healthy and happy 4-year-old son, and my connection to my partner. And that help and inspiration to my community that I offer would not have been possible without Fresh Start Recovery. Ok Kamotanii Misamiipaitipyssinii, there is no English translation for this. Still, it encompasses all the good and every good thing that comes into our lives”. - **Dasan C**



“Fresh Start was the first place that allowed me to be me, but better than that it helped me find who I truly am.” - Alumnus James K

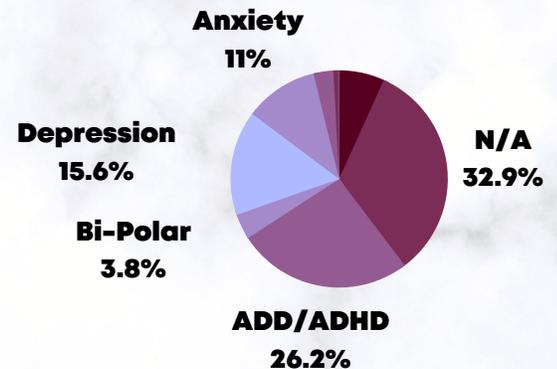
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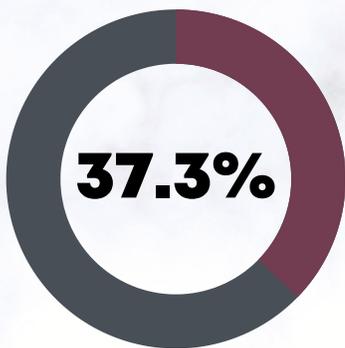
The pandemic has been taxing on everyone mentally and the lack of connection within the recovery community has been especially difficult. 2021 gave us some glimpses of prior days and then quickly they were replaced with distance once again. Fresh Start Staff and Alumni have worked extremely hard to keep the connection inside the houses and in the community throughout the year.



**67% of clients were diagnosed with a mental health concern or a psychiatric condition prior to attending Fresh Start.**



**49% of clients we served in 2021 disclosed they suffered past abuse.**



**37% reported they had been hospitalized at some point for psychiatric care.**



“As tragic as my life was before my arrival at Fresh Start Recovery Centre, the feeling of hope and trust was immediate. This is a house of miracles and an experience that will change a life of addiction”. - Anonymous alumnus



“Fresh Start is my home. The love you feel from the staff and clients plus the support you get after your program is amazing.” Bernard – client



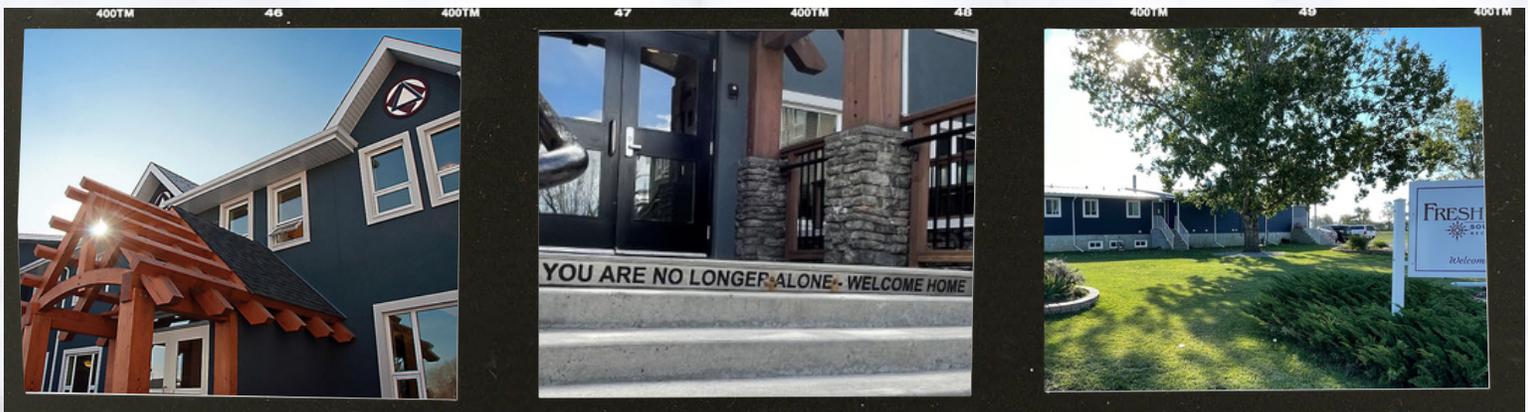
## OUR INCREDIBLE STAFF

2021 challenged everyone’s mental well-being, with many variables and constant change. We commend the Fresh Start Recovery Staff for enduring and pushing through so many lockdowns, quarantines and uncertainties over the past year. Our staff has been on the front line during the entire pandemic. All staff had to adjust their day-to-day activities for their safety and that of our clients. Everyone faced ongoing changes head-on with a positive attitude and smile and did what needed to be done. There were changes to meditation, mealtimes, exercise and the overall program for the individuals going through group to ensure that clients remained safe. The work and efforts of all was admirable and the energy with which the staff handled the ever-evolving situation was commendable.

