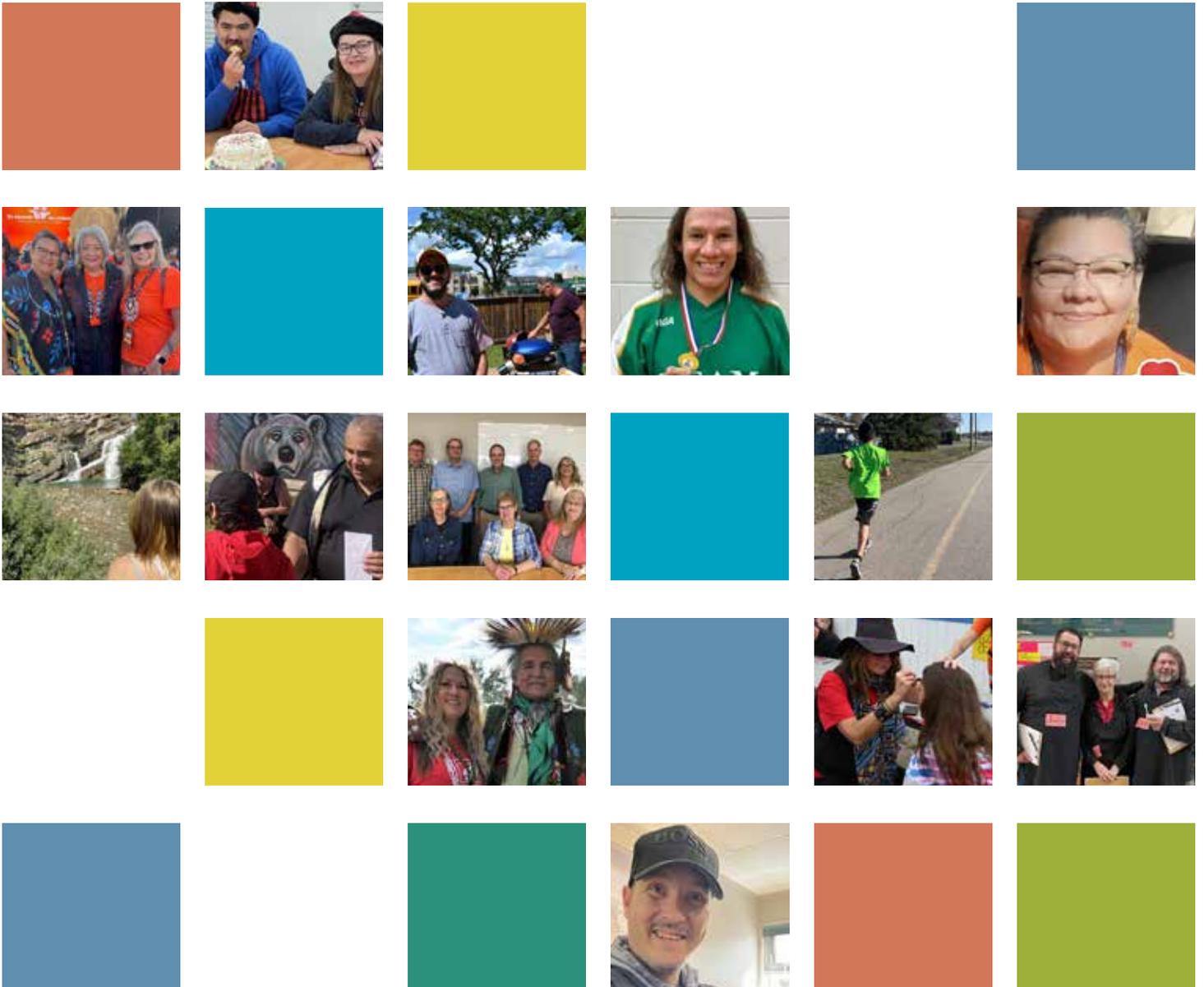


RANCH EHRLO SOCIETY
ANNUAL REPORT 2023-2024



HONOURING THEIR Voices





ABOUT US

Ranch Ehrlo Society is a charitable organization dedicated to providing a range of quality 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

Ranch Ehrlo Society has developed unique and innovative programs to assist children, youth, families, and communities.

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

OUR VISION

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

WHO WE SERVE

Our services include assessment and psychotherapy for members of the broader community, family treatment and reunification, early learning, counselling, emergency receiving, specialized foster care, affordable housing, group care treatment and education for children and youth with mental health, behavioural, and addictions needs, and group care and vocational services for older adolescents and adults with pervasive and complex differing abilities, and community recreation and sports programs for at-risk youth. Our participants are referred from across the country.

OUR MODEL OF CARE

As a CARE certified agency, we are guided by the CARE model, which is a multi-level program aimed at improving services for children and youth in care based on six guiding principles (developmentally focused, family involved, relationship based, trauma informed, competence centred, and ecologically oriented). In 2023, Ranch Ehrlo joined over 600 youth organizations in adding Ukeru, an innovative crisis prevention program to our model of care. Ukeru will provide a new tool alongside our CARE principles and Therapeutic Crisis Intervention techniques to improve the quality of life for our participants.



