



# annual *report*

2025-2026





# Land Acknowledgement

Turning Leaf Support Services acknowledges and respects that the lands on which we gather are the traditional lands of **Treaty 1**, the original lands of the Anishinaabe, Anisininew, Cree, Dakota, and Dene Peoples, and the National Homeland of the Red River Métis. We acknowledge that northern Manitoba includes lands that were and are the ancestral lands of the Inuit. Our work also extends throughout **Treaty 2**, the original lands of the Anishinaabe, Anisininew, Cree, Dakota, and Dene Peoples, and the National Homeland of the Red River Métis, **Treaty 4**, the original lands of the Cree, Saulteaux, Dakota, Nakota, and Lakota Peoples, and the National Homeland of the Red River Métis, and **Treaty 5**, the original lands of Opaskwayak Cree Nation, the Anisininew, Cree and Dene Peoples, and the National Homeland of the Red River Métis. We respect the original intent of the Treaties that were made on these territories, we acknowledge the harms of the past and the resulting intergenerational trauma, and **we dedicate ourselves to moving forward in partnership with Indigenous communities in the spirit of truth and reconciliation.**

## Truth + Reconciliation Statement

Turning Leaf Support Services recognizes the **strength, suffering, resilience and rights** of our Indigenous friends and family. We are dedicated to fostering **meaningful partnerships and relationships with Indigenous employees, Elders, and Community**. We understand they are the survivors and the Story-tellers who voiced the Truth that inspired the **Truth and Reconciliation Commission of Canada (TRC)** and the resulting **94 Calls to Action** (established June 2, 2008), the purpose of which was to document the true history of Canada and the **lasting impact of Indian residential schools on Indigenous children and their families** – then, now, and for generations to come. Turning Leaf Support Services is committed to **building our understanding of the past and implementing the Calls to Action of the Truth and Reconciliation Commission's Final Report** (December 2015). We recognize this report is intended to serve as a guide to redress the harms of colonization and advance the process of reconciliation.

We acknowledge and respect the truths of more than **2,380 family members, survivors of violence, and Knowledge Keepers** shared over two years of cross-country public hearings and evidence gathering during the work of the **National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)**. Turning Leaf Support Services is committed to understanding and implementing the **231 Calls for Justice of the Reclaiming Power and Place: The Final Report on National Inquiry into Missing and Murdered Indigenous Women and Girls** (June 2019), which are directed at governments, institutions, social service providers, and all Canadians. We know that as Canada moves into an era of reconciliation with First Nations, Métis, and Inuit Peoples, **health and wellness and economic development are at the heart of families and communities**. Turning Leaf Support Services pledges to continue to:

- Provide **education for management and all employees** on the history of Indigenous Peoples, including the history and legacy of Residential schools, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), Treaties and Indigenous rights, Indigenous law and Indigenous-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism. (TRC 92-3)
- Provide **cultural competency training for all** Turning Leaf Support Services employees to deepen the teachings for across the organization. (TRC 23)
- **Increase the number of First Nations, Métis, and Inuit employees** at Turning Leaf Support Services. (TRC 23)
- **Ensure the retention of First Nations, Métis, and Inuit employees** at Turning Leaf Support Services. (TRC 23)
- **Recognize and support Indigenous healing practices in Turning Leaf programming and services** and when requested by Indigenous clients, in collaboration with Indigenous healers and Elders. (TRC 22)

We acknowledge the steps to end and redress **Missing and Murdered Indigenous Women, Girls, Two-Spirited, and Gender Diverse People (MMIWG2S+)** must be no less monumental than the combination of systems and actions that has worked to maintain colonial violence for generations. A permanent commitment to ending MMIWG2S+ requires **addressing the four pathways explored within the Final Report of the National Inquiry into MMIWG**, namely:

- historical, multigenerational, and intergenerational trauma;
- social and economic marginalization;
- maintaining the status quo and institutional lack of will; and
- ignoring the agency and expertise of Indigenous women, girls, and 2SLGBTQQIA+ people.

*In the spirit  
of truth &  
reconciliation.*



# Services Location Map

Twenty-one years ago Turning Leaf began by **supporting one client**, and today our services span **two provinces and ten communities**, serving **736 vulnerable and marginalized individuals**. We are excited and proud to continue working towards expanding to more communities throughout the prairies. Our steady growth is not only a testament to the good and crucial work we're doing each day, but it **speaks to the ongoing need, particularly in under-served communities**, where barriers to and lack of supports leave folks without the services they need to help them live the most safe, healthy, independent and happy lives they can. We are proud to continue to build **strong and meaningful bridges to services for people facing mental illness and disabilities**.



COMMUNITIES WHERE WE  
CURRENTLY PROVIDE SERVICES



COMMUNITIES WHERE WE HAVE  
REFERRALS/EXPECT SERVICES  
TO BEGIN SOON







## Board President + Chair Message

This past year has been one of **meaningful transformation, steady growth, and renewed purpose** for Turning Leaf. As we reflect on 20 years of service, I am reminded that our story has always been about **people, the individuals we support, the staff who walk alongside them, and the communities that trust us**. Our mission, rooted in **dignity, compassion, and unconditional acceptance**, continues to guide **every step we take**.

In 2025–26, we continued to **build momentum**. Initiatives like myTurningLeafAdvantage and Fit to Grow framework ensure that **those who care for our participants are themselves supported and equipped to thrive**. As we look ahead, we do so with **optimism and determination**, committed to **expanding thoughtfully, innovating boldly, and leading with the values that have defined us for two decades**.

Turning Leaf's greatest strength remains its people. To our employees, Board of Directors, partners, funders, and the families who place their trust in us, **thank you**. And to the participants who allow us to walk alongside them: **your courage and resilience inspire everything we do**. Together, we will continue **building a future** where every person has the opportunity to feel **safe, supported, and empowered to live their best life**.

With gratitude,

Todd Boldt  
Board of Directors President and Chair



## Founder + CEO Message

Welcome to the 2026 Annual report!

I have had the honor of being asked to share my thoughts in this annual report for over 20 years. Each time I set pen to paper **I am reminded of the incredible year we have had** and the **truly gifted and dedicated people who have chosen to walk this path with us**. This year, our focus has been on our people. We have seen the **750+ employees** to this organization **give tirelessly** to our participants, **making their lives better in real and measurable ways**. It is for that reason that we as an organization chose to dedicate our efforts to **enhancing the work and out-of-work lives of our employees**. In the subsequent pages, you will read about the initiatives that **improve our employees' mental, physical and financial health**. You will read about hundreds of face-to-face conversations leadership has experienced with employees across Manitoba and Saskatchewan. And you will most certainly **feel the gratitude Turning Leaf has for every employee and our deep desire to celebrate their successes with them**.

If you are new to Turning Leaf, read on. I am confident that by the end you will share my desire to **be a part of this meaningful, highly impactful, and exciting organization**. We'd love to have you join us on this path!

