ANNUAL REPORT

Ranch Ehrlo Society 2025-2026

ABOUT US

Ranch Ehrlo Society is a charitable organization dedicated to providing a range of assessment, treatment, education, support, and community services that improve the lives of children, youth, adults, and families.

Ranch Ehrlo is proud to work with families representing some of the many diverse First Nations, Inuit, and Métis communities from across Canada. We are located on Treaty 4 and Treaty 6 territories, home of the Cree, Dene, Ojibwe, Saulteaux, Dakota, Nakota, Lakota, and homeland of the Métis – Michif Nation.

OUR MISSION

The mission of Ranch Ehrlo Society is to provide quality preventative and restorative services to, and advocacy for, individuals and families through highly engaged and professional employees.

OUR VISION

We envision a future where all individuals and families achieve their full potential.

OUR MODEL OF CARE

As a CARE-certified organization, Ranch Ehrlo is guided by six principles that support positive outcomes for children and youth: developmentally focused, family involved, relationship based, trauma informed, competence centred, and ecologically oriented. In 2023, we enhanced our model of care by implementing Ukeru, an innovative crisis prevention program. Ukeru complements our CARE principles and Therapeutic Crisis Intervention approach, providing additional tools to improve the quality of life for participants.

Historical photo of Pilot Butte campus from 1967

CONTENTS

Historical photo of Pilot Butte campus from 1967

Leadership message

Natalie Huber,
CEO and president

Blair Swystun
board chair

We are pleased to present the 2025–2026 Ranch Ehrlo Society board chair and CEO report, which highlights key accomplishments and developments from the past year.

While Ranch Ehrlo Society's 60th anniversary falls outside the 2025 –26 reporting period, planning and early celebrations began in preparation for the June 1, 2026, milestone, with public recognition beginning in February 2026 through our Top Employer announcement.

Our 8th annual powwow in August 2025 brought together a record-breaking number of dancers, drummers, and community members at our Pilot Butte campus, celebrating and honouring Indigenous culture and ceremony.

We continued to implement the Indigenous Engagement Guide through ongoing collaboration with Indigenous communities, Elders, Knowledge Keepers, and partners, including Piapot First Nation, Onion Lake First Nation, Zagimē Anishinabēk First Nation, Fishing Lake First Nation, and Kasohkowew Child Wellness Society. These relationships supported ongoing dialogue, strengthened understanding of community needs, and increased awareness of agency programs. Staff also participated in cultural humility training and blanket exercises, and the Kohkum in the Classroom program was introduced in eight southern youth classrooms.

Northern education programs incorporated pipe ceremonies and cultural artists, further strengthening land-based learning opportunities and reconciliation-focused practice.

Across our service areas, we saw continued growth and community impact. Ehrlo Housing received City of Regina funding to support renovations at Lakeshore Village. Ehrlo Sport Venture was again selected for the Tim Hortons Holiday Smile Cookie campaign, raising nearly $60,000 for sport and recreation programs. Ehrlo Counselling Services expanded access to care through pro bono counselling funded by community foundations, and launched a Winter Dialectical Behaviour Therapy group to support individuals facing barriers to mental health services. Ehrlo Early Learning Centre relocated to the new tawâw joint-use school, expanding childcare capacity for staff and the broader community. We also launched Community Living Supports (CLS) in August 2025, including Respite Care and the Respite Home program, the latter which supported three participants this year and provided essential relief for families caring for children and youth who are medically complex or experiencing disability.

"We continued to invest to support participants, staff, and communities."

We continued to invest in facilities and infrastructure to support participants, staff, and communities. Ehrlo Sport Venture and Paper Crane Expressive Arts Centre relocated to a new community hub in Regina. Construction began on a new $2.5 million gymnasium at the Buckland campus, and a new training space was rented in Prince Albert. Upgrades to the basement at Corman Park's Tim Young building created new administrative and training spaces. Additional investments improved recreation and accessibility across campuses, including enhancements at Heritage Lake therapeutic camping site to support individuals with mobility challenges.

We continue to work on expanding the supportive housing program at 1101 Grafton Avenue in Moose Jaw, building on more than a decade of service in the community. While renovations and permitting have taken longer than anticipated, ongoing engagement with community members and local government continues, with occupancy expected in Fall 2026. The Family Centred Addictions Program will continue to provide 24/7 family-focused supports, and interest in the model continues to grow among First Nations and community partners.

Internally, we launched a Leadership Development Suite to strengthen leadership capacity across the agency, and hosted a Mental Wellness Conference in October 2025 in Rosthern and Regina to support psychological safety and staff well-being. The agency also implemented a new three-division structure to strengthen collaboration and integrated service delivery.

We acknowledge several leadership transitions, including the retirement of Corinna Hayden-Fidler, vice-president of education, and the introduction of executive directors Elizabeth Fix (strategy and governance) and Brent Bachiu (education). We also recognize changes in northern leadership, including the welcoming of Barclay Batiuk as principal and Jill Kusisto as director of group living services for Buckland and Prince Albert.

We extend sincere thanks to our board of directors for their leadership and support. We acknowledge the contributions of outgoing members Louise Greenberg and Robin Clarke and recognize that this will be the final year as board chair for Blair Swystun.

60 Years

As Ranch Ehrlo Society approached its 60th anniversary on June 1, 2026, the organization began a year of celebration recognizing six decades of service, growth, and innovation. What started in 1966 as a single group living program in Pilot Butte has evolved into a multi-service organization supporting children, youth, adults, and families in communities across Saskatchewan.

Anniversary activities began in February 2026 and continue through the fall, highlighting the people, partnerships and milestones that have shaped the organization over the past 60 years. Celebrations include a historical exhibit showcasing Ranch Ehrlo's journey, a province-wide 60 Acts of Kindness initiative, and opportunities for stakeholders to reflect on the organization's impact.

Group living programs

Ranch Ehrlo Society's integrated treatment programs enrich the lives of youth and young adults experiencing disability by providing coordinated, wraparound support across group living, clinical services, education and vocational programming, and cultural and recreational opportunities. Each area of support is intentionally connected, ensuring individuals receive consistent, holistic care that promotes personal growth, stability, and well-being.

Within this integrated model, Group Living Treatment Services (GLTS) form a core foundation of care. These programs provide safe, structured environments where individuals are supported by a multidisciplinary team working collaboratively to meet complex and evolving needs. Services are designed to be responsive and individualized, while remaining grounded in a shared treatment approach that connects daily living with clinical, educational, and skill-building goals.

Group Living Treatment Programs

Youth Group Living Treatment Services

Every opportunity offered through our Group Living Treatment Services is thoughtfully designed to support the healthy growth and development of youth. Programming is tailored to their individual needs, promoting meaningful progress and the best possible outcomes.

Services are designed to first stabilize and assess the youth who come to Ranch Ehrlo. After the initial intake period, we focus on providing opportunities that promote personal development, build confidence and foster independence. While they are with us, youth learn life skills such as healthy hygiene habits, meal preparation, and accessing community supports.

Recognizing that a strong sense of identity and belonging is essential to well-being, youth have opportunities to connect with culture through ceremonies, traditional crafts, cultural activities, and relationships with Elders and Knowledge Keepers.

When youth are ready to leave the Ranch, we support their successful transition from care to the community by helping them connect with family, community resources, healthcare, and vocational or educational opportunities.

Supported Living Programs

Ranch Ehrlo provides care to individuals experiencing disability. These programs have a person-centred support and strength-based service focus that contribute to the health and well-being of the individual.