In a 24-hr rotation, no staff was free from the impact felt from the speed of which one had to adapt to the newest circumstances. We knew communication was imperative to assure a safe environment for everyone at Fresh Start. All our skills were put to test amidst the enormity of moving pieces at times. We know what you have given! We see the level of sacrifice you and your families have made and understand the fear which would come.

Together we stood strong and continue to stand strong; everyone playing a part. There is no more or less in this description. Every role counts towards every action which created in the success achieved.

**To Our Staff: Thank you for your tireless efforts and your dedication and commitment to Fresh Start Recovery. There would be no US without each one of YOU.**



“Fresh is the most realistic model of what life can be like in recovery. The educational side if its programming is understandable, realistic, and achievable. The outstanding staff and their experience in recovery is what makes them my choice for recovery.” -Jason Y. - client



"Thank you, Fresh Start, for saving my family." - Carmen S - alumna



## CROSSING THE BRIDGE

Carmen Smith is a shining example of recovery, the Fresh Start Program, and the mental toughness it takes to recover and build a life filled with friends and support. She attended one of our first female groups in Lethbridge and has continued to show up wherever and whenever possible.

Carmen is an active member of the Alumni Association with service positions on the council and in the recovery community. She is a sponsor and has a sponsor. She says she received a "design for living, and a life better than she could have imagined." Carmen has shared her successes with the many women who have come through Fresh Start. She has been a significant force in helping to foster unity among the women alumni by sharing her experience at the Alumni meetings and being active in her recovery. Congratulations to Carmen on all her success, and we are excited to witness the next chapters of her life.

"I cannot express the gratitude I have towards Fresh Start Recovery. When our family held an intervention for my brother Tim, I had no idea the impact that Fresh Start Recovery would have on our family. Tim completed the Fresh Start Program and was able to plant the seed of recovery for me and give me hope that if he could do it, so could I. I was in active addiction for over 20 years and never imagined myself getting sober. Tim was able to help me get into Fresh Start at the Lethbridge location and it changed my life forever. I now reside with him, my father, and my nephew in the post-treatment sober living apartments. Fresh Start has made it possible for our family to be together again. Thank you, Fresh Start, for saving my family!" - **Carmen S.**



## DALE'S WALK

"The countless kilometers of dirt roads that were walked from Edmonton to Calgary was the most mentally and physically exhausting challenge I've ever willingly chosen to do. As amazing of an experience, I firmly believe that the many months before the walk was where the real foundation of mental strength was laid."

It was January of 2019. Weighing well over 235lbs, I decided to go out for a run in the middle of Winter while wearing just a hoodie, pyjama pants and lace-less slip-on shoes. I chose to wait until after dark, and the streets were quiet because I'd be lucky to make it even one block before being out of breath and wanting to stop and have a cigarette.

Weeks passed, one block turned into two, two blocks turned into three, and running one kilometre was a daily routine before I knew it. After five months of running, I shed 60 pounds - not understanding that this was the slightest change. What I overlooked was that my mentality had changed. I was motivated to succeed and had formed integrity and commitment that I didn't know existed. Most importantly, I found that my mind had become stronger than the drugs ever were. I continuously wanted to conquer challenges that were nothing more than a laughable dream a few months prior." - **Dale S**

Dale arrived at Fresh Start in Calgary with bandages on his feet and a massive smile on his face. When we asked him how he accomplished his goal, he said he did it "one step at a time." The clients and staff greeted Dale with cheers and a couple of buckets of ice water to cool down those tired feet. The strenuous walk took a physical toll on Dale, but his smile showed the extraordinary mental fortitude it took to complete this epic walk. Dale helped raise awareness for addiction recovery and raised over \$5,600 to help more men, women, and families.

I still remember the first steps I took and will never forget the last steps taken before arriving at Fresh Start six days later. Every step between, was just another step in the right direction. Moving one step at a time, one day at a time." - Dale S - alumna





## **EVENTS**

2021 was a rollercoaster of emotional highs and lows. We hoped to move forward past the pandemic, and then the numbers would rise again; the opportunity for connection was limited. They say that connection is the opposite of addiction, and we wished for a return to normalcy. Fortunately, we found a few opportunities to safely gather, bringing us together, helping to build our resolve to cope with the isolation we experienced, lifting our spirits and boosting our mental wellness.