Respectfully,

Barkley J. Engel  
Founder and CEO



# About Us

We are a non-profit, charitable organization that provides treatment, crisis intervention, and support services to people living with **mental illness** and **disabilities**. Our headquarters is located in Winnipeg, Manitoba and we have branches in Brandon, Portage la Prairie, Selkirk, Winkler, The Pas, Dauphin, Regina, and Moose Jaw.

## Who Does Turning Leaf Support?

The participants of our programs are often **deeply impacted by their circumstances** which can become **barriers to living safely and independently** in the community. Generational trauma, homelessness, poverty, addictions, discrimination, sexual exploitation, societal stigmas, and lack of access to resources are some of the barriers our participants face every day.

## What Supports Does Turning Leaf Provide?

Our support is **customized** to every individual's **needs**. We offer Community Support, Day Service, Intensive Home Supports (formerly Residential Services) which includes emergency housing, 24-hour shift-staffed homes, Cluster housing, and Home Share. We also offer After-Hours Crisis Response, Harm Reduction Support, Clinical Services, Indigenous Services and more.

## Why Choose Turning Leaf?

Our support is **customized to each person**. We believe that **everyone has the right to make their own choices**. We understand that everyone is doing their best to move forward in life in a positive way. A poor decision with a negative outcome does not change this; we regard these decisions as honest efforts to meet needs. Turning Leaf understands that **everyone has the right to be safe and supported** and to be treated with **dignity and respect**. A **person-centered approach to support** means that we **empower** participants to **take the lead in their own life**, without judgement.

## How Does Someone Get Support?

A person who is referred to Turning Leaf must be **both open to services** and **connected to a government funding agent** such as CLDS (MB), CLSD (SK), or PASS (MB). If you are not connected, **our skilled Intake team is here to help you navigate these systems**. From there we can move forward with the **application process** to determine your **eligibility** and how to **meet your needs**.

## How Can You Be Part Of Change?

Turning Leaf makes a **positive and meaningful impact on vulnerable people's lives** every single day, and **you can too**. Working here is **deeply rewarding** and many of our employees say they've found their life's purpose here. We are **always growing and we are always hiring**, in every region. For current career opportunities and to apply, please visit our website [here](#).





# Mission, Vision, Values + Duty of Care

## Mission

Turning Leaf provides treatment, **crisis intervention**, and **support services** to **vulnerable people living with mental illness and disabilities**.

## Vision

Turning Leaf's vision is to **enhance the lives of those living with mental illness and intellectual challenge** through **unconditional acceptance and empowering change**.

## Values

Turning Leaf's values are grounded in the shared belief that **every human being is valued and deserves compassion, empathy, and kindness**. Our attitudes and behaviours bring our values to life each day, helping us achieve new levels of **accessibility, justice, diversity, equity, and inclusion** – for our participants, our organization, and our community. We **renew our commitment to these values every day**, with every participant, with each other, and in every interaction.

## Duty Of Care

As members of Turning Leaf, we are **guided by the belief that people can change for the better**, and that each person is doing the best they can with the tools, resources, and experiences they have. We bring this belief to life by **engaging vulnerable and marginalized people with respect, compassion, and a person-centered approach**. Through our work, we offer **practical tools and resources**, while **modelling the attitudes and behaviours** that **support growth, stability, and positive change**. Our values are rooted in the **power of relationships** and reflected in **how we show up each day** – in our actions, our choices, and our commitment to one another. **Together, we pursue:**

*Equity Empowerment  
Social Justice Innovation*





# Inclusion, Diversity, Equity + Accessibility (IDEA)

Turning Leaf is committed to ensuring every participant and employee, in all their diversity, feels welcome, safe, represented, and unconditionally accepted.

## Idea Partnerships

Our ongoing partnership with **MESH Insights** helps us **measure IDEA progress** and **gather employee feedback** to support a **safer, more respectful, and barrier-free workplace**.

In 2025, with a **\$40,500 Manitoba Accessibility Fund grant**, we partnered with **Design de Plume**, an Indigenous and woman-owned creative agency focused on equity and accessibility, to help us remove accessibility barriers and **meet or exceed Accessibility for Manitobans Act standards**.

## Accessibility Standards

The **Accessibility for Manitobans Act** requires non-profit organizations like Turning Leaf to meet accessibility standards in customer service, employment, and information and communications, helping to reduce barriers for Manitobans with disabilities. We are proud that **our website exceeds** Manitoba's WCAG 2.1 Level AA accessibility requirements. We are also training employees to **create accessible documents** and **continuing to look for ways to remove barriers wherever possible**. Our Human Resources and Administration department has **implemented inclusive hiring practices** to support people with disabilities **throughout the full employment process, from job posting and application to interviews, hiring, onboarding, and beyond**.

## Idea Council

In 2025, we formed the **employee-led IDEA Council** to help guide Turning Leaf's commitment to an **inclusive, diverse, equitable, accessible, and safe environment** for employees, participants, and everyone connected to the Agency. The Council includes employees from **all regions, role types, and diverse backgrounds**. Its primary objectives are to:

- **Drive systemic change** across the Agency.
- Provide input **aligned with our strategic plan, mission, and values**.
- Embed IDEA principles in **policies, programs, culture, and operations**.
- Advise on **cultural safety, representation, and inclusive service delivery**.
- Support **timely leadership responses** to Council feedback and recommendations.

We are proud to have an employee-led IDEA Council focused on advancing inclusion, diversity, equity, and accessibility, while supporting meaningful systemic change. **We look forward to seeing how the IDEA Council helps strengthen Turning Leaf as a safe, healthy, and barrier-free workplace and community in the years ahead.**





# Board of Directors

Turning Leaf's Board of Directors is the **governing body of our non-profit, charitable organization** and the role of our board members is to focus on high-level **strategy, oversight, and accountability**. Our Board of Directors is a **dedicated group of professionals** from a wide-range of sectors who bring a **sincere interest in the support we provide vulnerable people** in the communities we serve. We thank the Board for their ongoing **counsel and support** and for their **commitment** to Turning Leaf and the **marginalized people** we walk alongside.



**TODD BOLDT**  
Board President + Chair



**DR. SHASHI GOEL**  
Board Vice President



**CASSIE ALLEN**  
Board Treasurer



**GAIL SARKANY**  
Board Director



**KRISTIN GIBSON**  
Board Director



**CAT ROSS**  
Board Director



**BRANDON WOZNAK**  
Board Director



**EBENEZER KOLAWOLE**  
Board Director





# Executive Leadership

Turning Leaf's Executive Leadership Team is an incredibly **experienced, proficient group of professionals** whose **collective skill, talent, leadership, and deep empathy for the vulnerable population we serve** continue to set this organization on **a path of success and growth**. They dedicate themselves each day to **embodying our values of unconditional acceptance and empowering change**.