A multi-disciplinary team of clinical consultants who are trained in speech and language pathology, occupational therapy, music therapy, social work, and psychology are engaged to meet the needs of these participants. The target areas of development include fine motor skills, functional language, social-emotional abilities, sensory processing ability, and daily living skills.

Emergency Receiving Program

Ranch Ehrlo provides a temporary home to children and youth who are in need of urgent care while the Ministry of Social Services works to establish a long-term care plan.

Family programs

Family involvement has always been a cornerstone of care at Ranch Ehrlo. Building on that philosophy, the organization launched its first dedicated family program, the Family Treatment Program, 19 years ago.

Over the years, services have expanded to meet the evolving needs of children, youth and families. The Intensive Family Preservation Services program, Treatment Foster Care Program, and Family Centred Addiction Program were added as Ranch Ehrlo continued to strengthen its family-focused continuum of care.

Today, Ranch Ehrlo operates four family programs designed to provide intensive supports that help families stay together or reunite after children have been in care. As the need for family-centred services continues to grow, the organization remains committed to expanding its supports and developing new programs that help more families achieve long-term stability and success.

Family programs

Ranch Ehrlo is a family-focused organization that provides services designed to help families stay together whenever it is safe to do so, support reunification when children have been in care, and offer family-based care when needed.

Family Treatment Program offers support to help families stay together safely. It provides parents with resources to strengthen family functioning, enhance coping and communication skills, address addiction, and manage trauma responses. The program aims to improve overall family well-being and to prevent the placement of children outside of their home, or to support reunification after having a child in care. The length of time spent in the program is dependent on the needs of the family.

Intensive Family Preservation Services is a six-week, in-home treatment program designed to support families referred by the Ministry of Social Services in southern Saskatchewan. Families receive 24/7 care and support from Ranch Ehrlo staff. The primary goal of the program is to stabilize and strengthen families, helping to prevent the out-of-home placement of children.

Treatment Foster Care Program provides a nurturing environment where children can live and thrive in a family setting. Foster families support the development of children in their care while helping to strengthen healthy relationships between the child and their birth family.

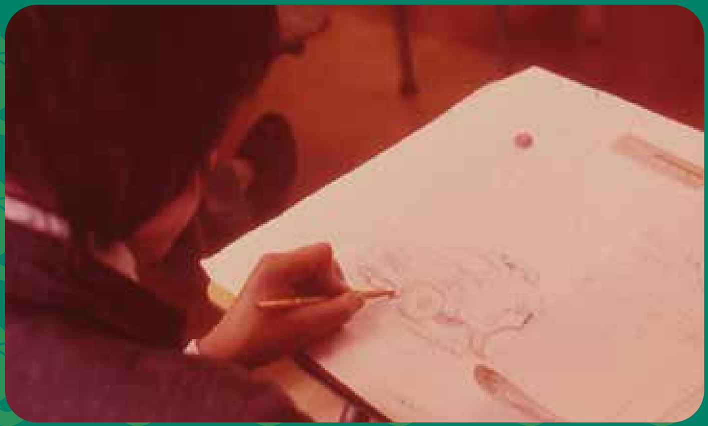
Family Centred Addiction Program offers addictions treatment for individuals struggling with substance use, along with support and resources for their immediate family members. This Moose Jaw-based program is designed to help the entire family heal from the effects of addiction.

Clinical programs

Ranch Ehrlo's multidisciplinary clinical team includes social workers, psychologists, counsellors, and other professionals who work alongside participants to help them better understand themselves, their experiences, and their strengths.

Through collaboration with program caseworkers, clinical consultants, and the Clinical Assessment and Resource Services team, participants receive individualized psychological assessments and support that promotes mental wellness and overall well-being. The clinical team also serves as an important connection between Ranch Ehrlo, families, and referral agencies, helping ensure a coordinated approach to care.

Together, these services provide participants with the resources, assessments and therapeutic supports they need to address challenges, build resilience, and achieve their goals.



Clinical services

Assessments – Psychological assessments provide insights into an individual's cognitive, emotional and behavioural patterns, forming the basis for targeted interventions and personalized strategies. These services are provided by Ranch Ehrlo's Clinical Assessment Resources and Services team.

Individualized treatment plans – Individualized treatment plans are developed based on each participant's strengths, challenges, and goals. These plans serve as roadmaps that support long-term success and emotional well-being while incorporating cultural elements, spirituality, and family collaboration.

Individual and group counselling – Individual and group counselling is led by professionals with master's-level training. Individual counselling uses evidence-based techniques and involves collaboration with families and caregiver teams. Group counselling provides a supportive therapeutic environment that addresses diverse treatment needs.

Cultural clinical services - A new culturally responsive assessment tool was piloted to help strengthen Indigenous youth's cultural identity and guide personalized treatment planning.

Safety planning – Personalized safety plans and crisis management strategies are developed with participants, empowering them to contribute to their safety and restoration.

Psychiatric assessment and support services – Participants can access timely and comprehensive psychiatric assessments when required.

Holistic therapies – Holistic therapies include horsemanship, expressive arts programming, pet therapy, music therapy, land-based learning, and therapeutic recreational activities that support healing and growth.

Speech-language services – Speech-language services support individuals with communication challenges and swallowing disorders, helping them communicate more effectively and safely eat and drink.

Occupational therapy – Occupational therapy helps identify an individual's strengths and challenges while providing tools and strategies to support emotional and behavioural regulation and daily functioning.

Education programs

Education is a key part of helping children, youth, and young adults build the skills and confidence they need to succeed. Ranch Ehrlo's education programs support those who have experienced challenges in traditional learning environments, while our vocational and life skills programs provide meaningful learning opportunities for individuals experiencing disability.

Our educators create safe, structured classrooms where students can stabilize, develop routines, and rebuild confidence in learning. Through individualized instruction, academic assessment, modified curriculum and high educator-to-student ratios, students receive the support they need to reach their goals.

As students gain confidence and achieve success, many transition into mainstream schools while continuing to receive support from Ranch Ehrlo educators.

For participants in our supportive programs, vocational and life skills programs focus on building independence, developing practical skills, and preparing participants for meaningful employment and community involvement.

Education services

Ranch Ehrlo operates three Ministry of Education-approved schools: Schaller Education Centre on the Pilot Butte campus, Hansen Education Centre on the Buckland campus, and Ellen Gunn Education Centre on the Corman Park campus. Two Transition Centres in Regina help prepare students to move from Ranch Ehrlo classrooms to mainstream schools.

The Learning Centre is a specialized education program for young adults with severe developmental and sensory needs, providing individualized programming in a supportive learning environment.

Ranch Ehrlo also offers four vocational and life skills programs for participants experincing disabilities. Each program is tailored to individual strengths, abilities and goals, helping participants achieve greater independence and an improved quality of life. They include:

- Life Skills Education Program (LSEP): Develops daily living, communication and independence skills.
- Vocational Training Employment Program (VTEP): Provides vocational training and workplace skill development.
- Supported Employment Program (SEP): Assists participants in obtaining and maintaining meaningful employment with ongoing support.
- Alternative Vocational Education Program (AVEP): Offers individualized vocational and educational programming based on participants' unique strengths and goals.

Commmunity programs

Everyone deserves the opportunity to participate, connect and thrive in their community. Ranch Ehrlo's community programs provide practical supports that help individuals and families build independence, strengthen relationships and navigate everyday challenges.

Based in Regina, our community services support people of diverse backgrounds and needs. Programs focus on creating safe, welcoming spaces and providing the resources, relationships and opportunities people need to participate fully in their communities.