After a year of limited interaction, we planned an event with enhanced safety protocols to hold our annual Stampede Barbeque. It was amazing to have our family and friends back at Fresh Start once again including guests from all levels of Government. This event marked the first opportunity for mayoral candidate Jyoti Gondek and other members of our Municipal and Provincial Governments to visit Fresh Start in quite some time. City of Calgary outgoing Mayor, Naheed Nenshi, a long-time Fresh Start supporter, was also in attendance. His presence was always welcomed and appreciated.

In August, we held our annual 12 Stop Ride for Recovery Motorcycle Road Rally in person after moving to an online event in 2020 as a result of COVID. We managed to pull off a fantastic and safe event enjoyed by all participants in spite of the many challenges that continued to persist.

Later in the fall, the Provincial Government asked for our support in hosting an important funding announcement in support of addictions recovery. It was another opportunity to bring esteemed guests, colleagues and friends from the recovery community together. Thank you once again for your continued support of the recovery-oriented system of care. Fresh Start is proud to be part of the Alberta Model.

Our Christmas Open House at both Lethbridge and Calgary were very well attended, with the food and fellowship making for a wonderful experience. It was the first open house for our location in Lethbridge and we were overjoyed to see our friends, family, community partners, and supporters visit the facility. We held the draw for our annual motorcycle raffle in Calgary and you could feel the anticipation when the winners were announced. Our Lethbridge Operations Manager Tony Kokol was the lucky winner of the Sport Glide with Mary Deering, who was in the market for a new bike so as to join us in for the 2022 bike run, winning the sleek and powerful Low Rider S.



**“Fresh Start means to me: A community of hope, faith and courage! Providing the doors through which we walk together towards a better life.” Justin C – Client**

"I feel I have family  
away from family." Draye S. - client



## **STRENGTH IN NUMBERS**

Our Alumni faced many obstacles in 2021, including total lockdowns, restricted access to our facilities and meetings and many other missed opportunities for connections throughout the year. The toll was extensive for all, especially for the Alumni who were used to visiting Fresh Start for personal support, to sponsor clients, or just for some fellowship. The Alumni found ways to keep the Alumni council and family strong, as they continued to grow and endure through trying times. The Alumni worked extremely hard behind the scenes to maintain connections despite limited accessibility to the facilities.

Fresh Start Recovery has always encouraged and supported the vital connection between clients and alumni and has worked with the Alumni as an integral piece of the Fresh Start Recovery program. The involvement of the Alumni builds resiliency in our recovery community. With the acquisition of Lethbridge and new alumni joining our family, the online meetings made it easier to bring Lethbridge alumni on board and share knowledge. The Alumni were able to start planning simultaneous events in both locations and come together for some occasions when they were able. Throughout 2021 we saw the connections strengthen the bond between alumni old and new. The house clients and staff at both locations grow and flourish.

It is an inspiring time to be a part of Fresh Start, and we cannot wait to see what the Alumni have in store for 2022.



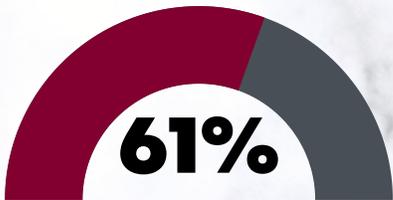
"The Alumni taught me responsibility and to hold myself accountable. I would not be where I am today without the structure and connection of the Alumni."

– Past Chair Rene D



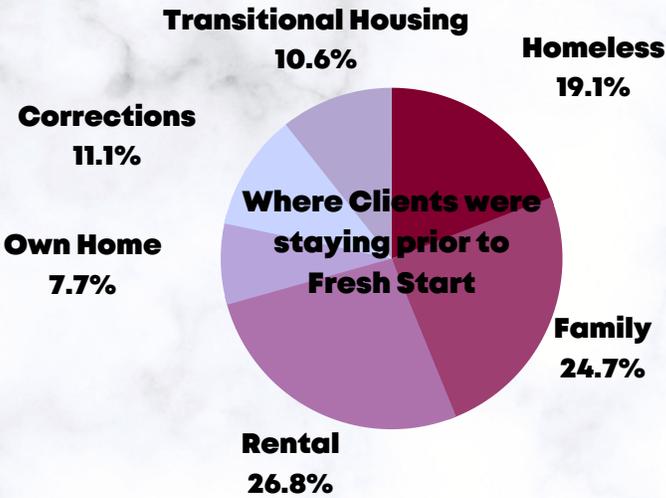
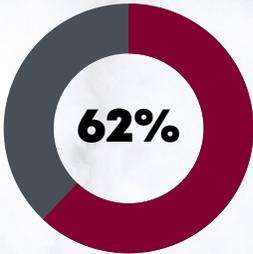
Once completing the 14-16 week program at Fresh Start, clients have been given tools to negotiate a new way of living. Our continuing care is an essential piece to help foster emotional sobriety, not only for the person recovering from addiction but also for the family. Fresh Start is very dedicated to encouraging connection and growth to build resilience in family and in the community.