**BARKLEY J. ENGEL**  
*Founder + CEO*



**JENNIFER BIGGS**  
*Chief Operating Officer  
of Community-Based Treatment*



**CHRISTINA BARTON**  
*Chief Operating Officer  
of Intensive Home Supports*



**RENEE VOSS**  
*Chief Administrative Officer*



**SWANI LANDRY**  
*Chief Marketing and  
Communications Officer*



**MAURA LEAHY**  
*Chief Financial Officer*



**KENT SMITH**  
*Chief Information Officer*









Over the past year, the Intake team helped **133 individuals** in Manitoba and Saskatchewan **begin services** across our Community-Based Treatment, Intensive Home Supports, and Day Services programs.

As the first point of contact for people coming to Turning Leaf, our team takes pride in **meeting individuals where they are at**, learning about their needs, and helping build **support plans that fit their situations**. Reaching out for help can feel overwhelming, so we work to make the process easier by **getting to know each person, understanding their goals, and identifying the right supports**.

Using a **person-centred approach**, our **amenability meetings** help guide this work. During the meeting, we learn more about the individual, confirm service fit, review **safety concerns**, and begin **setting goals**. We also work closely with clinical and **case management teams** to ensure the process remains thoughtful, treatment-focused, and supportive.

This year, the team helped **18 individuals transition between services** as their needs or goals changed. This included moving into **intensive home supports** when more support was needed, or toward a **more independent model** when someone was ready. Reviewing needs and adjusting supports is key to maintaining effective services that continue to meet participant goals.

A key highlight was expanding **community-based services to the Dauphin region**. This had been a long-term goal, as the need was clear. Our team had stayed connected with individuals from the region who had reached out previously, and many were ready to begin once services became available. Services officially started in **July 2025 with seven individuals**. Since then, we have seen **strong progress, growth, and positive connection-building** in the region.

The strength of the Intake team is also reflected in **individual success stories**. One example is a young woman first referred for a **home share placement**. At the time, serious concerns, including fire-setting behaviour, meant placement was not possible. Over the next year, the Intake team worked closely with **Child and Family Services** and **Community Living disAbility Services** to stay updated on her progress. When a new **cluster apartment** became available, we reassessed and recognized how far she had come. She moved into **her own apartment** and is now **doing well in her new home**.

The team also responded to **266 inquiries** from community members by phone and email, along with many drop-in visits at our Head Office. Navigating services can be confusing, and our team helps people find the **right supports**. When possible, we also help individuals **explore funding options**, including **Community Living disAbility Services in Manitoba** and **Community Living Service Delivery in Saskatchewan**.

At times, individuals leave services because of relocation, incarceration, hospitalization, or changing needs. The Intake team often hears from people who want to return. Many remember the **connections they made** and feel hopeful about trying again. We believe it is important to **keep the door open**. When someone is ready to come back, we work closely with **CLDS and PASS** to understand what needs to be different to support their success moving forward.



**133**  
NEW CLIENTS  
RECEIVING  
SUPPORT



Our Community-Based Treatment department is made up of **a wide spectrum of programs and support models that meet the needs of the vulnerable, at-risk populations we are fortunate to walk alongside**. Like Turning Leaf's ethos, this department **truly meets folks where they are at**. The department serves roughly **80% of Turning Leaf's participants** and has seen significant growth over the last year. We are proud to share some of the highlights from the Community-Based Treatment department this year.

## Supported Independent Living

Turning Leaf Support Services' Supported Independent Living program provides person-centred support to vulnerable adults living with mental illness, intellectual disabilities, and complex needs. **The program helps participants live as independently as possible while building stability, confidence, and connection in the community.**

Supports are guided by each person's **goals, strengths, needs, and choices**. Employees work alongside participants to **build life skills**, maintain **safe and healthy homes**, attend appointments, manage routines, access resources, and strengthen relationships. Support may also include **budgeting, medication reminders, meal planning, transportation, problem-solving, emotional regulation, and crisis prevention**.

The program recognizes that **independence looks different for everyone**. Some participants need regular support to maintain **housing and wellness**, while others are working toward **greater autonomy**. Through flexible, relationship-based support rooted in **dignity, respect, consistency, and trust**, the program helps participants improve their **quality of life** and remain safely connected to their **homes, communities, and natural support networks**.

## Community Cluster

This year marked an **important period of growth** for our **Crisis Response Team (CRT) Cluster Program**. With one **Senior Case Manager** now overseeing all **CBT Clusters**, and the **Crisis Response Case Manager** providing additional clinical oversight, we have strengthened **consistency, leadership, risk reduction, and support across locations**.

The **CBT Cluster Program** has also built a meaningful partnership with **Ninedinewaymak** and the **Community Safety Host program**, especially in Winnipeg's **North End**. We are honoured to bring the teaching of **wāhkôhtowin** into our work across all CBT Clusters. This Cree teaching reminds us that we are **all connected** and share a responsibility to **care for one another**.

Multiple Cluster locations have allowed us to **respond safely when participant needs change**. This year, one individual was moved to another property after unsafe connections were made, while another successfully transitioned into **independent living** and continues to **thrive**.

We have also strengthened our partnership with the **IHS team**, with one apartment building now including both **CBT and IHS Cluster units**. This allows employees to share knowledge, provide **more coordinated support**, and create a **safer, more stable environment**.

Looking ahead, we are excited to create a **"Den"** at our original Cluster location: a welcoming space for **meals, programming, movie nights, connection, and community**.

# COMMUNITY-BASED TREATMENT





## Day Services (MB + SK)

Our **Day Services programs** are thoughtfully designed to create opportunities for individuals to **connect, build skills, and participate meaningfully in their communities**. Across **Manitoba and Saskatchewan**, we provide welcoming, inclusive environments where participants can develop **independence, form relationships, and experience a strong sense of belonging**.

Participants engage in a variety of activities, including support with **SMART goals, life skills workshops, access to Indigenous Services**, including **Elder-hosted activities**, opportunities for employment through **Turning Leaf Community Workforce**, support with vocational goals such as **job hunting, resume building, and interview preparation, and opportunities for volunteering**.

Our Day Services support individuals with a wide range of **abilities and support needs**. We also offer **Specialized Day Programs** for individuals who benefit from more structured environments and enhanced supports. These programs serve individuals with **Autism Spectrum Disorder (ASD)**, other intellectual disabilities, and **complex behavioural needs**. A team-based approach ensures supports are **consistent, responsive, and tailored to each individual**. The Specialized Day Programs are equipped with **Augmentative and Alternative Communication techniques and autism-specific training**. By focusing on **relationship-building, communication, and routine**, these programs help participants feel safe, understood, and engaged.

Demand for **Day Services** remains strong, and programs continue to grow across regions.

This year, we had **183 participants across Manitoba and Saskatchewan**. We welcomed a total of **29 new participants** into our Day Programs and look forward to continuing to make this service available to more individuals, including **expanding into our northern regions where communities are underserved**.