Community services

Programs we offer

Ehrlo Housing provides affordable, dignified housing for low-income families, individuals living with enduring mental health conditions, and young people transitioning from care. Ehrlo Housing has been a trusted provider of affordable housing in Regina for more than 25 years.

Ehrlo Sport Venture operates five free sport leagues and an equipment lending library, reducing financial barriers so more children can participate in organized sport and recreation.

Ehrlo Counselling Services/Thundering Buffalo Lodge provides accessible mental health services, including counselling, assessments, training, and consultation. The program works with individuals and families to identify their needs and improve overall well-being.

Ehrlo Early Learning Centres provide high-quality childcare and nurturing learning environments for infants and young children in Regina. Programs are grounded in experiential learning, encouraging children to learn through exploration, play, and everyday experiences.

Community Living Supports, launched in January 2026, Community Living Supports (CLS) provides flexible, person-centred services that enhance quality of life for individuals living with disabilities while supporting families and caregivers. CLS includes Respite Care and Respite Home programs, offering supports that promote independence, stability, and well-being.

Our achievements

This past year was marked by achievements and meaningful moments that reflect our commitment to growth and resilience.

Eighth annual powwow sets record

Ranch Ehrlo Society hosted its eighth annual powwow at the Pilot Butte campus in August 2025, marking record-breaking participation with 160 dancers, dozens of drummers, and hundreds of community members in attendance. The event featured a morning pipe ceremony, feast, grand entry, family carnival, and cultural celebration, bringing together participants, families, staff, and community in a shared day of connection and tradition.

Investing in staff training and leadership

Ranch Ehrlo continues to invest in staff training and leadership development to ensure employees have the skills and tools needed to provide safe, consistent and effective support. In September 2025, the agency launched a new induction program for group living and supported living staff, combining a three-hour online module with a full day of in-person training within their first month. The agency is also developing a four-level Leadership Suite to strengthen leadership skills across divisions. Level 1 has launched and Level 2 has been piloted, with all four levels expected to be part of the annual training calendar by January 2027.

Construction begins on new Buckland campus gymnasium

Ranch Ehrlo Society launched construction of a new $2.5 million gymnasium at its Buckland campus north of Prince Albert, with completion anticipated in early 2027. The facility will provide a purpose-built indoor space for recreation, cultural events, ceremonies, staff training, and community gatherings. Once complete, it will address a long-standing need for indoor programming space in the north and expand opportunities for youth to stay active, build connections, and take part in campus life — serving as a central hub for the Ranch community.

Planning begins for 60th anniversary

While Ranch Ehrlo Society's 60th anniversary falls outside the 2025-26 reporting period, planning and celebrations began early in preparation for the June 1, 2026, milestone. Public activities officially launched in February 2026, alongside the organization's 15th consecutive Top Employer recognition, and included the rollout of a year-long anniversary campaign featuring staff and participant stories, community engagement initiatives, and the 60 Acts of Kindness challenge. The anniversary will celebrate six decades of innovation, growth, and service to individuals, families, and communities across Saskatchewan.

Honouring Truth and Reconciliation

On the National Day for Truth and Reconciliation, Ranch Ehrlo paused to reflect on the lasting impacts of the residential school system and to honour the resilience of Indigenous peoples. The day served as a time for remembrance and a continued commitment to reconciliation and understanding. Staff and participants gathered at Darke Hall, where Nolan Malbeuf spoke to a packed house, sharing his lived experiences of challenge and resilience. His message offered an opportunity for reflection and reinforced the importance of listening, learning, and building a future grounded in respect and hope.

Sweet Grass Café reaches licensing milestone

Sweet Grass Café, operated by participants in Ranch Ehrlo's vocational programs within Supported Living, has reached a key milestone after successfully passing its public health inspection and becoming a fully licensed kitchen in September 2025. While the catering operation is not yet open to the general public, the achievement marks an important step toward future growth and expanded opportunities. The café currently provides catering for internal meetings and training sessions, with operations carefully paced to balance participant capacity and learning.

Clinical services strengthened

Ranch Ehrlo's clinical services team continues to advance its program, supporting meaningful outcomes for individuals and families across its programs. In October 2025, Director of Clinical Services Vance Heaney presented at the Transformational Collaborative Outcomes Management conference in Chicago, highlighting how Ranch Ehrlo integrates person-centred assessment tools with accreditation standards to guide care planning and measure progress across its programs. Ranch Ehrlo has also expanded its long-standing partnership with Dr. John Lyons through a formal data-sharing agreement that enables more in-depth analysis of program information, supporting a clearer understanding of participant outcomes, identifying areas of strength and improvement, and strengthening evidence-informed decision-making to enhance care across the organization.

Music grant continued

The National Music Centre (NMC) Music Therapy Initiative has awarded Ranch Ehrlo Society a $70,000 grant to continue and expand music therapy services, marking the third consecutive year of support. The funding has supported the growth of programming, expanding from the Supportive Living Program into family treatment, group living, and youth programs. It has also enabled internships, staffing expansion, and new group offerings such as Harmonic Connections. In April 2026, participants also took part in a concert at Darke Hall themed around the Seven Sacred Teachings, highlighting the program's focus on cultural learning, creativity, and connection.

Improvements to recreational spaces

Ranch Ehrlo continued to invest in participant well-being through enhancements to outdoor recreational spaces at its Pilot Butte campus. During the year, the property management team repaved the outdoor rink, upgraded rink boards, installed new skateboard and bike features, and constructed a beach volleyball court. Accessibility at Heritage Lake was also improved with the addition of new stairs leading to the shoreline and sauna, providing participants, including those in Supported Living Programs, with easier access to the water and recreational opportunities.

Celebrating 15 years as a top employer

Ranch Ehrlo Society has once again been recognized as a Top Employer in Saskatchewan, marking 15 consecutive years of this distinction and reflecting a workplace culture built on long-standing commitment to growth and excellence.

Young player shows power of inclusion

A seven-year-old player in Moose Jaw Minor Hockey League showed the importance of inclusion in sport after earning a place on his U9 team through determination, advocacy, and added supports that allowed him to participate alongside his peers. His foster parents in Ranch Ehrlo's Treatment Foster Care (TFC) program advocated for his inclusion, working with league officials and a disability inclusion worker to ensure the necessary accommodations were in place. Despite early concerns during evaluations, collaboration between his support team and the league helped him continue in the program, where he went on to participate in practices and games with confidence, play multiple positions, and be named player of the game, reflecting his growth and love of the sport.

New community hub opens in Regina

In March 2026, Ranch Ehrlo Society relocated Ehrlo Sport Venture and Paper Crane Expressive Arts Centre to a new shared space at 1304 Lorne Street in Regina. The site creates a centralized hub for recreation, arts, learning, and community engagement. The move provides room for growth, strengthens opportunities for collaboration, and supports the continued expansion of services that benefit participants, families, and communities.

Funding supports revitalization planning

Ehrlo Housing received $50,000 from the City of Regina's Housing Incentives Program to support pre-development work for the ongoing revitalization of the Lakeshore Village apartments on 23rd Avenue. The funding, provided through the Pre-Development Grants Pilot stream supported by the federal Housing Accelerator Fund, helped cover architectural drawings, construction planning, and development of a detailed business case. Built in 1958 and acquired by Ranch Ehrlo Society in 1997, the 43-unit property has provided long-standing affordable housing in Regina, and recent assessments identified significant infrastructure upgrades required to maintain safety and usability.

Community Living Supports launched

Ranch Ehrlo Society launched Community Living Supports (CLS) in August 2025, a new service designed to enhance quality of life for individuals experiencing disability and provide additional support for families and caregivers. CLS includes Respite Care and Respite Home programs, offering flexible, person-centred supports that promote independence, stability, and well-being. The initiative was developed under the leadership of Jane Powell, director of clinical and community services, with support from David Rivers, vice-president of clinical and family service.