4
**Message from the board chair
and CEO**

5-6
Group living services

7-8
Family services

9-10
Clinical services

11-12
Education services

13-14
Community services

15-18
Our achievements

19
Outcomes

20
Ranch Ehrlo executive

21
Ranch Ehrlo board of directors

22
**Highlights from the board
committees**

23
Ranch Ehrlo staff association

24
Auditor's report

25
Statement of financial position

26
Statement of operations

27
**Statement of changes in net
assets**

28
Statement of cash flows

29-39
Notes to financial statements





Natalie Huber,
CEO and president



Dr. Louise Greenberg,
board chair

Leadership message

We are pleased to present the 2023-24 Ranch Ehrlo Society board chair/CEO report. Here are some of the highlights of this past year.

Following a three-day site visit by CARE consultants in June 2023, the agency was advised in August that its application for CARE certification through Cornell University's Residential Child Care Project was successful. The site visit demonstrated to the consultants our leadership's strong commitment to serving the best interests of participants. We are proud to announce that Ranch Ehrlo is the third CARE-certified agency in Canada and the first in Saskatchewan, a unique achievement that reassures our commitment to excellence.

Our 6th annual powwow in August 2023 brought together dancers, drummers, and community members, including the Honourable Russ Mirasty, Lieutenant Governor of Saskatchewan and his wife Donna, Honourable Gene Makowsky, Minister of Social Services, and Advocate for Children and Youth Dr. Lisa Broda along with her staff. Our annual powwow has become one of the highlights of the year, celebrating and honouring Indigenous culture and ceremonies.

Following an extensive year-long self-study and a successful site visit in September 2023, the agency was advised of its reaccreditation with the Council on Accreditation (COA) until November 2027. The recognition of our sound governance framework by COA, which increases organizational viability and long-term sustainability, is a testament to our commitment to providing a safe and caring environment for our participants.

We continue to receive community financial support for many of our initiatives, including \$15,000 from the Children's Aid Foundation of Canada for Indigenous land-based therapeutic activities, \$50,000 from the National Music Centre to expand our therapeutic music program, as well as ongoing grant support from Jumpstart for our Ehrlo Sport Venture programs. Ehrlo Sport Venture was once again chosen as the charity of choice for the Tim Hortons Holiday Smile Cookie campaign, raising nearly \$44,000 to support programming and services. For the 12th consecutive year, Ehrlo Counselling Services received \$50,000 from the Anonymous Donors' Fund at the South Saskatchewan Community Foundation to provide pro-bono counselling for vulnerable people in the community. We are very appreciative of this support

which enables us to enhance and strengthen our programs and presence in the community.

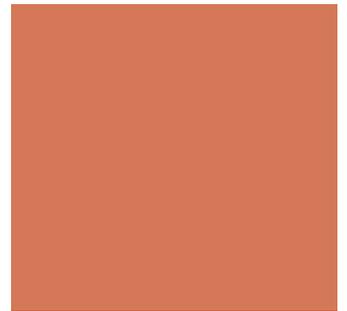
In March 2024, Ranch Ehrlo was named a Top Employer in Saskatchewan for the 13th consecutive year. We are very proud of this designation and continue to work hard to ensure we provide a workplace that encourages our employees to build brighter futures for our participants and for themselves.

Safety remains a major focus at the agency with the introduction of several safety initiatives, including an assessment of the agency's safety management system and the development of psychological safety modules for managers and supervisors. This past year we also implemented Ukeru, a new crisis management tool, into our programs, making us the first group living organization in Canada to do so. Mental health coverage benefits for employees were increased from \$300 to \$1,500 annually. We know the work our employees do is important, but at times stressful, and we need to ensure their ongoing mental and physical health and resilience.

We celebrated the official opening of two Emergency Receiving (ER) programs in the north. Samson House on the Corman Park campus officially opened in May and was named after Lynne Samson, the first member of the board from Corman Park. The ER in Prince Albert was relocated from the Buckland campus into the city in February, to better meet the needs of the youth. It was officially named Fraser House after former Prince Albert board member and community leader Alan Fraser.

We'd like to extend our heartfelt appreciation to the board of directors for their unwavering commitment and support over this past year, especially to Dave Hedlund and Diana Leray who will be rotating-off the board. Their significant contribution to the work of the board will be greatly missed. Also, a thank you to Jordan Baptiste, who has decided to step off the board at this time due to other commitments. We would also like to thank the executive team for their continued excellent work. And finally, a special thank you to all the employees and volunteers who time and time again, go above and beyond to provide excellent care to those we serve. Your dedication is truly appreciated and valued.





Group living

Our integrated treatment programs provide youth and participants with differing abilities with group living, clinical treatment, education/vocational services, and recreation opportunities.





Group living programs

Youth Group Living Programs

Young people are in programming 24-hours a day and every activity is focused on achieving the best outcome for that youth.

Our programs are designed to first stabilize and assess youth entering our program. Following an intake period, programming focuses on providing opportunities for greater independence. Life skills building opportunities include shopping, meal preparation, accessing support services, and others.

Once youth are ready to leave the Ranch, we help support them to successfully navigate the transition from adolescence to adulthood. Focus is on daily life skills, community/family connectedness, medical resources, community involvement, and vocational/education skills.