# EMOTIONAL



**Percentage of the clients we served in 2021 that reported they came from separated or divorced households.**

**Percentage of the clients we served in 2021 that reported they lived with someone who was a problem drinker, alcoholic or who used street drugs.**



**94% Shared that their family was supportive of treatment.**



**Of clients were interested in moving into Fresh Start post treatment housing after completing group.**

“Recovery has changed my way of thinking. I now think that I love myself; I know that I love myself enough and more than I have ever in my addict lifestyle.” - Shaun S - alumnus

“Fresh Start is my new beginning to a life I am proud of.”  
-Ashley R. - client



## **RECONNECTING FAMILIES**



Gerald and Amber’s story is a special one - we have been able to watch two journeys in recovery come together and unite right before our eyes. Gerald entered treatment at our facility in Calgary five short days after his girlfriend Amber started group in Lethbridge.

Prior to entering our facilities, both had endured many hardships including health issues and losing custody of their child to foster care due to their ongoing substance misuse. Before being admitted into Fresh Start they finished detox and were living in their vehicle, calling the front desk daily to check in on the waitlist. They found our facility through exhaustive online searches and were ready to live a better life and work towards getting their daughter back. While the separation was not easy for them over the 3 months they were in treatment, Amber was able to make it up to Calgary to see Gerald and their daughter for weekly visits. Both Gerald and Amber immersed themselves in the culture of gratitude at Fresh Start, getting active in their programs, 12 step fellowships and community with the other clients. It was beautiful to see their daughter present at both of their Gratitudes in Calgary and Lethbridge and to witness their pride of accomplishment.

One of the greatest benefits of being in recovery is the capacity to deal with the other issues that we may have ignored while in active addiction. Gerald has been dealing with a heart condition; thankfully, after gaining clarity and the ability to focus on health, his condition is now being managed. He is working full time and continues to attend meetings and come back to the house as often as possible. Amber has been focusing on her career choices and attending programs to further help her navigate the road ahead. Both now live in our post treatment housing and have been actively working on themselves to be present for each other, better parents and back into the stream of life.

They are in the process of getting their daughter back into their care and are working towards full custody. They are happy to announce they are pregnant with their second child together. Congratulations to you both we wish you much success in your journey ahead.



## **BUILDING BRIDGES IN RECOVERY**

Tim Smith went through the Fresh Start program, and with a bit of a rocky start, he chose to do what was suggested. After finishing treatment, he quickly immersed himself into the Fresh Start culture. He took on positions with the Alumni association and in the Recovery community. Those who came before him laid out the path for his recovery. Tim understood learning from others and started to let it work for him again. Tim is a professional mixed martial artist who treats his recovery process with the same dedication and commitment as his MMA regimen. The philosophy of the mental, physical, spiritual and emotional he received from Fresh Start line up with his teachings as a fighter. Tim is a fighter.

Tim moved into our post-treatment housing and soon had an opportunity to have his son move in with him. Being a single parent, his father offered to help with the care of “B.B.” while Tim was at the Centre’s desk for the night shift. The three became Fresh Starts’ first family in our Post Treatment Housing and have shown immense success over the years.

Through living the program of recovery and remaining fully abstinent and committed, Tim made an impression on his family. He became the strong support, provider, protector and leader he desired to be.

**Thank you to the Smith family for sharing your journey in recovery as well as your hope, strength, and courage.**

I want to thank my recovery community, my martial arts community, and all my family and friends and everyone who supports me and who has been a part of my journey new and old I love u all, today I live a life worth living and I most certainly haven’t made it here alone , God bless u all.” - Tim Smith - alumnus



## Family Healing Program



# FAMILY HEALING

With the Family Healing Program needing to move to a strictly online platform this past year due to the COVID restrictions we missed the connection that the in-person

program offers. Although offering the program online has extended our reach across Canada and in to the United States, we have still felt the emotional disconnect and the positive effects that a physical presence brings. It seems obvious that the individual dealing with substance misuse needs help addressing their challenges and struggles associated with the disease in order to heal. However, we are also mindful that for recovery to be successful family and friends should also seek the healing they need and deserve. Too often family members and friends of those struggling with addiction believe that they are somehow at fault. Addiction is a family disease that affects everyone differently. It is our belief that when family and friends along with the person experiencing addiction all receive the help and healing through learning, love and support, it empowers everyone to move toward a solution rather than continuing to live in the circular nature of the problem.