Community funding expands services

Ehrlo Counselling Services/Thundering Buffalo Lodge expanded access to mental health supports through continued funding from the South Saskatchewan Community Foundation's Anonymous Donor Fund and a $5,000 contribution from the Lorne & Evelyn Johnson Fund. The Anonymous Donor Fund, now in its 14th year, provided $50,000 in annual support, enabling hundreds of pro bono counselling sessions for individuals and families facing barriers to care, with funding extended for an additional five years beginning in August 2025. This support helped ensure access for vulnerable clients experiencing grief, loss, disability, and financial hardship. The Johnson Fund also supported the launch of a Winter Dialectical Behaviour Therapy (DBT) group, expanding access to structured, skills-based mental health programming focused on emotional regulation, mindfulness, and coping strategies.

League expands access to Indigenous youth

The Outdoor Hockey League (OHL), operated by Ehrlo Sport Venture, marked a milestone this season as 46 Indigenous youth received full hockey equipment through a partnership with OneHoop, NHL First Shift, and community partners including Innovation Federal Credit Union, Bauer Hockey, Hockey Regina, and the Regina Pats Hockey Club. On November 1, 2025, families met partner organizations at the Brandt Centre to celebrate the initiative and get fitted for equipment – removing financial barriers and ensuring every child had a place on the team.

Ehrlo Early Learning Centre expanded childcare capacity

The Ehrlo Early Learning Centre (EELC) expanded and relocated to the new joint-use school development, tawâw, in July 2025, increasing childcare access for staff and the wider community. The move grew program capacity from 30 to 51 spaces and introduced infant care for the first time, helping meet high demand for early learning and childcare services in Regina. Designed specifically as a dedicated childcare space, the new centre included expanded programming areas, a private infant room, staff facilities, and an outdoor play space, supporting enhanced care and learning for young children while strengthening support for working families.

Focus on outcomes

Continual improvement is a priority at Ranch Ehrlo. We measure and report participant outcomes to evaluate our services, identify opportunities for improvement and ensure we are meeting the needs of youth, adults and families. To learn more about our results, see the Outcomes Report at ehrlo.com.

87%
families reunified in the Family Treatment Program

97%
of participants who said they learned new skills in our vocational programs

87
participants served in Supported Living Programs

84%
of former youth have positive or very positive relationships with parents or peers six months after leaving the Ranch

289
youth served

91%
of youth attained all or part of their goals

1800
youth participated in our five free Ehrlo Sport Venture community leagues

92%
parents who were satisfied or very satisfied with our Intensive Family Preservation Service

81
number of children that remained with their families in the Family Centred Addictions Program

60 Our executive

Natalie Huber
CEO

Natalie joined Ranch Ehrlo in January 2021. She has worked in child and family services for close to 30 years.

Pam Dmytriw
vice-president

Pam, vice-president of group living treatment services, joined Ranch Ehrlo in 2016 and became vice-president in 2020, after roles with Social Services and Regina Qu'Appelle Health.

David Rivers
vice-president

David Rivers, vice-president of community and clinical services, has over 25 years of experience in the agency. He filled many roles in several programs before becoming the vice-president of clinical services in 2020.

Shelley Reddekopp
vice-president

Shelley, vice-president of support services, became part of Ranch Ehrlo in June 2021, bringing with her extensive experience in corporate leadership and financial management.

Natalie Huber and Pam Dmytriw celebrating the Ranch's 60th anniversary in Prince Albert

Ranch founder Dr. Geoff Pawson handing out awards at the 1974 3-Mile Race

Board of directors
2025-2026

- **Blair Swystun, (chair) retired CIC president and CEO**
- **Hirsch Greenberg, (vice-chair/secretary) retired justice studies professor**
- **Dr. Louise Greenberg, (past chair) former executive in residence, Johnson Shoyama, U of R**
- **Darren McKee, CEO/executive director, Sask. School Boards Association**
- **Benjamin Findlay, vice-president, Connor, Clark, and Lunn Private Capital Ltd.**
- **Lana Gray, owner, Lana Gray Leadership Services**
- **Robin Clarke, director of surveillance, Saskatchewan Indian Gaming Authority**
- **Reagan Lowe, superintendent of human resources, Regina Public Schools**
- **Jon Stricker, vice-president, Fries Tallman Lumber**
- **Jim Fallows, retired Ministry of Finance treasury employee**
- **Anne-Marie Ursan, community consultant and Sask Polytechnic instructor**
- **Yaya Wang, vice-president of human resources, Peter Ballantyne Group of Companies**
- **Lindsay Oliver, partner, OWZW law firm**

Pictured L to R: Board Chair Blair Swystun, outgoing board members Deb Pacholka, Amy Groothuis, Frank Regel, and CEO Natalie Huber.

Board members Yaya Wang and Reagan Lowe at the board retreat

Board committee

Audit and finance committee

Members: Ben Findlay (chair), Blair Swystun, Darren McKee, Jim Fallows, Yaya Wang

The audit and finance committee reviewed the audited financial statements with the agency's external auditor Deloitte, as well as reviewing the external auditor's performance. The committee reviewed the agency's long-term lease commitments including those for equipment, vehicles, and real estate. It recommended board approval for additional capital allocations for vehicle replacements and to allow for the purchase of property to provide new accommodations for Ehrlo Sport Venture and Paper Crane Arts programming. It also recommended the board enter into a long-term lease agreement to accommodate the move of one of the educational transition programs. It reviewed and presented to the board the agency's quarterly financial results and agency score card and in conjunction with the human resources and compensation committee recommended board approval of the 2026-2027 business and sustainability plan, including rate increases for the agency's programs. The committee reviewed and recommended to the board the development of a second stage supported housing program and the extension of the lease from the Moose Jaw Housing Authority. It reviewed the Enterprise Risk Management annual report, heat map, and mitigation initiatives. It also reviewed in detail the risks dealing with financial sustainability. The committee annually reviews the agency's insurance coverage, investment reserves, and restricted funds policies as well as the effectiveness of its internal controls. The committee amended its Terms of Reference to include oversight for investment and debt strategies as well as reviewing the rates of return on investments. The committee recommended a realignment of the Dr. Geoff Pawson Scholarship Fund to include a scholarship at the First Nations University of Canada, in the Indigenous Social Work Degree program.