Supported Living Programs

Ranch Ehrlo provides programs for participants with multiple, complex developmental needs. Care and support are focused on person-centred and strength-based services.

Participants have access to a multi-disciplinary team of clinical consultants who are trained in speech and language pathology, occupational therapy, music therapy, social work, psychiatric nursing, and psychology. Target areas include fine motor skills, functional language development, social-emotional abilities, sensory processing ability, and daily living skills.

Emergency Receiving Programs

Ranch Ehrlo provides temporary Emergency Receiving Services for youth while the Ministry of Social Services develops a longer term plan.

4 Emergency receiving homes

22 Supported living homes in Regina and Pilot Butte

18 Youth group living homes in Regina, Pilot Butte, Corman Park, and Prince Albert



Family

Ranch Ehrlo has four family programs that help keep or bring families together.



Family programs

We are a family-focused agency and our goal is to keep families together whenever possible. The agency operates four family-focused programs that prevent the placement of children out of their homes, assist families to reunite after having a child in care, or provide family-based care for children.

Family Treatment Program aims to improve family safety, family functioning, and child well-being so families can remain together. The program provides services to the whole family to assist families to safely care for their children and prevent out-of-home care, or to assist families to reunite after having a child in care. The length of time in the program is dependent on the family members' treatment needs.

Intensive Family Preservation Services is an intensive six-week in-home family treatment program that works with families referred by the Ministry of Social Services from the southern region of the province. It is designed to stabilize and strengthen families and to prevent out-of-home placement of children.

Treatment Foster Care Program provides a supportive environment for children to live and thrive in a family setting. Foster families support the care, treatment, and community engagement of the children in their care while helping to develop and strengthen healthy relationships between the child and their birth family. A typical length of stay is six to 12 months.

Family Centred Addiction Program based out of Moose Jaw, is an innovative addictions treatment program that supports not only the individual struggling with substance use, but also their immediate family.

Ranch Ehrlo is a family-focused agency and its goal is to keep families together whenever possible.

34 Family treatment homes in Regina and Moose Jaw.

1 Family-centred addiction apartment building in Moose Jaw with room for eight families.

14 Treatment foster families in Regina and in and around Saskatoon and Prince Albert.

39 Families who were served in their homes in the Intensive Family Preservation Services.



Clinical

Ranch Ehrlo helps participants confront the issues that brought them here, while working to enhance their individual psychological and social well-being.



Clinical programs



Our clinical services are tailored to offer personalized and comprehensive support to individuals, focusing on their unique needs for overall well-being.

In-house clinical treatment staff consist of program caseworkers, clinical consultants, and our Clinical Assessment and Resource Services team. This clinical team of multidisciplinary professionals includes social workers, psychologists, and counsellors who act as the primary link between the agency, families, and the various referral agencies. Psychiatric services, through consulting psychiatrists, are also provided as needed.

Our clinical services

We employ various key components to address mental health and personal growth aspects.

Assessments – Psychological assessments are crucial, providing insights into cognitive, emotional, and behavioural patterns. This information forms the basis for targeted interventions and personalized strategies. At the Ranch, we have a team of professionals in our Clinical Assessment Resources and Services that provide this service.

Individualized treatment plans – Crafting individualized treatment plans is a meticulous process, considering participants' strengths, challenges, and goals. These plans act as dynamic roadmaps to empower individuals and foster long-term success and emotional well-being. Cultural elements, spirituality, and family collaboration are integrated into treatment plans.

Individual and group counselling – Individual and group counselling is led by dedicated professionals with master's level training. Individual counselling uses evidence-based techniques, and involves collaboration with family members and caregiver teams, creating a supportive environment for personal exploration and growth.

Group counselling sessions create a supportive

and enriching therapeutic environment, addressing diverse treatment needs.

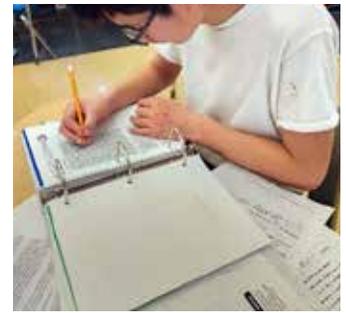
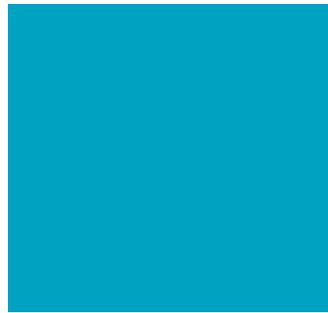
Safety planning – Personalized safety plans and crisis management strategies are developed in partnership with participants, empowering them to actively contribute to their safety and restoration.

Psychiatric assessment and support services – If required, we can provide participants with access to a timely and comprehensive psychiatric assessment.

Holistic therapies – We provide a range of holistic therapies including horsemanship, expressive arts programming, pet therapy, music therapy, and therapeutic recreational activities that offer transformative healing experiences.

Speech-language services – Our speech-language services play a pivotal role in nurturing effective communication skills and facilitating personal growth.

Occupational therapy - This therapy provides insight into an individual's unique challenges and strengths and is designed to support emotional and behavioural regulation, providing tools and strategies to navigate daily life more effectively.