### Key areas of programming, learning + support:



**183**  
PARTICIPANTS  
ACROSS 8  
DAY PROGRAMS





## Social Enterprise

During the **2025–2026 fiscal year, Turning Leaf Community Workforce (TLCW) – our Social Enterprise program**, continued to create **meaningful employment opportunities** for participants, while delivering valuable services to the organization and the wider community. Through structured, hands-on work, participants were able to build **practical job skills**, gain experience, and contribute to services that directly support **community well-being** and strengthen participants' confidence in workplace settings.

Over the year, **30 participants were employed by TLCW**. Participants engaged in a variety of work opportunities, including **moving services, mattress deliveries, junk removal, dump runs, lawn care, and snow removal**. These experiences helped participants strengthen transferable skills such as **teamwork, time management, communication, accountability, and responsibility**, all within a supportive and encouraging work environment that recognized individual strengths, learning needs, and individual readiness for employment.

A key area of impact this year was the continued coordination of the **Leftovers Food Rescue Program**. This initiative helps reduce **food insecurity** among participants and programs by recovering and redistributing surplus food. During the reporting period, TLCW helped rescue and distribute a total of **40,000 pounds of food**, roughly **\$120,000 worth**, to participants and community members. This resulted in roughly **1,000 hampers** being delivered to folks experiencing food insecurity throughout the year. This food was shared across programs to ensure it reached individuals and families who needed it most, while also supporting more **consistent access to nutritious food** within the Turning Leaf community.

The program also supported the distribution of **essential donated items**. This included more than **60 mattresses donated by Sleep Country**, for a value of roughly **\$12,000**, and they were delivered to participants moving into stable housing. These donations helped individuals create **safer, more comfortable living spaces** as they transitioned into housing stability, and reduced barriers for participants who may not have had access to these basic household essentials.

In addition to its community-facing services, TLCW provided important support to **Turning Leaf's internal operations**. By completing participant moves, mattress deliveries, snow clearing, dump runs, and other service tasks, the program reduced the need for outside contractors and helped the organization save an estimated **\$6,000** over the year.

This year, TLCW worked closely with case managers and other teams to respond to emerging needs and keep services **flexible, timely, and participant-centred**. The program also reflected Turning Leaf's commitment to **Truth and Reconciliation** and **IDEA** by supporting fair access to employment opportunities for participants from diverse backgrounds, identities, and lived experiences.

Looking ahead, TLCW will focus on expanding employment opportunities, strengthening service tracking, and building partnerships that **support community impact and long-term sustainability**.



**\$120K**  
**OF RESCUED**  
**FOOD DISTRIBUTED**  
**TO PARTICIPANTS**



## After-Hours Crisis Response Team

Turning Leaf's **Crisis Response Team (CRT)** provides specialized **after-hours support** to participants experiencing crisis. The team uses a **person-centred, trauma-informed approach**, with the goal of responding to **urgent needs**, reducing harm, and ensuring participants continue to receive support outside regular office hours.

Looking ahead, the CRT will continue to keep **Truth and Reconciliation and the 94 Calls to Action** at the centre of its work. Four key areas guide this approach: **Justice, Health, Child Welfare, and Professional Development**. The CRT also uses an **Indigenous harm reduction** approach, which means reducing the immediate risks of substance use while also recognizing and addressing the long-term impacts of colonialism. This approach supports healing through **reconnection to culture, identity, and spirit**, while rethinking what recovery can look like.

In the area of **Justice**, the CRT works to reduce the overrepresentation of Indigenous people in the justice system through **crisis intervention, de-escalation, safety planning, and advocacy**. The team supports vulnerable Indigenous adults, including those living with FASD, while working to prevent further harm and legal system involvement. The CRT also helps address the crisis of **Missing and Murdered Indigenous Women, Girls, and Two-Spirit people (MMIWG2S+)** through wellness checks and searching for individuals who are missing or at risk.

In the area of **Health**, the CRT works to reduce barriers and improve access to healthcare through **intervention, safety planning, and advocacy**. This is especially important for Indigenous participants who may face additional challenges related to disability and systemic racism. The CRT also supports access to **Indigenous healing practices** and connects participants with **Turning Leaf's Indigenous Services** when spiritual support is appropriate.

In the area of **Child Welfare**, the CRT supports participants who are parents, with a **strong focus on Indigenous families**. In Manitoba, between 1998 and 2019, **Child and Family Services had open files with 50% of Indigenous parents**. During that time, **27% of Indigenous birthing parents** experienced the removal of one or more children—almost six times higher than non-Indigenous parents. Indigenous parents also experienced termination of parental rights at **five times the rate** of non-Indigenous parents. The CRT considers these realities when responding to crises, with the goal of preventing **unnecessary child welfare involvement** and reducing further harm.

In the area of **Professional Development**, all CRT team members take part in **ongoing learning** to strengthen their understanding of Indigenous perspectives and improve the support they provide.

Over the past year, the CRT completed **453 hours** of wellness checks, **38 hours** of direct intervention for suicidal ideation, and **2,426 hours** in the community searching for participants who were missing, at risk, or difficult to reach. The team also spent **53 hours** working with emergency services and first responders.

To support **crisis response across programs**, the CRT identified the need for a dedicated vehicle. In March 2026, the CRT received a **\$30,000 grant from The Winnipeg Foundation** to begin building a customized vehicle and will seek additional funding to complete it.





## Clinical Health Program

Our **Clinical Health Program** supports both **mental and physical health through person-centred, culturally sensitive, and informed care**. As demand grows, we continue to improve service delivery while supporting employee development through training led by our **therapists, consultants, and specialists**. This work helps ensure participants receive **thoughtful, coordinated support** while employees continue building the skills needed to respond to **complex needs**.

It was another busy year for the program, including our **in-house nursing services**. The nurse provides participants with a **calm, welcoming place** to access basic medical care and follow-up support. Many participants face barriers to navigating the health care system and may avoid care as a result. This year, the nurse provided care in **63 instances**, which is a clear increase from last year. This growth shows that participants are **building trust with Turning Leaf** and feel more comfortable seeking help. We now support both a regular group of participants who access the nurse and **many walk-ins**.

**One-to-one therapy** remains a core part of the Clinical Health Program. Participants are matched with therapists whose skills and experience align with their needs. Our **flexible, collaborative therapy team** meets participants where they are, offering support **in person, by phone, or online** across Manitoba and parts of Saskatchewan. Over the past year, more than **700 hours of one-to-one therapy** were provided. In addition, our clinical team delivered **212 hours of training** to Turning Leaf employees and managers, sharing their knowledge and expertise.

We also continue to benefit from the support of a **clinical psychologist**, whose guidance helps our teams better understand participant needs and strengthen support plans. Together with our **in-house psychologist candidate**, they provided more than **172 hours of consultation** this year, giving teams opportunities to review approaches, apply **evidence-based practices**, and build stronger connections with participants.