Governance and nominations committee

Members: Hirsch Greenberg (chair), Robin Clarke, Jon Stricker, Lindsay Oliver

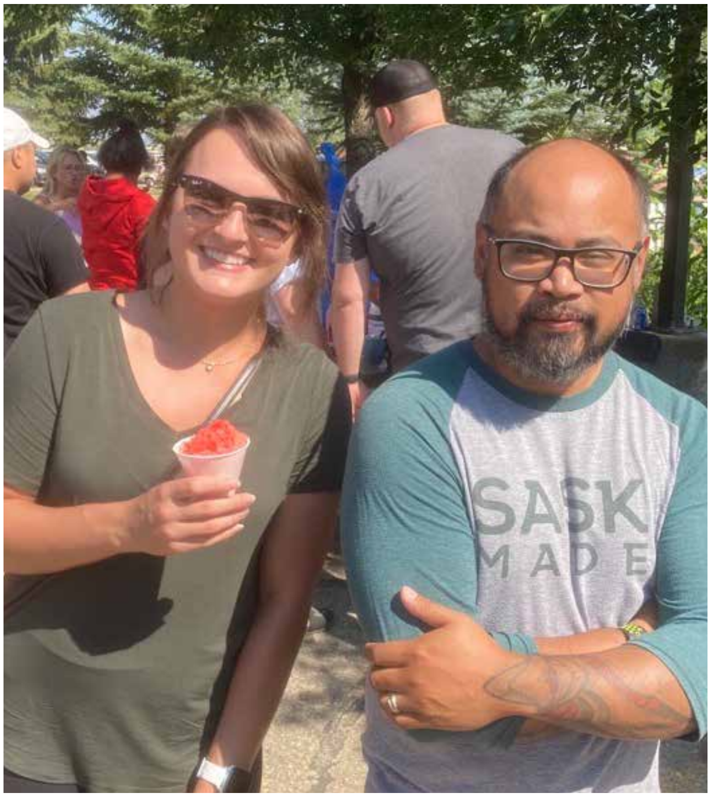
The governance and nominations committee continued its work in strengthening the board governance structure. It continues to support the board in establishing membership for the three board committees as well as recommending officers for the agency. It develops the agenda for the annual general meeting and the report of the nominating committee to the membership. The committee conducted a review of the board orientation and training process including a review of best practices and recommended changes to the Board of Directors Orientation and Training Policy, to strengthen the process. The committee conducted its biennial review and recommended changes to the Decision Approval Framework and Matrix. The committee has ongoing responsibility for board renewal and recruitment. On an annual basis, it undertakes a review of its current board of directors' skills profile to develop a skills gap analysis. The gap analysis is then used to focus the committee's recruitment efforts for new members. The committee annually reviews its terms of reference and the agency's bylaws to determine if any changes are required. It continued its work on board training and orientation and facilitated the annual board and committee self-evaluation process. The committee reviewed the risks from the Enterprise Risk Management annual report dealing with incident management and crisis response, stakeholder and public confidence in the agency, and legal, regulatory and licensing requirements.

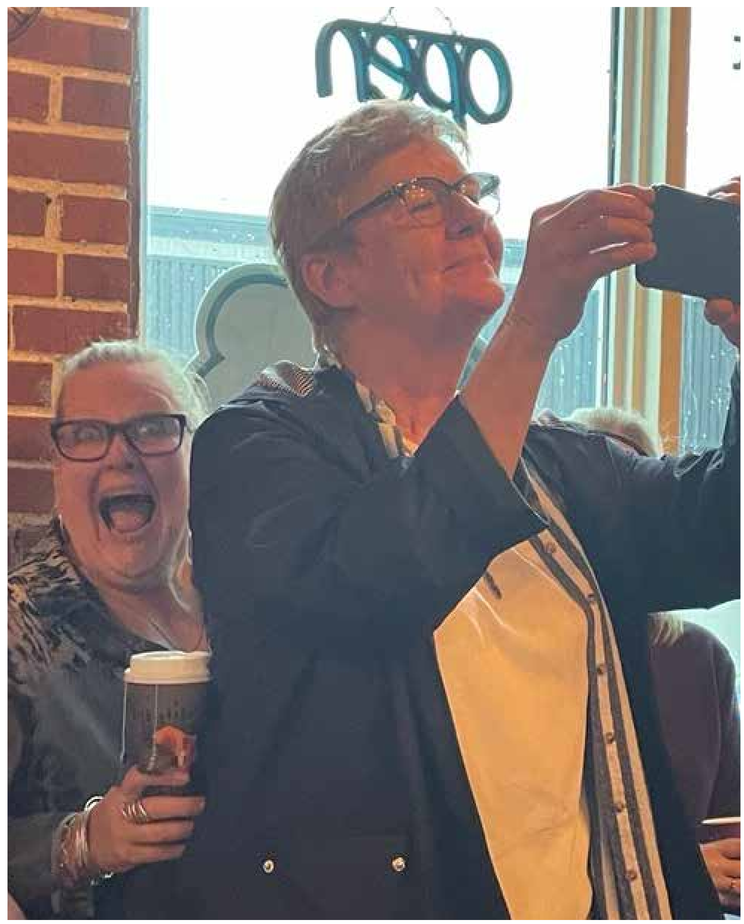
Human resources and compensation committee

Members: Lana Gray (chair), Anne-Marie Ursan, Reagan Lowe, Louise Greenberg

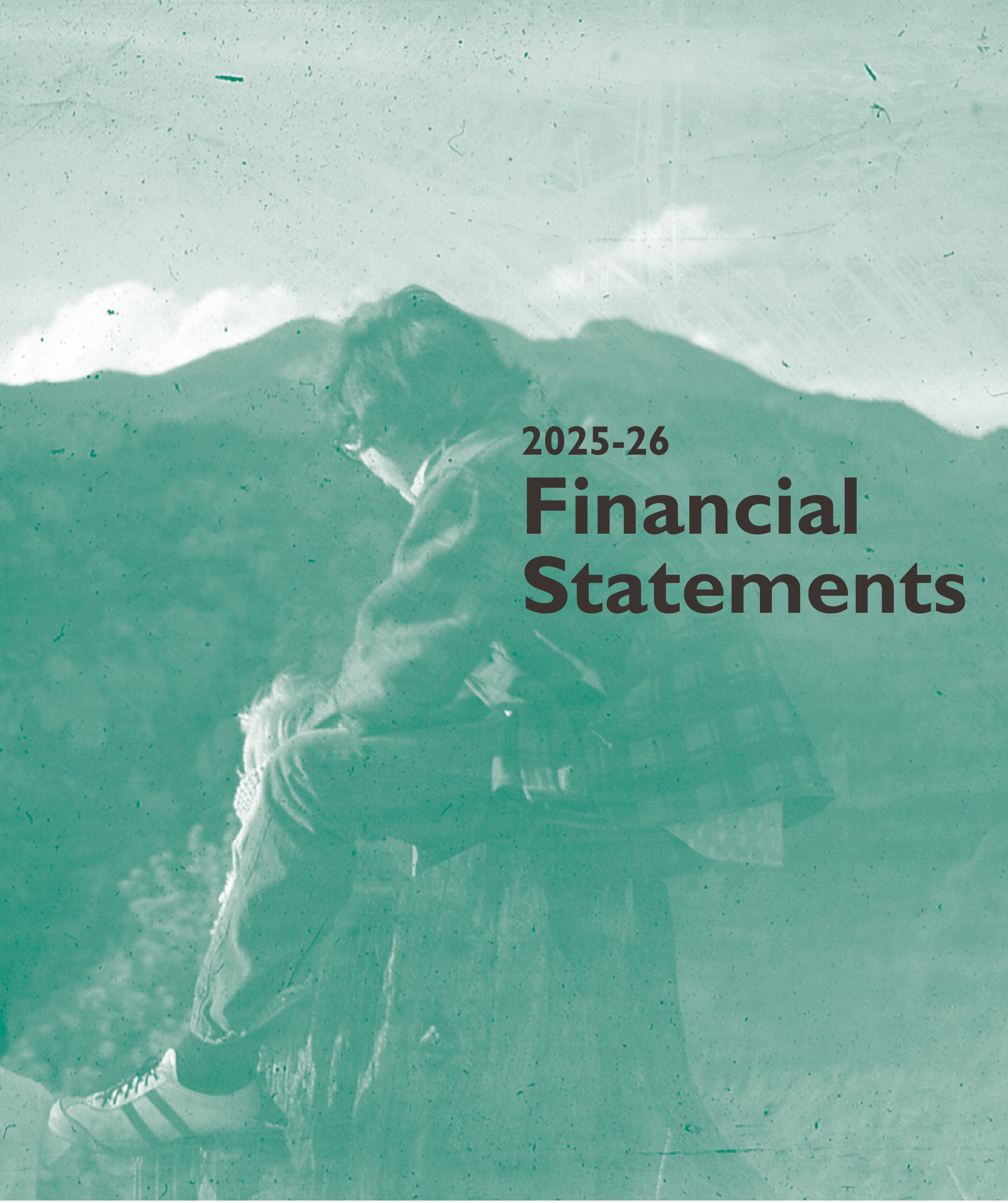
The human resources and compensation committee continued to provide oversight for the agency's total rewards program, performance management framework, learning and development strategy, and the health and safety program. It received quarterly reports on human resources metrics, key initiatives, training updates and efficiencies gained. Along with support from the audit and finance committee, it reviewed the performance of the agency's self-directed pension plan and developed recommendations on addressing the issues raised. The committee reviewed and approved budget planning assumptions for the compensation lift to the agency pay bands as well as an increase to the pension plan contribution. In conjunction with the audit and finance committee, it reviewed and recommended board approval of the 2026-2027 business and sustainability plan. It provided oversight for the succession plan for key leadership roles in the agency, including the president and CEO. The committee reviewed the risks from the Enterprise Risk Management annual report dealing with attracting a competent workforce, attracting a representative workforce, engaging, supporting, and managing the workforce, ensuring staff safety, and the congruence of Ranch Ehrlo philosophy, approach, and direction throughout the agency. The committee reviewed and received regular updates on the agency's talent acquisition strategy, which included marketing initiatives to increase awareness of the agency, labour market reviews, incentives for hard-to-recruit candidates, and relationships with post-secondary institutions. It oversees the process for the annual performance review and evaluation of the CEO, including contract renewal and CEO compensation review. This past year, the committee supported the successful renewal of the CEO employment contract and engaged an external consultant to undertake a comprehensive review of the CEO compensation package.