Education

Our diverse education programs offer resources to students who have not had success in a traditional classroom, and vocational programs for participants with developmental and cognitive needs.

Education programs

Most youth coming to Ranch Ehrlo have had little success in school.

Frustration and failure have often led a child to anger and withdrawal, and as a result, they are no longer interested in learning.

To meet this challenge, the agency provides accredited, structured educational environments within the Ranch-operated Schaller, Hansen, and Ellen Gunn education centres located on our three campuses at Pilot Butte, Buckland, and Corman Park. The agency also has a Transition Program in Regina which prepares youth to transition from a Ranch classroom toward mainstream placement.

Each school provides an environment for academic assessment, modified programming, and behaviour stabilization in preparation for future educational placements.

As students progress and their behaviours stabilize, they are moved to classrooms in city schools with the support of an on-site teacher and an educational assistant employed by the Ranch. This provides opportunity for students to adjust to what will be required in a regular school. The difference in these classrooms is that the number of students is kept low to provide more individual attention to each student.

Vocational and alternative programs

Ranch Ehrlo offers educational opportunities and vocational programs for participants with developmental and cognitive differing abilities in

a warm, nurturing, and supportive environment. The Learning Centre is a special education program designed to meet the needs of young adults with severe developmental and sensory needs.

Ranch Ehrlo's four vocational and life skills programs provide a variety of work training experience and skills development designed to assist those with developmental and cognitive needs. The programs are:

- Life Skills Education Program (LSEP)
- Vocational Training Employment Program (VTEP)
- Supported Employment Program (SEP)
- Alternative Vocational Education Program (AVEP)

5

Vocational and alternative education programs



3

Accredited education centres on our campuses



5:1

The most common student-to-education staff ratio in our classrooms

Community

Ranch Ehrlo offers community programs that make areas of living, working, and playing better places to be.



Community programs

Ranch Ehrlo provides community services designed to promote the well-being of all. Our community services, based in Regina, are intended to make places of living, working, and playing better places to be. The services are available to the community free of charge or at the lowest fee possible.

A young girl can play hockey for the first time.

Parents can feel confident about leaving their child at an Early Learning Centre.

A single mother can give her children a roof over their heads.

A father struggling to parent can find counselling support.

Why community programming?

Learning and playing is imperative to building healthy communities. Ranch Ehrlo programs and services are created in efforts to build stronger, healthier, and more integrated communities.

Programs we offer

- Ehrlo Housing's mandate is to provide affordable housing to low-income families, individuals with enduring mental health conditions, and young people transitioning from care. Ehrlo Housing has over 20 years of experience in developing and delivering affordable housing and is well-respected within the industry.
- Ehrlo Sport Venture believes that everyone should have the right to play. To fulfill this goal, it offers free sports leagues (hockey, basketball, soccer, baseball, and football) and a library where anyone can borrow sports equipment, free of charge.
- Ehrlo Counselling Services (Thundering Buffalo Lodge) believes everyone should have equal access to counselling services. It provides a range of counselling, assessment, training, and consultation services that seek to improve the lives of individuals, families, and groups for children, teens, and families.
- Ehrlo Early Learning Centres provide quality learning and childcare for families in Regina. Our philosophy is based upon experiential or real-life learning.

Our achievements

The past year was filled with extraordinary achievements.

Tenant appreciation barbecue

Ehrlo Housing, which provides affordable housing to low-income families, individuals with enduring mental health conditions, and young people transitioning from care, held its annual tenant appreciation barbecue on June 23, 2023. Tenants from McEwan Manor and Chaz Court joined the tenants at Lakeshore Village to enjoy food and camaraderie.

Shelley Sayer, director of housing, said, “Hosting a tenant appreciation barbecue gives us an opportunity to personally thank our renters, create a sense of community and support, and for our tenants to get to know each other a little better in a casual, fun environment!”

New director

Our most northern campus welcomed a new director in July 2023. Barclay Batiuk was hired as northern director of Group Living Services for Prince Albert and Buckland campus. He replaced former director Kevin Mugford, who retired in December. Barclay was most recently the principal at Saskatchewan Rivers Public School Division. Growing up and raising two children in Prince Albert has allowed Barclay to develop strong connections within the community.

Sixth annual powwow

Ranch Ehrlo’s 6th annual powwow took place on August 31, 2023 on our Pilot Butte campus.

“We couldn’t ask for a more beautiful day for a powwow,” Natalie Huber, Ranch Ehrlo CEO said following the grand entry.

Many dancers, drummers, volunteers, sponsors, and special guests joined in the celebration. Special guests included the Honourable Russ Mirasty, Lieutenant Governor of Saskatchewan, Her Honour Donna Mirasty, the Honourable Gene Makowsky, Saskatchewan’s Minister of Social Services, Elder Sidney Kay, Saskatchewan Advocate for Children and Youth Lisa Broda, members of the city, RCMP, and Regina Police Services, as well as Ranch Ehrlo board members Greg Fieger, Hirsch Greenberg, Peter Hoffmann, Dave Hedlund, Louise Greenberg, and Robin Clarke.