The Family Healing Program was made possible with the generous support of people like you. With your help, this program continues to grow and benefit those who have been or continue to be affected by someone else's addiction. The Family Healing Program helps family and friends to gain a new perspective and gives them the tools to understand how their loved one's addiction affects them personally and the importance of finding peace within themselves first before being able to better support their loved one. It provides freedom from the debilitating effects of the disease of addiction and it creates a space to reset relationships with healthier, clear boundaries and insight of how to communicate more effectively. The Family Healing Program helps family and friends learn how to live their recovery, cope with the challenges and emotions of the journey and regain their own voice. Family members and friends come to us often feeling frustrated, hopeless and unsure of what to do next. Those who participate in the program sessions express feelings of gratitude, better understanding and how the program taught them to unhook from the disease. The Family Healing Program challenges participants to see the role they have been playing in the person's life. With new understanding, the dynamics in the relationship between friends, family and their loved ones in addiction, change for the better.



## THE FAMILY VIEW

“The Family Healing Program & Alumni is a way for us to connect with family members of addicts. We were able to start our healing journey through a five-week intensive course, followed by becoming an Alumni member. We attend weekly meetings with fellow alumni, whether in person or via Zoom. Here we are able to start or continue with the healing process of recovery for the family. Whether you are new to the group or have been with it for a longer time, members of our group share experiences on their road to helping heal and continue the vision of Fresh Start. Primarily, it is a support group for family members of addicts. We read 12-step literature but have no affiliation with Al-Anon.

Everyone in the group has a platform to share their experiences, free from any judgement from group members. We share our path to recovery. For us, this has been a great vehicle to start the healing process and a place to communicate what we are going through with other members who have similar struggles. It is a wonderful program that we would recommend to anyone with these struggles and issues. Thank you so much to the Family Healing Program and Fresh Start for allowing this program to exist and flourish.” - Al and Dorothy Wright

“Fresh Start is my new beginning to a life I am proud of.” -Ashley R. - client



"Fresh Start is a launching pad for my journey to freedom from addiction and taught me that I can accomplish all my dreams and thrive." - Kimberley B. - client



## OUTREACH

The Outreach Department at Fresh Start Recovery continues to support clients after they move on from the facility and complete treatment providing the necessary tools and support, continuing to build on the foundation provided in Fresh Start. Clients leaving formal treatment often face destabilization in significant life areas. Outreach helps clients in some of the following areas: employment support, financial support, legal support, family relationships, social relationships and recovery supports through ongoing recovery coaching. A four-week relapse prevention group is facilitated in Fresh Start's main facilities for those who seek more in their journey.

Successfully completing treatment at Fresh Start is not the finish line and the work does not stop there. Moving away from substance abuse is one thing but living a life filled with happiness, hope and continued sobriety takes ongoing work and strong support system. . And, in order to achieve long term recovery an addict must seek emotional sobriety - being capable of embracing all of one's feelings no longer needing to turn to drugs and alcohol to escape our emotions. An emotionally sober person has taken time to develop a deep inner strength. Our Outreach Team is there to support our clients on their path to emotional sobriety.

The work of the Fresh Start Outreach Department increases the likelihood for positive outcomes for clients leaving residential treatment. By creating a supportive environment where clients can work through challenges commonly faced by those with substance abuse disorder, we provide the greatest chance for success. Fresh Start is eternally grateful to those who provide financial support to the Outreach Department which relies solely on donations for its operations. Your contributions help Fresh Start Recovery to make a real difference in the lives of clients post treatment.



Fresh Start is new beginning and a reason for living." -Michael H. - client





## **PLANTING A SEED**

"Bruce Oake is a beautiful, 43,000 square foot state-of-the-art Recovery Centre in the west end of Winnipeg. It is named after our first-born son Bruce who lost his battle with addiction in 2011 and modelled after Fresh Start Recovery Centre. We are proud of our success but ever mindful that it would not be possible without the ongoing guidance and support of Fresh Start. We consider Bruce Oake to be an unofficial division of Fresh Start".

When Bruce died, my late wife Anne, Darcy (Bruce's younger brother), and I decided to give voice to our grief. Bruce had had some success in long-term treatment, so we knew what we wanted to do. And that was to establish a centre that went far beyond 21- and 45-day programs that offered a continuum of care and didn't discriminate based on ability to pay. It was a lofty goal, and we had no idea how to make it happen. Anne and I spoke at countless events for a few years and managed to raise some money. But we were neutral, with the end goal becoming even more distant. We needed a boost. And then one day... providence! The journey has been long. I believe it to be the fall of 2015 when Lisa Simone, then Fresh Start's National Communications Director, passed through Winnipeg on her way to Ontario. One of our supporters knew her and set up a meeting at a coffee shop. That meeting changed everything.