Staff associations





The staff association of Ranch Ehrlo Society organizes staff functions, promotes employee involvement within the agency. Regionally, each campus operates its own staff association through the direction of a staff council. All members are encouraged to get involved to help organize and promote events such as holiday parties and sporting events. Although the activities in each association differ, common activities include school year meet and greets, movie nights, holiday parties, barbecues, and golf events.



2025-26

Financial Statements

INDEPENDENT auditor's report

Deloitte.

To the Board of Directors of Ranch Ehrlo Society

Opinion

We have audited the financial statements of Ranch Ehrlo Society (the "Society"), which comprise the statement of financial position as at May 31, 2026, and the statements of operations, 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 (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at May 31, 2026, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). 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 Society 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 these 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 Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

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

continued

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS 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 GAAS, 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 Society'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 Society'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 Society 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.

Deloitte LLP

Chartered Professional Accountants
Regina, Saskatchewan
September 2, 2026

STATEMENT of financial position

Statement of Financial Position
May 31, 2026

	2026	2025
ASSETS		
Current		
Cash	$ 14,960,231	$ 9,450,228
Restricted investments (Notes 5 and 6)	2,000,000	900,000
Goods and services tax recoverable	137,292	105,418
Prepaid expenses	490,639	375,165
Accounts receivable	10,772,023	14,056,449
Trust assets (Note 4)	50,674	74,743
	28,410,859	24,962,003
Restricted cash (Note 5)	391,768	306,257
Restricted investments (Notes 5 and 6)	6,921,164	7,058,913
Unrestricted investments (Note 6)	527,574	471,833
Capital assets (Note 3)	25,263,377	24,499,521
	$ 61,514,742	$ 57,298,527
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	$ 5,170,826	$ 4,184,395
Government remittances payable	905,356	978,915
Deferred revenue (Note 8)	171,431	302,031
Trust liabilities (Note 4)	50,674	74,743
Current portion of forgivable loans/ capital funding (Note 9)	216,013	485,500
	6,514,300	6,025,584
Forgivable loans/capital funding (Note 9)	348,540	564,552
	6,862,840	6,590,136
NET ASSETS		
General fund	45,338,970	42,443,221
Restricted fund (Note 5)	9,312,932	8,265,170
	54,651,902	50,708,391
	$ 61,514,742	$ 57,298,527

Commitments (Note 12)

The accompanying notes are an integral part of the financial statements.

ON BEHALF OF THE BOARD

Director [illegible]

Director Benjamin Findlay

STATEMENT of operations

Ranch Ehrlo Society
Statement of Operations
May 31, 2026

		2026		2025
REVENUES				
Group living	$	69,527,199	$	65,661,552
Education		12,980,846		12,324,672
Community		6,107,597		5,426,126
Family		13,660,688		13,135,225
Other		1,182,287		996,794
Forgiven/amortized capital funding (Note 9)		485,500		479,100
		103,944,117		98,023,469
EXPENSES				
Salaries and benefits		75,982,402		72,884,310
Occupancy costs		8,238,259		7,204,082
Operational requirements		3,148,994		2,880,976
Interest and bank charges		63,636		54,693
Programming		9,604,100		9,220,410
Miscellaneous		865,651		801,989
Amortization of capital assets		2,097,564		2,080,505
Amortization of intangible assets		-		20,234
		100,000,606		95,147,199
EXCESS OF REVENUES OVER EXPENSES	$	3,943,511	$	2,876,270

STATEMENT of changes

Ranch Ehrlo Society
Statement of Changes in Net Assets
May 31, 2026

	General Fund	Restricted Fund	**2026**	2025
Net Assets - Beginning of Year	$ 42,443,221	$ 8,265,170	$ 50,708,391	$ 47,832,121
Excess of revenues over expenses	3,943,511	-	3,943,511	2,876,270
Internal transfers (Note 10)	(1,047,762)	1,047,762	-	-
Net Assets - End of Year	$ 45,338,970	$ 9,312,932	$ 54,651,902	$ 50,708,391

STATEMENT of cash flows

Ranch Ehrlo Society
Statement of Cash Flows
May 31, 2026

		2026		2025
OPERATING ACTIVITIES				
Excess of revenues over expenses	$	3,943,511	$	2,876,270
Items not affecting cash				
Amortization of capital assets		2,097,564		2,080,505
Amortization of intangible assets		-		20,234
Forgiven/amortized capital funding		(485,500)		(479,100)
Realized/unrealized gain/loss on investments		(1,017,992)		(503,124)
Gain/loss on capital assets		192,555		4,342
		4,730,138		3,999,126
Changes in non-cash working capital				
Net change in non-cash current assets (Note 13)		3,161,147		(3,572,380)
Net change in non-cash current liabilities (Note 14)		758,203		1,426,839
Cash from operating activities		8,649,488		1,853,585
INVESTING ACTIVITIES				
Purchase of capital assets		(3,200,105)		(2,145,167)
Proceeds on disposal of capital assets		146,131		16,100
Purchase of Investments		-		(1,150,000)
Cash used by investing activities		(3,053,974)		(3,279,067)
NET INCREASE/DECREASE IN CASH		5,595,514		(1,425,482)
Cash, beginning of year		9,756,485		11,181,967
Cash, end of year	$	15,351,999	$	9,756,485
CASH CONSISTS OF				
Cash		14,960,231		9,450,228
Restricted cash (Note 5)		391,768		306,257
	$	15,351,999	$	9,756,485

NOTES to the financial

1. **NATURE OF ORGANIZATION**

Ranch Ehrlo Society (the "Society") is a non-profit, registered charitable organization dedicated to providing quality prevention, restorative, and advocacy services to vulnerable individuals. This mission is carried out through the provision of programming in the following areas:

- Early Learning
- Affordable Housing
- Therapeutic Counselling
- Family Preservation Services
- Family Treatment Services
- Youth Group Living/Education/Clinical Services
- Life Span Supportive Group Living/Vocational/Clinical Services
- Community Recreation

The Society operates from a number of locations in Saskatchewan, providing services to communities across Canada on a referral basis.