Our **addictions group** remains an important part of the program. Participants struggling with addiction can access **peer support, case management, and guidance** from a therapist who specializes in addictions. The group has had up to **seven members** and involved more than **150 hours of planning and facilitation**. Over the past year, participants spent a combined total of more than **three months in treatment facilities**, with some moving on to long-term treatment and rehabilitation. The group also welcomed a guest speaker: a Turning Leaf participant who has been **sober for four years** and now works as a counsellor at a Winnipeg treatment facility. **Her story inspired the group**.

Looking ahead, we are exploring new ways to support **participant health and wellness**. We are also expanding service delivery by visiting participants in their **homes and day programs**. This approach supports more **person-centered care** and gives direct support teams opportunities to learn by seeing clinical support in action. By continuing to **grow and adapt**, Turning Leaf remains a leader in **clinically informed services** and is committed to providing the best possible support to participants.

**700**  
**HOURS OF**  
**THERAPY**  
**DELIVERED**





## Indigenous Services

Indigenous Services is an **Indigenous-led** program within Turning Leaf that **welcomes all cultures and beliefs**. For many participants, this work supports **reconnection to culture**, or **connection for the first time**, strengthening **identity, healing, and belonging**. Guided by the Elder who joins us, and supported by Skaabes, employees, community Knowledge Keepers, and Helpers, programming is rooted in **Truth, Ceremony, Teachings, safety, dignity, kindness, and acceptance**. Participants remain at the heart of this work, and gatherings create space for learning, connection, and **walking together in a good way**.

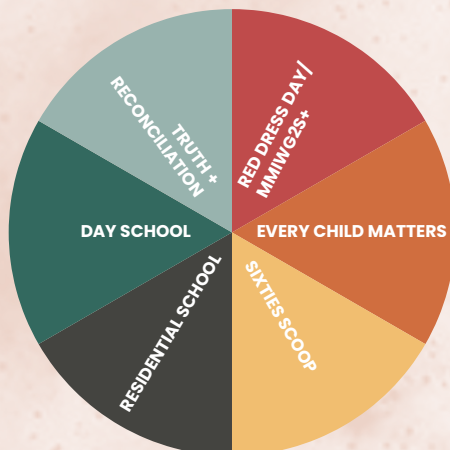
This year, participants, employees, and community helpers came together through **Marches, Ceremonies, and events** that honoured the **Solstice, Red Dress Day/MMIWG2S+, National Day for Truth and Reconciliation/Orange Shirt Day, Indigenous Veterans Day, Remembrance Day, Indigenous Peoples Day, and our annual participant holiday lunch**. These gatherings, both in-house and in the community, included **Singing, Drumming, Feasts, and walking together**. Participants also helped with our **20th anniversary event by preparing Medicine Bundles** for guests, reflecting their growing role as **helpers and contributors**.

Skaabes who join us play a central role in supporting the Elder and programming through **Singing, Drumming, Teachings, Feasts, and cultural connection**. Throughout the year, employees took part in Sharing Circles and Teachings, both virtually and in-person. We hosted a weekly drop-in Cultural Group and weekly Traditional Drumming/Singing, and **both were almost always attended to full capacity**. We also provided ongoing one-on-one Cultural Support for any participant or employee who wanted it, along with visits to rural locations, Day Program Cultural visits, and Traditional Memorials for those we've lost. We attended 22 Sweats, offered Medicine Picking and Tipi-pole-making, and delivered the Blanket Exercise twice, **creating space for reflection and truth-telling** about historical genocide, Residential Schools, the Sixties Scoop, and **their lasting impact on families, communities, culture, identity, and self-worth**.

The important work of Indigenous Services contributes to our commitment to Truth and Reconciliation through **action, awareness, learning, sharing, and healing**. Looking ahead, we will continue to **walk in a good way** with participants, employees, and Indigenous communities, **strengthening relationships and shared learning while supporting healing, belonging, and a stronger path forward, together**.

We extend our gratitude to **Elder Delvina Kejick, Motherheart**, for her guidance, teachings, and walking this path alongside us.

**Areas of Awareness, Learning + Acknowledging this year.**





Over the past year, **Intensive Home Supports (IHS)** grew while staying focused on **participants and the communities we serve**. We opened **four 24-hour shift-staffed homes in Winnipeg, Selkirk, and Portage la Prairie**, supporting **six participants** to move into their own homes. We also opened **11 Home Shares** across Manitoba. In fall 2025, Home Share gained a dedicated **three-person case management team**, with leadership rotating every three months.

We supported a full team move from one Cluster building to another. Employees reported feeling **safer, more supported, and happier** at their new **Langside location**. In Saskatchewan, we also moved a 24-hour shift-staffed home to a new location, where both the participant and staff are now doing well.

Across the department, we continued to grow our workforce. We hired **three staff in Winkler, 20 in Portage la Prairie (with two promotions), 24 in Selkirk (with three promotions), 22 in Winnipeg (with eight promotions), and eight in Saskatchewan**. These additions helped us strengthen our teams and provide **consistent, high-quality support**.

This growth reflects more than an expansion of services; it shows **the department's ability to respond thoughtfully to individual needs while building stability across regions**. Each new home, staffing change, move, and participant milestone required **planning, flexibility, and strong communication** between teams, families, community partners, and participants. As services expanded, the focus remained on creating environments where people could feel **safe, respected, and supported to build skills, make choices, and take meaningful steps toward greater independence**. This balance of growth, responsiveness, and person-centred care continues to guide Intensive Home Supports as the department strengthens across Manitoba and Saskatchewan.

We also saw **important progress in participant outcomes**. Two participants who had not eaten solid food for several years have now transitioned to **soups and other soft foods**. In Saskatchewan, three participants moved from 24-hour shift-staffed homes into **independent living**, and two others in a nearby community **found employment**.

The team also supported approximately **40 participants in applying for settlements**. We helped others apply for **Indigenous Status Cards**, which can provide access to additional **services, benefits, and supports**.

This year also brought challenges. A **ceiling collapse** required us to quickly find **temporary housing for three participants** for several weeks. While this was disruptive, it showed the **strength of our team**. The team responded quickly and worked together to ensure participants continued to receive **safe and consistent support**.

Our commitment to **equity, cultural safety, and reconciliation** remains central to our work. We honour **participant choice**, including cultural preferences for caregivers, and consider **accessibility, language, provider experience, and Elder consultation** when planning supports.

Our teams are trained in **Indigenous history, support cultural practices, use trauma-informed communication**, and encourage family involvement in participant decision-making.

# INTENSIVE HOME SUPPORTS









The **Human Resources and Administration team** supports the people who make the Agency what it is. They help create a workplace where **teamwork, growth, and inclusion** are part of the everyday work. From hiring new employees to **supporting overall workplace well-being** through our **myTL Advantage** – our wraparound employee care initiative that brings together the **benefits, supports, and total package available** to employees in one place. The HR and Admin team **keeps operations running smoothly** and their work helps build a culture of **respect, resilience, and belonging**.

This year, the HR and Admin team invited employees to **share feedback** through **surveys and focus groups** on **well-being, benefits, work-life balance, and safety**. This feedback helped **shape a plan** to **improve the employee experience** and **promote fairness and inclusion** across the Agency.