Indigenous speaker series

Ranch Ehrlo’s Truth and Reconciliation Committee undertook a new initiative called the Indigenous Speaker Series. The first event was held on June 21, 2023 on the Pilot Butte campus to correspond with the summer solstice and National Indigenous Peoples Day. The first speaker was Cadmus Delorme, the former Chief of Cowessess First Nation.





Care certified agency

“I am so proud to work at Ranch Ehrlo, and I am so proud and grateful to the staff at all levels of the agency for their focus and commitment to implementing CARE these past six years,” stated Natalie Huber, Ranch Ehrlo CEO.

In August 2023, Ranch Ehrlo successfully completed its CARE certification through Cornell University after implementing the program to improve participant outcomes in 2017. The multilevel program is based on six guiding principles (developmentally focused, family involved, relationship based, trauma informed, competence centred, and ecologically oriented).



Early learning training

Staff at two Ehrlo Early Learning Centres (EELC) in Regina participated in the “Learning Language and Loving It” program, an eight-week training initiative identified by the Ministry of Education to enhance language and literacy skills among early learners. Fifteen staff members attended three-hour sessions where they learned strategies to support children’s language development, identify abilities, foster peer interactions, and extend learning topics. The training provided both validation and new approaches for early childhood educators, enabling staff to implement these strategies effectively and support each other in doing so.



Celebrating families

Treatment Foster Care (TFC) families were celebrated at a fall appreciation social event, recognizing their hard work and commitment over the year. Lisa Neill, TFC program manager, emphasized the importance of acknowledging these families’ efforts in providing safe and loving environments. The longest-serving family has been with Ranch Ehrlo for eight years, with three new families joining this year. The social included refreshments and shared stories. Families also discussed the training schedule for the year, including a two-day October course on the Four Seasons of Reconciliation.

Successful COA visit

Ranch Ehrlo has been reaccredited by the Council on Accreditation (COA) following a year review of the agency which culminated with a site visit in September 2023. Our next reaccreditation is scheduled for 2027.



COA is an international, non-profit human service accrediting organization that accredits more than 2,200 organizations. They review agencies based on a set of standards that are developed in conjunction with international subject matter experts.

During the Fall exit meeting, the COA team provided positive feedback about Ranch Ehrlo’s programs and processes. Common themes that emerged included the review team’s appreciation for our commitment to best practices, continuous improvement and learning, with internal integrity seen throughout the agency.





Counselling open house

Ehrlo Counselling Services (ECS) held a Meet-and-Greet in November, welcoming community organizations to network and collaborate. The event allowed Ehrlo Counselling to highlight their traditional name, Thundering Buffalo Lodge and reiterated the significance of collaboration in addressing mental health challenges.



Donations for families

Participants of Ranch Ehrlo’s family programs face unique challenges and some struggle financially during the holiday season. Several companies and individuals in Regina and Moose Jaw spread holiday cheer, stepping up to help families afford gifts for their children. Patti Petrucka, family program director, highlighted the impact of donations, “These contributions make a profound difference, easing a significant burden for families.”

Emergency Receiving programs

Ranch Ehrlo Society has expanded and revamped its Emergency Receiving (ER) program to better serve children in need across Saskatchewan. The northern program, initially launched in Prince Albert in 2018, provides emergency services for children up to 11 years old. Recognizing the limitations of their original property on campus, the program was moved to a home in northeast Prince Albert in February. The new home was named Fraser House after former Prince Albert board member and community leader Alan Fraser.



In May, Ranch Ehrlo celebrated the opening of its newest ER program, Samson House, located on the Corman Park campus. Named in honour of board member Lynne Samson, the six-bed program caters to youth aged 12- 15.

New therapeutic program

Ranch Ehrlo introduced Ukeru a new, innovative crisis management tool to help improve safety. The program is not intended to replace any existing practices at the agency but rather to complement our CARE principles and Therapeutic Crisis Intervention techniques, further enhancing the quality of life for our participants and the safety of our staff.



“We were listening to our staff feedback about the importance of safety in the workplace. We work with some difficult participants with highly complex needs and staff safety needs to be a priority,” explained Natalie Huber, Ranch Ehrlo CEO.

Generous music grant

Ranch Ehrlo partnered with the National Music Centre (NMC) last Fall to give more participants and families the opportunity to grow and develop with the power of music therapy. Following a formal proposal, Ranch Ehrlo Society received \$50,000 to expand its music therapy program. With the additional funds, music therapy services at Ranch Ehrlo Society expanded to serve 50 to 80 new participants weekly.



Sweet Grass Café

Ranch Ehrlo’s internal catering service, the Sweet Grass Café, moved to a new location in January. Participants and staff are excited to continue growing its catering services within Ranch Ehrlo. The catering is operated by participants and staff in the Vocational Training Employment and Supported Employment programs. Sweet Grass participants also took part in Mosaic 2024 providing support at the Indigenous Peoples Pavilion. Participants helped prepare and contribute the menu’s dessert items.



Volunteer appreciation

Ehrlo Sport Venture (ESV) held its inaugural Volunteer Appreciation Night on April 27th, to extend overwhelming gratitude and appreciation to its volunteers. More than 100 people gathered together to celebrate the contributions made by the dedicated volunteers of ESV.