The Society is exempt from income taxes under section 149 of the Income Tax Act.

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basic Presentation

These financial statements are presented in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following significant accounting policies:

Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect reported amounts of assets and liabilities at the reporting date, and the reported amounts of revenues and expenses for the reporting period. Actual results could differ from these estimates. Significant financial statement items that require the use of estimates include useful lives of capital assets, impairment of capital assets, valuation of investments, and amortization of forgivable loans/capital funding. These estimates are reviewed periodically, and adjustments made as appropriate in the statement of operations in the year they become known.

Financial Instruments

The Society initially measures its financial assets and financial liabilities at fair value. The Society subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity and fixed income instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Transaction costs are added to the carrying value of the asset or netted against the carrying value of the liability and are then recognized using the effective interest method. Any premium or discount related to an instrument measured at amortized cost is amortized over the expected life using the effective interest method and recognized in net earnings as interest income or expense.

NOTES to the financial

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial Instruments (continued)

With respect to financial assets measured at cost or amortized cost, the Society recognizes in net earnings an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss shall be reversed in net earnings in the period the reversal occurs.

Revenue Recognition

The Society follows the deferral method of accounting for contributions, where externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection reasonably assured.

Capital funding is deferred and recognized at the same rate that the related assets are being amortized.

Group living, education, community, family and other revenue are recognized on an accrual basis when the good or service has been rendered.

Fund Accounting

The Society uses fund accounting to report the assets, liabilities, and net assets of the general, internally, and externally restricted funds. The Board of Directors may allocate a portion of accumulated net assets to restricted cash to provide for sound financial management and planning for future capital and operating requirements consistent with the agency's Restricted Funds and Reserve Policies. In a similar manner, previously apportioned restricted cash may be returned to the general fund in periods where qualifying investment has been made. The funds in use at the year end include the following:

The General Fund reports revenues and expenses related to program delivery and administrative services.

The Restricted Fund reports amounts set aside (net any withdrawals) for specific purposes (Note 6 and 11). These funds may be ongoing in nature or resources for specific future activities and include:

Geoff Pawson Scholarship – the bursary is internally restricted and is intended to provide funding for former students to further their education in a post-secondary institution.

Mary Miller Fund – the fund is internally restricted and is intended to provide financial assistance to former participants with a demonstrated urgent financial need.

Capital Reserve – is internally restricted for multi-year plans to improve existing infrastructure, as well as, to invest in future capital projects.

Operating Reserve – is internally restricted to address emergent situations that arise between budget cycles and provide funding for new programs and services required to meet emergent needs identified by referring agencies.

NOTES to the financial

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Fund Accounting (continued)

McEwen Manor Maintenance Reserve – is restricted under the forgivable loan agreement with Saskatchewan Housing Corporation. The Society is obliged to fund a reserve that is intended to support ongoing maintenance at McEwen Manor.

Intangible Assets

Software license rights and trademarks are being amortized on a straight-line basis over their estimated useful life of ten years.

Capital Assets

Capital assets are stated at cost less accumulated amortization and are amortized over their estimated useful lives at the following rates and methods. Legacy assets are amortized declining balance.

Building	4% - 10% declining balance/25 years straight-line
Equipment	20% declining balance/5 years straight-line
Motor Vehicles	30% declining balance/5 years straight-line
Computer Equipment	50% declining balance/3 years straight-line
Leasehold Improvements	30% declining balance/10 years straight-line

Impairment of Long-lived Assets

When conditions indicate that a tangible capital asset is impaired, the net carrying amount of the tangible capital asset is written down to the asset's fair value or replacement cost. Writedowns of tangible capital assets are recognized as an expense in the statement of operations.

Employee Future Benefits

The Society has a defined contribution pension plan where the Society and its employees contribute an identified amount to the plan annually. Amounts due to the plan are settled as they come due and there is no further obligation to report.

3. CAPITAL ASSETS

	Cost	Accumulated Amortization	**2026 Net Book Value**	2025 Net Book Value
Land	$ 2,655,842	$ -	$ 2,655,842	$ 2,687,499
Buildings	34,950,704	14,481,533	20,469,171	19,920,640
Equipment	3,235,539	3,051,889	183,650	244,480
Motor Vehicles	3,995,967	2,580,304	1,415,663	1,041,481
Computer Equipment	1,621,299	1,337,814	283,485	305,571
Leasehold Improvements	1,722,243	1,466,677	255,566	299,850
	$ 48,181,594	$ 22,918,217	$ 25,263,377	$ 24,499,521

NOTES to the financial

4. TRUST ASSETS/LIABILITIES

Participants may raise funds to be used for recreational or other activities and at the discretion of the Society. While the Society holds these monies in an administrative capacity, these funds are held for participants. As a result, there are no revenues or expenses reported in these financial statements.

5. RESTRICTED FUND

Restricted cash has been set aside for specific purposes and is maintained in separate bank accounts and investments.

	2026	2025
Geoff Pawson Scholarship (Internally Restricted)	$ 324,578	$ 290,285
Capital Reserve (Internally Restricted)	6,940,352	6,187,385
Operating Reserve (Internally Restricted)	1,346,397	1,204,142
McEwen Manor Maintenance Reserve	701,605	583,358
	$ 9,312,932	$ 8,265,170
Restricted Cash	391,768	306,257
Restricted Investments - Current	2,000,000	900,000
Restricted Investments	6,921,164	7,058,913
	$ 9,312,932	$ 8,265,170

The McEwen Manor Maintenance Reserve is for repairs to the building and repairs and/or replacement of equipment as established by the forgivable loan agreement with Saskatchewan Housing Corporations referenced in Note 9.

NOTES to the financial

6. INVESTMENTS

Investments in RBC Wealth Management Dominion Securities are in a balanced portfolio. The portfolio is flexible and can accommodate withdrawals necessary for ongoing operations, capital requirements, and strategic initiatives. Fixed income investments have terms with maturity dates ranging from FY2026-2027 to FY2034-2035.

	Market Value 2026	Current Yield	Asset % of Portfolio	Asset Mix Target	Asset Mix Min / Max	Market Value 2025
Cash or Cash Equivalent	$ 252,178	1.88%	2.67%	0%	0% / 15%	92,105
Fixed Income	6,453,425	4.33%	68.30%	70%	50% / 80%	6,300,102
Canadian Equities	2,568,340	3.70%	27.18%	30%	10% / 45%	1,901,186
US Equities (in CAD)	174,795	0.53%	1.85%	0%	0% / 0%	137,353
	$ 9,448,738	4.02%	100.00%	100.00%		8,430,746

Restricted Investments - Current	$ 2,000,000
Restricted Investments	6,921,164
Unrestricted Investments	527,574
	$ 9,448,738

Investment purchases totalling $Nil were made during the current year (2025 - $1,150,000). Associated investment risks are outlined in Note 15.

7. LINE OF CREDIT

The Society has an operating line with Royal Bank of Canada totaling $2,000,000 of which $Nil (2025 - $Nil) has been advanced at year end. In addition, the Society has a capital line with Royal Bank of Canada totaling $5,000,000 of which $Nil (2025 - $Nil) has been advanced at year end. Both lines of credit bear interest at prime plus 0.3% and are secured by a general security agreement and collateral mortgage registration held on a group of residential properties.