We are proud to have promoted **49 employees this year**, representing **6.59% of the Agency**. We also welcomed **158 new hires**. At the same time, we maintained a **low average monthly turnover rate of 1.47% across the organization**.

Several key areas for **growth** were identified, including the need for a **dedicated Safety and Health Coordinator** to better **support employee well-being**. The Agency was also recognized for the **fourth year in a row** as one of **Manitoba's Top Employers**.

New policies were introduced around the **leave of absence process**. These changes have helped reduce the number of employees taking **extended time away from work**. The goal of these policies is to support employees in **staying connected to their roles** while still having the flexibility to manage **personal and family needs**.

## Recruitment (Manitoba)

The **Recruitment team** continues to play an important role in building a **strong and diverse workforce**. Their work supports the long-term growth of the Agency by focusing on **inclusive hiring, internal career development, and strong community partnerships**.

This year, the team focused on **growing the workforce** to meet increasing program needs across different locations. This included supporting **internal career movement, improving hiring practices, and working closely with other departments** to respond to changing staffing needs.

Recruitment visibility increased by **38.9%** across multiple channels, showing stronger engagement from candidates. Last year, we made **3,989 candidate connections, up 38% from the previous year**. Candidates came primarily through online job boards, referrals, and social media, with Indeed taking the top spot.

We improved the hiring process with these new initiatives:

- A **voluntary, self-identification** section in applications to **support diversity** and to capture **Indigenous representation** in the candidate pool.
- An **accommodation option** to remove barriers during the hiring process, including help with costs related to **background checks**.
- A stronger focus on **internal hiring and promotions**, helping reduce **onboarding time and support employee career growth**.

INDUSTRY LOW  
**1.47%**  
AVERAGE  
MONTHLY  
TURNOVER RATE

# + HUMAN RESOURCES ADMINISTRATION



The team also worked closely with **Marketing and Communications** to create **recruitment materials for different regions, including northern communities**, helping support hiring for both **existing and new programs** and ensuring staffing levels were maintained across the organization.

Looking ahead, the **Recruitment team** will continue to focus on building a **strong and inclusive workforce**. This includes increasing outreach in **Indigenous communities**, working with **local partners**, and identifying ways to **remove barriers in the hiring process**. The team will also continue to support **leadership development** by identifying and growing **internal talent**, helping ensure **smooth transitions and long-term stability** across programs.

## Recruitment (Saskatchewan)

The **HR department in Saskatchewan** has effectively developed a **pool of potential new hires** to meet future staffing needs. To enhance the efficiency of recruitment efforts, the department focused on using **new job boards** such as **Start with Hello (SARC)** and attending **career fairs**, including refugee hiring events and Seniors Moose Jaw events, to attract potential individuals with **diverse skills and experience**.

To support the strategic initiative of leveraging the Agency's **Indigenous talent pool**, the HR department has implemented more **inclusive job postings and application processes**, with an increased focus on transferable skills to expand access to Indigenous candidates. As a result, **Indigenous representation** in the overall talent pool **increased by 8%, rising from 3% over one year** in the SK region.

To demonstrate the Agency's commitment to **equitable hiring and promotion practices** across all levels, fair opportunities accompanied by **mentorship support** were incorporated into the **succession planning process**. This approach has led to increased representation of **Indigenous employees in leadership positions**. The initiative is designed to promote a more **inclusive and diverse work environment**.

This year, the **Saskatchewan region** hosted its **annual team-building event**, with significant emphasis on promoting **employee well-being and engagement**. The event provided team members with an opportunity to **participate in sporting events** and foster relationships with other team members. Employee participation **increased by more than 60%** compared to the previous year. This initiative illustrates the Agency's commitment to **employee well-being** and highlights its dedication to implementing innovative and diverse strategies to enhance **employee engagement**.

Looking ahead, the **Saskatchewan region** will prioritize **increasing Indigenous representation** through enhanced **outreach strategies**, including **career fairs in Indigenous communities** and **strengthened partnerships** to support inclusive hiring and career development. Efforts will also be directed toward advancing **employee safety initiatives**, including enhancing **reporting mechanisms** and promoting a culture of **psychological safety** to foster a workplace that is safe, **inclusive, and conducive to employee well-being**, which is essential for retaining diverse talent and ensuring that **all employees feel valued and supported**.





## Practicum Program

The **Practicum Program** had a strong year, with **growth, recognition, and new opportunities**. We built new partnerships with the **University of Regina, Canadian Mennonite University, Brandon University, and Red River College Polytechnic** through its **Disability and Community Support Program**. These partnerships helped expand the program and offer more **learning opportunities for students**. We also added **new mentors** and increased **collaboration between fields**, helping us better support students with a range of learning needs.

This progress was recognized when our **Practicum Program** was named one of eight recipients of the **2025 Science Co-op Employer Recognition Awards**. As demand for placements grew, the program responded by **recruiting more mentors, increasing capacity, and finding creative ways to work within limited resources**.

The program continues to **support career growth**. Several former students are now **employed with us, and four have been promoted this year**. As we approach the **program's 10th anniversary**, interest from **new partners for 2026–2027** shows continued growth and potential for new ideas and initiatives. Students bring **energy, creativity, and new perspectives**, especially as technology continues to change how we learn and work. The Practicum Program remains an important investment in **building our future workforce**.

## Training Department

This year was an important step forward for the **Training and Development team**. A key highlight was the launch of our first **Indigenous Awareness training**, which supports greater understanding and respect for **Indigenous perspectives** across the organization.

We also expanded our training offerings through our partnership with **MESH Diversity**. This allowed us to offer more learning opportunities focused on **diversity, equity, and inclusion**, helping to build a more **informed and inclusive workplace**. We are proud to share that in 2025–2026 we offered **368 distinct training opportunities** for our employees, resulting in **3,343 enrolments** and **26,363 total training hours**.

Looking ahead, we will focus on **improving onboarding** and expanding **self-serve training options**. This will give employees more **flexible and accessible ways** to continue learning and developing their skills.

## Grants + Funding

This year, the Agency showed **strong focus and adaptability** in a **competitive funding environment**. Despite limited resources across the sector, **we secured important grants that support our work and future growth**. These successes reflect the **strength** of our proposals, positive **relationships with funders**, and the team's ability to **adapt and think creatively**.

Grants continue to play an important role in **supporting our programs**. They allow us to **expand services, strengthen our capacity, and reinvest resources** into key areas. They also help us **respond to new and emerging needs** while **building partnerships** with organizations that share our goals.





One major initiative was Project ICT, funded through **Assiniboine Credit Union**. The goal was to launch **Indigenous Awareness training** in fall 2025, which was successfully completed. By November 2025, **75% of employees had completed the training**. Feedback has been very positive, with teams noting the value of learning more about Indigenous history, the impacts of colonialism, and the importance of reconciliation in both personal and professional settings.