“We’re able to achieve a lot of amazing things and it is with the support of the staff, with the leadership within the agency, with our community partners, sponsors, and our volunteers,” said Gloria Patrick, manager of ESV.



ECS pro bono services continue for 12th year

ECS was once again the recipient of a \$50,000 grant from the Anonymous Donor Fund at the South Saskatchewan Community Foundation. The funds are used to provide pro-bono counselling for high-risk, vulnerable people in the community who require care for their mental health but are not able to afford to pay for these services.

Natashia Schoenroth, director of Ehrlo Counselling, said, “Because of these funds, last year Ehrlo Counselling was able to provide approximately 400 counselling sessions to over 100 persons and families within our community.”



Significant savings for Ehrlo Housing

In April, the City of Regina approved a 100 per cent tax exemption for Ehrlo Housing’s McEwen Manor property, located in downtown Regina. The Community Non-Profit Tax Exemption translated to a significant cost savings for Ranch Ehrlo Society and subsequently benefited the building’s tenants and community partner Phoenix Residential Society.

The tax exemption allowed rental rates for the 39 units to remain as affordable as possible, benefitting the tenants who require support to live independently.



Make a Mark returns for a third year

Special guests, staff, and participants got to watch their favourite fictional characters come to life at the kick off to the Make a Mark art show. Ranch Ehrlo once again partnered with the Regina Public Library to showcase the artistic talents of program participants. The show ran throughout April at the George Bothwell Library.



Focus on outcomes

Continual improvement has always been a top priority for us. We take great strides to better understand how our programs impact our youth, adults, and family participants, and we work diligently to ensure the delivery of our services are effective in meeting their needs. We have a system in place for analyzing and reporting our service recipients' success. We use the data to evaluate services, identify opportunities for improvement, and develop plans. If you want to see more outcomes, look for the Outcomes Report on ehrlo.com.



Why are youth at the Ranch?

68%

families reunified in the Family Treatment Program

86%

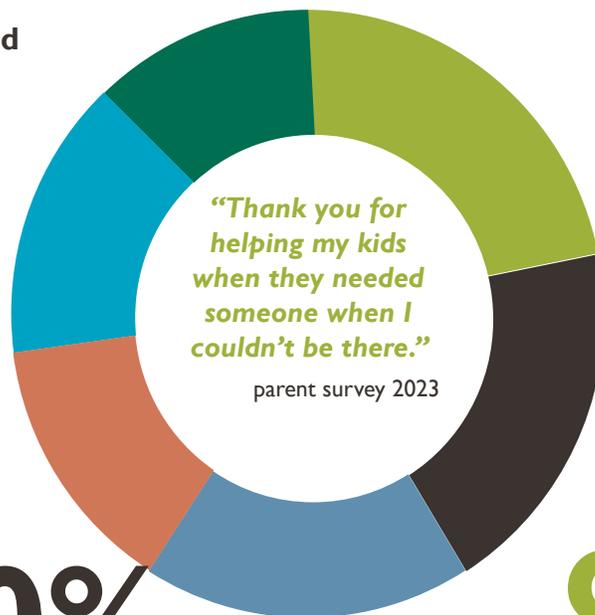
of youth attained all or part of their goals!

100%

of vocational goals were achieved in the Supported Living Program

90%

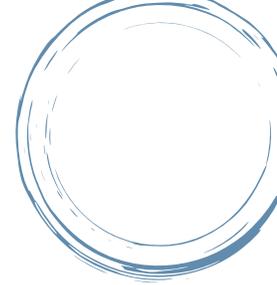
of families stayed together in our Intensive Family Preservation Services!



"Thank you for helping my kids when they needed someone when I couldn't be there."

parent survey 2023

Our executive



Natalie Huber joined Ranch Ehrlo in January 2021 as the president/CEO. She has worked in child and family services for close to 28 years.



Shelley Reddekopp joined the Ranch in June 2021 as the vice-president of finance. She came to the agency with significant corporate, leadership, and financial experience. Shelley assumed the role of vice-president of support services in 2023.



Malcolm Neill joined the Ranch in 1988. He held various positions including vice-president of Ehrlo Community Services and vice-president of Group Living Services, before

being appointed the vice-president of strategy and organizational effectiveness in January 2020.



Pam Dmytriw joined the Ranch in 2016 as a Group Living director and moved into the role of vice-president of Group Living Services in 2020. Prior to coming to the agency, she

worked at the Ministry of Social Services and the Regina Qu'Appelle Health Region.



Corinna Hayden-Fidler has been an educator for over 28 years. Before being appointed the vice-president of education in September 2013, she held the title of director of

secondary and vocational programs.



David Rivers 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.



Carole Bryant joined the Ranch in 2000. In 2016, she assumed a new role as director of governance and corporate services. Carole remains a member of the executive team.