Lisa proposed the support of Fresh Start and introduced us to Stacey and Bruce. Through many conference calls and meetings from Calgary to Winnipeg and vice versa. This resulted in the unconditional support Fresh Start offered us in finding our path. Also, ensuring we would not become that well-intentioned group of citizens who might be able to get a place built but then what?

Major donors and the Government began listening more intently when we told them how we intended to run Bruce Oake following Fresh Start's successful program. Anne and I never met with a prospective major donor who said no. We always came away with something, and Fresh Start had a lot to do with that.

The relationship thrives, and I think of Fresh Start at every one of our ceremonies of gratitude, ever thankful they took Bruce Oake under their wing. Bruce Oake is helping to change the recovery landscape in Manitoba with the cornerstones of Fresh Start, i.e., a continuum of care and long-term treatment regardless of ability to pay. I hope Fresh Start and all of its supporters are happy your message has spread east. Here it is in one simple sentence: The Bruce Oake Recovery Centre would not exist was it not for Fresh Start.

**-Scott Oake**



“I’m growing in my recovery! And because of all my commitments and growth in these 4 areas (mental, emotional, physical and spiritual), recovery is becoming a lot easier. At first, I struggled but I had to recognize my triggers and be easier on myself. Also, allow myself to be more open.”

-Justice L. - client



## **RESILIENCE**

The word resilience is commonly used in our field in reference to trauma and substance use and has become somewhat the “word of the day”. Resilience is so much more than a catchphrase; it’s importance should not be understated. Resilience is the capacity that one has to recover from difficulties and adjust to change. To recognize and mobilize clusters of strength and use them to overcome hardship and adversity. Through the Fresh Start treatment program individuals build resiliency and learn coping mechanisms to handle difficult circumstances and emotions without turning to drugs and alcohol. Resiliency motivates people to enter the doors of Fresh Start and take that first step propelling them towards recovery.

Usually, when someone who lives with the disease of addiction decides to seek help, they are sick, defeated and broken – the word resilience is not at the forefront of their mind. It is important to remember the strength that it takes for many to survive hardships, difficult upbringing and family circumstances, traumatic childhood or adult experiences and the courage it takes to ask or accept help after surviving adversity. When these folks allow us to walk alongside them on their recovery journey, it is essential to empower and build on the abilities and skills they already possess but may not even know they have.

Many transferable skills can be taken from surviving trauma and the disease of addiction. However, the tricky part is to hone these, so the person is not just trying to survive but can begin to experience life free from drugs and/or alcohol. Historically, humans are tribal beings and excel when they are supported as part of a community. Unfortunately, many people do not receive the support, guidance, or connection in their families of origin. They ultimately recreate the same patterns or behaviours they are trying to escape. Instead of shaming and punishing these souls, they need to be cared for, loved and encouraged until they recognize the strength and ability within them. Only when a person can practice skills in a safe, supported and structured environment can they begin to gain independence and start giving back to their families and communities.

By living life successfully and having the opportunity to serve and help those who also struggle, resilience becomes more than just a word. It transforms into an inherent belief. A belief that Fresh Start has chosen to practice, embody and share with every individual we serve.



# LOOKING FORWARD



Many of you who are familiar with our organization already know Bruce Holstead and Jennifer Kent-Charpentier. They have served with dedication and incredible passion and bring their own stamp to the Fresh Start brand. Bruce, in his new role of Executive Director and Jennifer, as our Director of Operations continue to display dedication and enthusiasm for Fresh Start that is unmatched and unwavering. Under their direction, our organization will continue to ensure the best possible care is provided to the individuals we serve. Bruce believes that every individual in the Fresh Start community has a voice and is a valued member of our family.

Our philosophy is "Every Individual – Recovery for Life." Fresh Start Recovery endeavours to play a part in the journey to recovery of every individual who seeks help. Through helping clients make sense of the many pieces of their life's experience and focusing on improving their mental, emotional, physical and spiritual well-being. We are a mosaic of exceptional individuals that each bring a unique perspective and experience and together we are the pieces that complete the puzzle.

In 2021 we experienced many changes within our organization. We saw changes to our leadership and management team, additional staff members brought on board and new community connections made. As our team continues to grow and staff get comfortable in their roles new ideas emerge and the collective energy builds, as we look toward the future. 2022 will mark Fresh Start's 30th year of operation and 10th anniversary in our current Calgary facility. Everyone has come to appreciate that the sky is NOT the limit for Fresh Start moving forward as we all believe we can accomplish great things together, making our future even greater than we can imagine.