This year, **we were fortunate to receive grants and funding that supported training, accessibility, marketing, and the Crisis Response Team**. We are pleased to extend our sincere gratitude to the following funders and partners for helping make this work possible:

- **Assiniboine Credit Union** – \$5,000 (Indigenous Training)
- **Diane and David Johnston** – \$5,267 (Indigenous Training)
- **Government of Manitoba** (Manitoba Accessibility Fund) – \$40,500 (Project myAccess/Design De Plume contract)
- **The Winnipeg Foundation** – \$30,000 (contribution to Crisis Response Team van)
- **Gray Family Fund held at The Winnipeg Foundation** – \$46,329 (contribution to Crisis Response Team van)

We are excited to continue building strong connections in the grant community, hone our approach to applications, and continue identifying new opportunities to support growth and impact.

## Fundraising + Donations

Our annual fundraiser was once again **a meaningful success**, made possible by the **generosity of our partners, donors, and broader community**. This year, the campaign raised **\$22,875** in support of our **Winter Relief Fund**. Thank you to for helping make another 12 Days of Giving a success. See you in **December 2026!**

Your donations helped us **respond to immediate needs during the coldest time of year**, ensuring participants had access to warmth, essentials, **and additional support when they needed it most**. Donations to this year's 12 Days of Giving also gave us the **flexibility to provide help in situations where traditional funding does not reach**.

This incredible community and our partners also **generously donated \$16,172** throughout the year. We are **deeply grateful for your continued support**, which helps meet urgent needs and **reminds participants that they are seen, valued, and cared for**.

## 20<sup>th</sup> Anniversary + Beyond

This year marked **20 years of Turning Leaf** and we were **incredibly proud to celebrate** this milestone all year round, with a new 20<sup>th</sup> anniversary logo, merchandise, marketing, and an event to recognize the employees, participants, partners, and community members **who have walked this journey with us and contributed to building this beautiful community**.

We look forward to the next twenty years of providing **support, compassion, and unconditional acceptance** to the vulnerable and marginalized people in the communities we serve. With a **dedicated, skilled, and empathetic workforce**, we will continue to **deepen and expand this important work**.



**\$166K**  
**IN GRANTS,**  
**FUNDING**  
**+ DONATIONS**





The Maintenance Department plays a **pivotal role in the organization's day-to-day operations** and serves as a **critical support system for all programs and services**. Their work **directly contributes to the organization's ability to provide safe, reliable, and high-quality services to participants** while ensuring facilities remain functional, compliant, and welcoming environments.

Our Maintenance team provides **significant value through direct cost savings, operational efficiencies, problem-solving expertise**, and faster response times than external service providers. By maintaining an internal maintenance team, **the organization avoids many costs** associated with external contractors, including call-out fees, travel charges, minimum service fees, and higher hourly labour rates. In many cases, the team is able to investigate, diagnose, and resolve issues internally **at a fraction of the cost**, often preventing unnecessary contractor expenses for problems that can be addressed through a simple adjustment, reset, or minor repair. Their ability to respond the **same day** or within a short period of time also **reduces disruptions to participants, employees, and program operations**, particularly in licensed residential settings where safety, accessibility, and participant well-being must be maintained at all times.

The Maintenance team plays an essential role in ensuring our facilities, such as licensed homes, Day Programs, offices, and Cluster sites, remain compliant with licensing standards, health and safety requirements, fire regulations, accessibility standards, and participant housing needs. Within the Community Based Team (CBT) program, Maintenance personnel attend participant homes, investigate concerns, develop repair plans, and coordinate repairs through to completion. Their expertise helps ensure repairs are completed efficiently while maintaining participant trust, safety, and comfort.

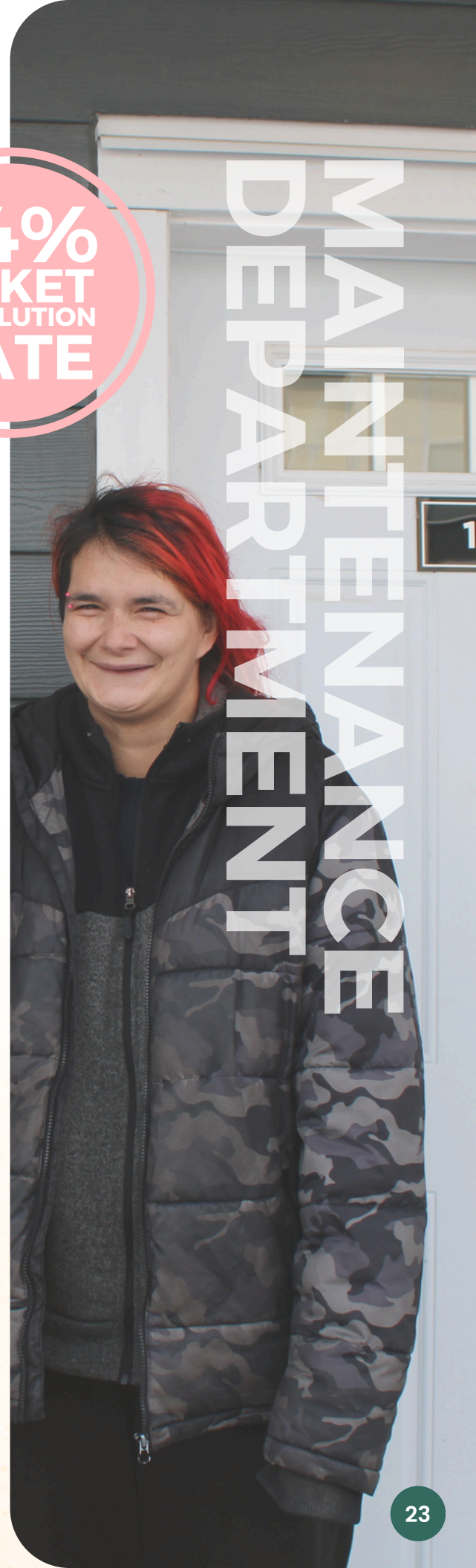
The Maintenance Department is also a **key component of our overall risk management and business continuity strategy**. Their work helps **identify and address concerns** before they become larger, more costly problems. Preventative maintenance extends the life of building systems and equipment, reduces the likelihood of unexpected failures, and supports timely emergency response when building-related concerns arise.

Beyond the direct maintenance work they perform, the department provides **ongoing support and expertise to program staff, supervisors, and coordinators**. Their knowledge, guidance, and problem-solving abilities **allow support teams to focus on service delivery** rather than building maintenance concerns. Without a strong internal maintenance function, coordinators and managers would spend significantly more time managing repairs, sourcing contractors, obtaining quotes, coordinating service calls, and addressing facility-related issues.

In summary, **the Maintenance Department is so much more than a repair service**; it is an **essential operational function** that supports safety, compliance, risk management, participant well-being, cost control, and business continuity. By reducing contractor costs, responding quickly, solving problems before they escalate, maintaining compliance, and ensuring facilities remain safe and functional, **the department plays a vital role in the organization's ability to deliver effective and reliable services**.