Board of directors

2023-2024

- **Dr. Louise Greenberg, (chair) former executive in residence, Johnson Shoyama, U of R**
- **Blair Swystun, (vice-chair/secretary) retired CIC president and CEO**
- **David Hedlund, health care consultant**
- **Diana Leray, partner, KPMG**
- **Frank Regel, retired human services professional**
- **Amy Groothuis, registrar, Court of Appeal**
- **Deb Pacholka, retired general counsel**
- **Hirsch Greenberg, retired justice studies professor**
- **Darren McKee, CEO/executive director, SK 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 at Saskatchewan Indian Gaming Authority**
- **John Baptiste, vice-president of Xtended Hydraulics and Machine**

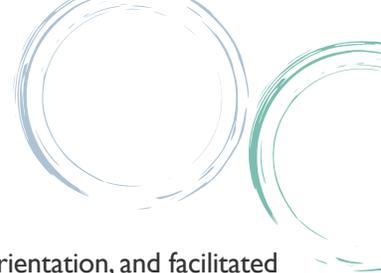


Board member Dr. Louise Greenberg with CEO Natalie Huber and the Honourable Russ Mirasty, Lieutenant Governor of Saskatchewan and Her Honour Donna Mirasty.

Board members Hirsch Greenberg and David Hedlund at the Make a Mark art show

Board member Robin Clarke presenting a trophy at the northern youth Awards Night

Board committee



Audit and finance committee

Members: Diana Leray (chair), Louise Greenberg, Hirsch Greenberg, Ben Findlay, Jordan Baptiste

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 equipment, vehicles, and real estate. It recommended changes to lease approvals to make the process more efficient. It reviewed and presented to the board the agency's quarterly financial results and agency score card. The committee reviewed and recommended to the board rate increases for youth group living, supported living, family treatment, emergency receiving, and the education programs. The committee reviewed and recommended to the board a long-term lease and the purchase of property in Regina as well as the expansion of a program in Moose Jaw. In conjunction with the human resources and compensation committee, it reviewed and recommended to the board approval of the 2024-2025 business and sustainability plan. 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 internal controls. The committee recommended changes to the investment policy regarding asset mix, removal of geographic limitations on equities, and the removal of a redundant section. In addition, the committee made changes to its terms of reference to ensure the committee chair has a professional financial designation or pertinent corporate dealings in audit and finance.

Governance and nominations committee

Members: Deb Pacholka (chair), Dave Hedlund, Robin Clarke, Darren McKee

The governance and nominations committee continued its work in strengthening the board governance structure. The committee conducted its biennial review and recommended changes to the Decision Approval Framework Policy and Matrix and the Board of Directors Orientation and Training Policy. It recommended to the board wording for a truth and reconciliation belief statement reflecting the board's commitment to the TRC calls to action. On behalf of the board, it reviewed the agency's five-year Strategic Plan and confirmed its ongoing validity. It continued its work on

board renewal, 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 stakeholder confidence and regulatory and licensing requirements. The committee chair presented to the membership amendments to the agency's bylaws to remove the requirement for a senate representative to the board and to align the wording with The Non-profit Corporations Act, 2022 which was proclaimed in March 2023. The committee reviewed the governance standards for the Council on Accreditation and provided general oversight for the self-study and site visit, including participation in the entrance and exit meetings during the site visit. The committee is responsible for the planning and conduct of the annual general meeting.

Human resources and compensation committee

Members: Amy Groothuis (chair), Frank Regal, Blair Swystun, Lana Gray

The human resources and compensation committee continued to provide oversight for the agency's total compensation plan, performance management framework, and health and safety program. It reviewed the agency's compensation philosophy and recommended to the board a change in focus to encompass a "total rewards" philosophy. It met with representatives of People Corporation, the agency's benefit consultant, to review the performance of the agency's self-directed pension plan and received recommendations on addressing the issues raised. The committee also provided input into the agency's Pension Governance Policy, that provides structures and processes to operate and administer the plan as well as the oversight for the plan to comply with relevant legislation and regulations. 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, engaging, supporting, and managing the workforce, staff safety and 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.

Staff associations



The staff association of Ranch Ehrlo Society organizes staff functions, promotes employee involvement within the agency, and operates as committees on behalf of their membership. 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.



INDEPENDENT auditor's report

Deloitte.

Deloitte LLP
2103 11th Avenue
9th Floor
Bank of Montreal Building
Regina SK S4P 3Z8
Canada

Tel: 306-565-5200
Fax: 306-757-4753
www.deloitte.ca

Independent Auditor's Report

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, 2024, 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, 2024, 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 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.



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
September 3, 2024
Regina, Saskatchewan



STATEMENT of financial position

Ranch Ehrlo Society

Statement of Financial Position

May 31, 2024

	2024	2023
ASSETS		
Current		
Cash	\$ 10,977,163	\$ 11,479,005
Current investments (Note 7)	991,807	1,397,088
Goods and services tax recoverable	144,049	94,789
Prepaid expenses	397,546	219,082
Accounts receivable	10,440,578	10,604,426
Trust assets (Note 5)	57,222	48,483
	<u>23,008,365</u>	<u>23,842,873</u>
Restricted fund (Note 6 and 7)	5,548,982	4,924,729
Investments (Note 7)	441,635	427,404
Capital assets (Note 3)	24,455,301	22,285,198
Intangible assets (Note 4)	20,234	98,802
	<u>\$ 53,474,517</u>	<u>\$ 51,579,006</u>
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	\$ 2,672,416	\$ 4,596,423
Government remittances payable	815,593	103,009
Deferred revenue (Note 9)	568,013	574,683
Trust liabilities (Note 5)	57,222	48,483
Current portion of forgivable loans/ capital funding (Note 10)	479,100	512,700
	<u>4,592,344</u>	<u>5,835,298</u>
Forgivable loans/capital funding (Note 10)	1,050,051	1,432,483
	<u>5,642,395</u>	<u>7,267,781</u>
NET ASSETS		
General fund	41,291,333	37,989,408
Restricted fund (Note 6)	6,540,788	6,321,817
	<u>47,832,121</u>	<u>44,311,225</u>
	<u>\$ 53,474,517</u>	<u>\$ 51,579,006</u>