Once again, we want to thank everyone who has supported Fresh Start Recovery Centre over the last 29 years. Your contributions have saved the lives of many. We sincerely hope you will continue to be a part of the Fresh Start mosaic for years to come.



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Kevin Umbach  
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Kim Urban  
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Art Vande Ligt  
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Matthew Veltri  
Michael Verdiel  
Ross Vipond  
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Grant Walker  
Jacob Walker  
Roger Walker  
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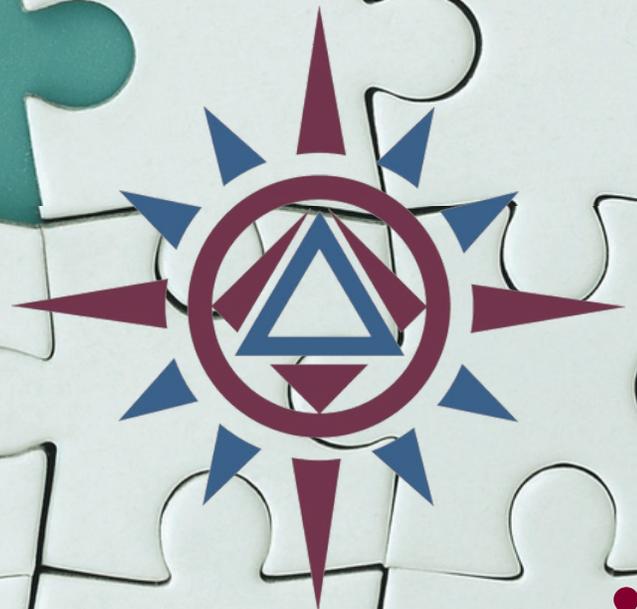
**Fresh Start  
would like to  
thank each and  
every one of you  
for your  
contributions  
and help in  
recovering lives.**

“Fresh Start is the way of life that I found to give me meaning to my new life. It has brought me peace, courage, faith, hope, love and trust. It has helped me to become healthy again mentally and physically. My spirituality has become very strong. My beliefs and growth are going to help me stay sober and my recovery is going to be forever. I love what Fresh Start has brought into my life. Thank you, Fresh Start!”

-Jody D. client

“Fresh Start gives me the chance to learn to love and forgive myself, and to begin to love the life I deserve and have always wanted. It gives me the chance to mend my inner child’s broken heart. Fresh Start teaches me forgiveness and gives me hope.”

-Reanne V. - client



**ONCE AGAIN**  
**FRESH START**  
**RECOVERY HAS**  
**BEEN CHOSEN**  
**AS A TOP 10**  
**IMPACT CHARITY**



CHARITY INTELLIGENCE 2021

**TOP 10  
IMPACT CHARITY**

CHARITY INTELLIGENCE 2021

**TOP 5 IMPACT  
CALGARY CHARITY**

CHARITY INTELLIGENCE 2021

**TOP 10 CANADIAN  
IMPACT CHARITY**

“Some charities create a lot of change with the donations given to them. Others have almost nothing to show for the money coming from donors” says Greg Thomson, Director of Research at Charity Intelligence. “Of the 300 Canadian charities we have analysed for impact, these Top 10 have the highest measurable demonstrated impact. Our calculations estimate this group of Top 10 Impact Charities delivers average returns of almost 7 dollars for every dollar donated, compared with overall average returns of only 1-2 dollars.”

The 2021 Top 10 Impact Charities cover frontline charities providing social services in Canada as well as international programs. Many of these charities bring evidence-based programs to developing countries, like clean water and education, which can produce high impact per dollar.

Fresh Start saves lives and recovers lives. Every day.

Your support helps us continue this vital work.

Please contact Rod Garossino at [rodg@freshstartrecovery.ca](mailto:rodg@freshstartrecovery.ca)  
to talk about how you can help.

Thank you!

---

## INDEPENDENT AUDITOR'S REPORT

---

To the Directors of Fresh Start Recovery Centre

### *Qualified Opinion*

We have audited the financial statements of Fresh Start Recovery Centre (the Centre), which comprise the statement of financial position as at December 31, 2021, 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, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Centre as at December 31, 2021, 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 Qualified Opinion*

In common with many not-for-profit organizations, the Centre derives revenue from fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Centre. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising and donations revenue, excess of revenues over expenses, and cash flows from operations for the year ended December 31, 2021, current assets and net assets as at December 31, 2021. Our audit opinion on the financial statements for the year ended December 31, 2020 was modified accordingly because of the possible effects of this limitation of scope.

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 Centre 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 qualified audit 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 Centre'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 Centre or to cease operations, or has no realistic alternative but to do so.