8. DEFERRED REVENUE

	2026	2025
Annual Pow Wow	$ 26,500	$ 20,550
Early Learning Grant	36,254	172,804
Regina ByPass Road Access	108,677	108,677
	$ 171,431	$ 302,031

9. FORGIVABLE LOANS/CAPITAL FUNDING

The annual forgiven/amortized portion of the forgivable loans/capital funding recorded as revenue in the statement of operations is $485,500 (2025 - $479,100).

	2026	2025
Saskatchewan Housing Corporation forgivable loan with monthly instalments of $31,692 (McEwen Manor). Maturity Date: August 31, 2026	$ 101,412	$ 481,712
Federal grant funding amortized with monthly instalments of $2,367 (McEwen Manor). Maturity Date: March 31, 2033	194,336	222,736
Saskatchewan Housing Corporation forgivable loan amortized with monthly instalments of $6,400 (Chaz Court). Maturity Date: May 31, 2029	268,805	345,604
	564,553	1,050,052
Current portion	(216,013)	(485,500)
	$ 348,540	$ 564,552

The Saskatchewan Housing Corporation forgivable loan and the Federal/Municipal grant funding were used to develop a supportive housing complex for homeless and at-risk adults with chronic, persistent mental health conditions (McEwen Manor). Under the agreement with Saskatchewan Housing Corporation, the Society must provide affordable units to eligible households, at rents priced at or below the average market rates for comparable housing in the community. The longest of the remaining two agreements with the project will be met in 2033. In the event the Society does not meet the conditions of the Saskatchewan Housing Corporation forgivable loan, interest of 5.19% will be calculated on the principal amount outstanding at the time of default and monthly repayments would be required.

Funding for the Chaz Court was provided for the development of 8 affordable housing units. The forgivable loans associated with this project are recorded as revenue over the life of each of the agreements (Saskatchewan Housing Corporation – 180 months; City of Regina – 60 months (has been fulfilled)). Under the agreement with Saskatchewan Housing Corporation, Chaz Court units may only be rented to eligible households at rents priced at or below the average market housing rent for comparable housing in the community. The commitment under this agreement will be met in 2029. In the event the Society does not meet the conditions of the Saskatchewan Housing Corporation forgivable loan related to Chaz Court, interest is due on the remaining balance not forgiven at a rate of 5.24%.

9. FORGIVABLE LOANS/CAPITAL FUNDING (continued)

In the event of default on Saskatchewan Housing Corporation loans, principal and interest is due on demand. The loans are secured by a collateral mortgage charging the lands with the principal amount of the project loan and such other security as the Saskatchewan Housing Corporation may from time to time reasonabily require to confirm or clarify its charge, mortgage, and security interest in the Project.

10. INTERNAL TRANSFERS

In the current year, the following transfers were made from the General Fund to the Restricted Fund:

The Geoff Pawson Scholarship fund increased by $34,294 (2025 increase - $18,579) due to a gain in investment value.

The Society systematically sets aside monies to fund upcoming capital improvements. The transfer in the current year is $752,966 (2025 - $1,509,547).

The Society systematically sets aside monies as an operational reserve. The operational reserve in the current year increased by $142,255 (2025 increase - $77,068) due to a gain in investment value.

The Society's agreement with Saskatchewan Housing Corporation obliges it to fund a maintenance reserve for McEwen Manor. The transfer in the current year is $118,247 (2025 - $119,188).

11. DEFINED CONTRIBUTION PENSION PLAN

The Society sponsors and funds a defined contribution pension plan on behalf of its employees. During the year, the employer's contribution to the plan was $1,914,204 (2025 - $1,770,354).

12. COMMITMENTS

The Society has long term agreements with respect to property, equipment and software licenses. Future minimum payments as of May 31, 2026 are as follows:

	Property	Software Licenses	Total
2027	$ 1,684,851	533,625	$ 2,218,476
2028	1,262,935	219,165	1,482,100
2029	1,027,003	199,193	1,226,196
2030	943,400	189,679	1,133,079
2031 and thereafter	1,427,225	189,679	1,616,904
	$ 6,345,414	$ 1,331,341	$ 7,676,755

NOTES to the financial

13. NET CHANGE IN NON-CASH CURRENT ASSETS

	2026	2025
Goods and Services Tax Recoverable	$ (31,874)	$ (38,631)
Prepaid Expenses	(115,474)	(22,381)
Accounts Receivable	3,284,426	3,615,871
Trust Assets	24,069	17,521
	$ 3,161,147	$ 3,572,380

14. NET CHANGE IN NON-CASH CURRENT LIABILITIES

	2026	2025
Accounts Payable and Accrued Liabilities	$ 986,431	$ 1,511,978
Government Remittances Payable	(73,559)	163,322
Deferred Revenue	(130,600)	(265,982)
Trust Liabilities	(24,069)	17,521
	$ 758,203	$ 1,426,839

15. FINANCIAL INSTRUMENTS

The Society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate, and manage these risks. The following analysis provides information about the Society's risk exposure and concentration as of May 31, 2026.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Society is exposed to credit risk from customers. In order to reduce its credit risk, the Society reviews outstanding receivables on a monthly basis and reviews the allowance for doubtful accounts based on risk of specific accounts, historical trends, and other information. The allowance for doubtful accounts for 2026 is $Nil (2025 - $Nil). In addition, the Society has a consistent number of customers which minimizes concentration of credit risk and most of those are government agencies or large institutions where the likelihood of default is considered small. This risk is considered to be low.

15. FINANCIAL INSTRUMENTS (continued)

Liquidity Risk

Liquidity risk is the risk that the Society will not be able to meet a demand for cash to fund its obligations as they come due. Liquidity risk also includes the risk of the Society not being able to liquidate assets in a timely manner at a reasonable price.

The Society meets its liquidity requirements by preparing and monitoring detailed forecasts of cash flow from operations, anticipating investing and financing activities, and holding assets that can be readily converted into cash.

As part of its strategic capital plan, the Society sets aside monies in internally restricted funds outlined in Note 5 and Note 10. The Society has also made arrangements with its financial institution to provide a credit facility which will meet any anticipated shortfalls.

Interest Rate Risk

The Society is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the Society to a fair value risk, while the floating rate instruments subject it to a cash flow risk. The Society is exposed to this type of risk as a result of its fixed income investments.

Investment Risk

The following is a summary of risks associated with investing. This list is not exhaustive, but provides an indication of the factors that can affect the value of the Society's investment.

Equity Risk: Investments in equity securities may be exposed to a high level of risk because the price of equity securities can rise and fall significantly in a short period of time. This risk is mitigated through sector investment diversification.

Credit Risk: Fixed income investments may be exposed to risk if the issuer of the fixed income security fails to honour the investment and repay with interest at the time of maturity. This risk is mitigated by investing in securities that have a credit rating of A- or higher.

Foreign Currency Risk: Investing in securities that are priced in foreign currencies can lose value when the Canadian dollar rises against the foreign currency. This risk is mitigated by restricting the overall portfolio percentage allowed for in foreign investment.

Liquidity Risk: Refers to the speed and ease with which an investment can be sold and converted into cash. The Society mitigates this risk through a diversified portfolio that consists of both short-term and long-term investments.

Interest Rate Risk: Refers to the potential that a change in overall interest rates will reduce the value of a bond or other fixed rate investment. This risk is reduced through diversification of bond maturities.

Ranch Ehrlo Society

60 Years

Where we all CARE

1951 Francis Street
Regina, SK S4V 6V1

(p): 306-781-1800
www.ehrlo.com

CWLC+LBEC

ukeru