94%  
TICKET  
RESOLUTION  
RATE

# MAINTENANCE DEPARTMENT





Over the past year, the Agency has continued to **adapt to rapid changes** in technology while relying more heavily on digital tools to **support employees, participants, and communities**. The Information Technology (IT) team focused on **strengthening key systems, keeping services running smoothly, improving access to information, and building a strong foundation for future growth**.

A major milestone was reached on **October 27, 2025**, with the creation of the **one-millionth digital shift log in Roots**. This achievement highlights how **widely used and reliable the system has become**. Roots plays an essential role in daily operations by helping frontline employees document important information, track participant support, and manage work across programs. Its continued performance shows that it is a **stable and trusted system** that supports **consistency, accountability, and evidence-based service delivery**.

This milestone also reflects the **commitment of employees** who use Roots every day to keep **accurate and timely records**. Strong documentation supports **communication between teams**, helps **identify trends**, and **ensures important information is available when needed**. As Roots continues to evolve, it remains a key tool for **quality care, operational oversight, and informed decision-making**.

This year marked the beginning of work to **build an enterprise data warehouse**, which will improve how the Agency collects, stores, organizes, and uses data from different systems. Over time, it will make information easier to access, improve reporting, reduce duplication, and **support more meaningful analysis of service needs, program outcomes, operational trends, and areas for improvement**.

It will also prepare the Agency for the responsible future use of artificial intelligence and other advanced tools by creating a more organized and reliable data foundation that **supports ethical and effective technology use aligned with its mission**.

The IT Operations team supported Agency growth by providing **reliable and responsive technology services**. Their work included maintaining core systems, supporting devices and accounts, improving support processes, and working with teams to reduce disruptions. This behind-the-scenes work allows employees to **stay focused on their roles without being slowed down by tech issues**.

To meet growing demand, both the Data and Business Solutions team and the IT Operations team **expanded over the year**. This reflects the increasing importance of technology, data, and digital infrastructure in the Agency's work. Additional capacity has allowed IT to **respond more effectively to emerging needs, support larger projects, and provide more consistent service across programs and departments**.

Cybersecurity remained a top priority. **Ongoing work to improve security measures, update systems, monitor risks, and strengthen safeguards helped protect important data and technology**. These efforts are essential as the Agency continues to rely on digital systems to store sensitive information, support communication, and deliver services.

The IT team's work is grounded in **supporting the entire Agency**. They work alongside every team to **reduce barriers, protect information, and provide the tools needed to work well**. This strong foundation helps the Agency continue **growing and adapting**.

# IT DEPARTMENT



# Financial Summary

## Report of the Independent Auditor on the Summary Financial Statements

To the Board of Directors of  
Turning Leaf Community Support Services Incorporated

### Opinion

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2026, and the summary statements of operations, changes in fund balances and cash flows for the year then ended, and related notes, are derived from the audited financial statements of Turning Leaf Community Support Services Incorporated ("Organization") for the year ended March 31, 2026.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements in accordance with the criteria disclosed in Note 1\* to the summary audited financial statements.

### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Organization's audited financial statements and the auditor's report thereon.

The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

We expressed an unmodified audit opinion on those financial statements in our report dated June 24, 2026.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1\* to the summary financial statements.

### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

Winnipeg, Manitoba  
June 24, 2026

*Deane Grant Thornton LLP*

Chartered Professional Accountants

\* see footnote for Note 1

Note 1- The summary financial statements are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations. Management prepared criteria includes: the summary financial statements include a statement for each statement included in the audited financial statements, except for the Statement of Cash Flows; information in the summary financial statements agrees with the related information in the audited financial statements; major subtotals, totals and comparative information from the audited financial statements are included; and the summary financial statements contain the information from the audited financial statements dealing with matters having a pervasive or otherwise significant effect on the summarized financial statements. The audited financial statements of Turning Leaf Community Support Services Incorporated are available upon request by contacting the Organization.

## Summary Statement of Operations and Changes in Fund Balances

| Year ended March 31, 2026 (In thousands of dollars) | 2026          | 2025          |
|-----------------------------------------------------|---------------|---------------|
| <b>Revenue</b>                                      |               |               |
| Province of Manitoba                                | 35,938        | 31,215        |
| Province of Saskatchewan                            | 3,393         | 3,305         |
| Winnipeg Regional Health Authority                  | 252           | 282           |
| Other revenues                                      | 484           | 282           |
|                                                     | <b>40,067</b> | <b>35,084</b> |
| <b>Expenditures</b>                                 |               |               |
| Administration                                      | 1,733         | 1,621         |
| Amortization                                        | 541           | 456           |
| Client expenditures                                 | 2,858         | 2,416         |
| Home share payments                                 | 2,300         | 2,269         |
| Interest on long-term debt                          | 212           | 225           |
| Rental and property taxes                           | 2,656         | 2,223         |
| Salaries and related benefits                       | 29,419        | 25,867        |
|                                                     | <b>39,719</b> | <b>35,077</b> |
| Excess of revenues over expenditures                | <b>\$ 348</b> | <b>\$ 7</b>   |

## Summary Statement of Financial Position

| March 31, 2026 (In thousands of dollars) | 2026            | 2025            |
|------------------------------------------|-----------------|-----------------|
| <b>Assets</b>                            |                 |                 |
| Cash and cash equivalents                | 1,597           | 1,161           |
| Accounts receivable                      | 2,645           | 3,193           |
| Prepaid expenses                         | 152             | 191             |
| Tangible capital assets                  | 6,518           | 7,041           |
|                                          | <b>\$10,912</b> | <b>\$11,586</b> |
| <b>Liabilities</b>                       |                 |                 |
| Accounts payable and accrued liabilities | 2,248           | 2,929           |
| Deferred contributions                   | 171             | 149             |
| Demand loan payable                      | 194             | 219             |
| Current portion of long-term debt        | 351             | 322             |
| Long-term debt                           | 4,308           | 4,675           |
|                                          | <b>7,272</b>    | <b>8,294</b>    |
| <b>Net assets</b>                        |                 |                 |
| Operating                                | 1,090           | 557             |
| Investment in tangible capital assets    | 1,669           | 1,854           |
| Internally restricted                    | 881             | 881             |
|                                          | <b>3,640</b>    | <b>3,292</b>    |
|                                          | <b>\$10,912</b> | <b>\$11,586</b> |





# in *memorium*



We **honour** and **remember** those who **journeyed on this year**. We are so fortunate to have had the opportunity to **walk alongside** these individuals, and **to have been there with them** through their pain, their happiness, and their accomplishments. They each **leave a legacy behind** with their Turning Leaf family and will **always be remembered**. We have planted trees in their names that will **grow in their honour** for generations to come.



Change is  
good. 



[www.turningleafservices.ca](http://www.turningleafservices.ca) / [info@tlservices.ca](mailto:info@tlservices.ca)

*Follow along with us* @turningleafservices