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



Calgary, Alberta  
May 3, 2022

C&E LLP Chartered Professional Accountants

**FRESH START RECOVERY CENTRE**  
**Statement of Financial Position**  
**December 31, 2021**

	2021	2020
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 2,280,839	\$ 1,097,105
Restricted cash	685,935	405,336
Accounts receivable	290,166	349,784
Holdback receivable (Note 3)	200,000	-
Goods and services tax recoverable	18,624	10,140
Prepaid expenses	1,150	44,909
	<b>3,476,714</b>	<b>1,907,274</b>
<b>PROPERTY AND EQUIPMENT (Note 4)</b>	<b>10,576,876</b>	<b>10,905,149</b>
	<b>\$ 14,053,590</b>	<b>\$ 12,812,423</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable	\$ 169,838	\$ 83,550
Security deposits	33,325	28,765
Current portion of long term debt (Note 5)	233,990	-
Deferred revenue (Note 6)	151,905	-
	<b>589,058</b>	<b>112,315</b>
<b>NET ASSETS</b>		
Operating Fund	2,465,682	1,400,951
Property and Equipment Fund	10,998,850	11,299,157
	<b>13,464,532</b>	<b>12,700,108</b>
	<b>\$ 14,053,590</b>	<b>\$ 12,812,423</b>

\*See notes to Financial Statement  
 @ www.freshstartrecovery.ca

**ON BEHALF OF THE BOARD**

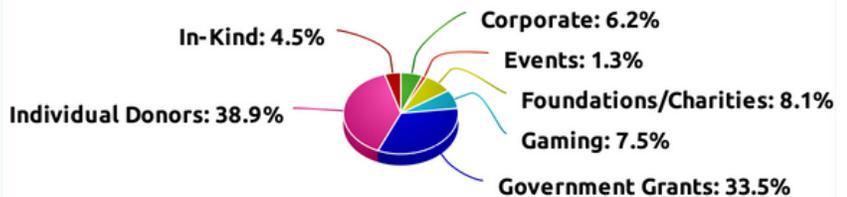


**BOARD CHAIR, CRAIG BORGLAND**



**TREASURER, DALE BURSTALL**

**FRESH START FUNDING SOURCES - 2021**



■ Corporate   
 ■ Events   
 ■ Foundations/Charities   
 ■ Gaming  
■ Government Grants   
 ■ Individual Donors   
 ■ In-Kind

**FRESH START RECOVERY CENTRE**  
**Statement of Revenues and Expenditures**  
**Year Ended December 31, 2021**

	2021	2020
<b>OPERATING FUND REVENUES</b>		
Alberta Health Services - Addiction and Mental Health funding (Note 7)	\$ 2,385,268	\$ 1,475,586
Accommodation	1,485,075	1,238,882
Fundraising and donations	1,189,180	1,239,840
Provincial funding	491,932	-
Interest	9,459	1,884
Government grants	2,700	22,900
Restaurant and food truck sales	-	22,158
COVID-19 government assistance (Note 9)	-	67,575
	<u>5,563,614</u>	<u>4,068,825</u>
<b>OPERATING FUND EXPENDITURES</b>		
Salaries and wages	3,813,735	2,209,065
Program supplies	421,166	276,020
Repairs and maintenance	337,641	127,822
Fundraising expenses	249,391	55,190
Office and administrative	234,882	125,274
Utilities, phone and internet	218,938	187,354
Travel and vehicle	108,971	96,222
Insurance	71,836	45,052
Professional fees	48,299	10,838
Consultant fees	28,766	134,145
Advertising and promotion	23,077	-
Interest and bank charges	10,814	11,348
	<u>5,567,516</u>	<u>3,278,330</u>
<b>OPERATING FUND (DEFICIENCY) EXCESS</b>	<u>(3,902)</u>	<u>790,495</u>
	<b>2021</b>	<b>2020</b>
<b>PROPERTY AND EQUIPMENT FUND REVENUES</b>		
Gain on disposal of property and equipment	25,309	1,438
Interest	-	2,817
Other property and equipment funding	-	275,000
	<u>25,309</u>	<u>279,255</u>
<b>PROPERTY AND EQUIPMENT FUND EXPENDITURES</b>		
Amortization of property and equipment	164,508	171,099
Cafe write-down	-	125,000
	<u>164,508</u>	<u>296,099</u>
<b>PROPERTY AND EQUIPMENT FUND DEFICIENCY</b>	<u>(139,199)</u>	<u>(16,844)</u>
<b>TOTAL (DEFICIENCY) EXCESS OF REVENUES OVER EXPENDITURES</b>	<u>\$ (143,101)</u>	<u>\$ 773,651</u>



# FRESH Start

RECOVERY CENTRE

**Every Individual - Recovery for Life**



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