Commitments (Note 13)

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

ON BEHALF OF THE BOARD

Director Janice Greenberg

Director Wendy Tracy



STATEMENT of operations

	2024	2023
REVENUES		
Group living	\$ 61,661,703	\$ 57,995,999
Education	12,072,640	11,746,139
Community	5,073,468	5,158,606
Family	12,232,528	10,575,592
Other	676,427	177,426
Forgiven/amortized capital funding (Note 10)	416,032	506,299
	<u>92,132,798</u>	<u>86,160,061</u>
EXPENSES		
Salaries and benefits	67,245,320	63,984,786
Occupancy costs	7,126,107	6,618,407
Operational requirements	2,580,457	2,817,122
Interest and bank charges	46,224	36,243
Interest on long term debt	-	2,214
Programming	8,783,472	8,085,184
Miscellaneous	963,031	775,502
Amortization of capital assets	1,788,723	1,632,926
Amortization of intangible assets	78,568	88,168
	<u>88,611,902</u>	<u>84,040,552</u>
EXCESS OF REVENUES OVER EXPENSES	<u>\$ 3,520,896</u>	<u>\$ 2,119,509</u>



STATEMENT of changes

	General Fund	Restricted Fund	2024	2023
Net Assets - Beginning of Year	\$ 37,989,408	\$ 6,321,817	\$ 44,311,225	\$ 42,191,716
Excess of revenues over expenses	3,520,896	-	3,520,896	2,119,509
Internal transfers (Note 11)	(218,971)	218,971	-	-
Net Assets - End of Year	<u>\$ 41,291,333</u>	<u>\$ 6,540,788</u>	<u>\$ 47,832,121</u>	<u>\$ 44,311,225</u>



STATEMENT of cash flows

	2024	2023
OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ 3,520,896	\$ 2,119,509
Items not affecting cash		
Amortization of capital assets	1,788,723	1,632,926
Amortization of intangible assets	78,568	88,168
Forgiven/amortized capital funding	(416,032)	(506,299)
Realized/unrealized gain/loss on investments	(227,434)	10,479
Loss on capital assets	(3,927)	(14,714)
	<u>4,740,794</u>	<u>3,330,069</u>
Changes in non-cash working capital		
Net change in non-cash current assets (Note 14)	(72,615)	(1,960,490)
Net change in non-cash current liabilities (Note 15)	(1,209,354)	(428,720)
Cash from operating activities	<u>3,458,825</u>	<u>940,859</u>
INVESTING ACTIVITIES		
Purchase of capital assets	(3,987,299)	(1,216,392)
Proceeds on disposal of capital assets	<u>32,400</u>	<u>60,400</u>
Cash used by investing activities	<u>(3,954,899)</u>	<u>(1,155,992)</u>
FINANCING ACTIVITIES		
Repayment of long term debt	-	(282,951)
Cash used by financing activities	<u>-</u>	<u>(282,951)</u>
NET DECREASE IN CASH	(496,074)	(498,084)
Cash, beginning of year	<u>11,678,041</u>	<u>12,176,125</u>
Cash, end of year	<u>\$ 11,181,967</u>	<u>\$ 11,678,041</u>
CASH CONSISTS OF		
Cash	10,977,163	11,479,005
Restricted cash (Note 6)	<u>204,804</u>	<u>199,036</u>
	<u>\$ 11,181,967</u>	<u>\$ 11,678,041</u>



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, 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.



NOTES to the financial

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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.

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:



NOTES to the financial

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Fund Accounting (continued)

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 clients 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.

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.

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



NOTES to the financial

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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. The write-downs of tangible capital assets is recognized as an expense in the statement of operations. A write-down should not be reversed.

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	2024 Net Book Value	2023 Net Book Value
	<u>Cost</u>	<u>Amortization</u>	<u>Value</u>	<u>Value</u>
Land	\$ 2,687,499	\$ -	\$ 2,687,499	\$ 2,687,499
Buildings	32,052,782	12,233,948	19,818,834	17,906,693
Equipment	3,160,627	2,796,653	363,974	361,771
Motor Vehicles	2,934,886	1,948,842	986,044	904,403
Computer Equipment	1,280,241	942,987	337,255	202,747
Leasehold Improvements	1,603,504	1,341,809	261,695	222,085
	<u>\$ 43,719,540</u>	<u>\$ 19,264,238</u>	<u>\$ 24,455,301</u>	<u>\$ 22,285,198</u>



NOTES to the financial

4. INTANGIBLE ASSETS

	<u>2024</u>	<u>2023</u>
Software	\$ 881,676	\$ 881,676
Accumulated Amortization	(861,442)	(782,874)
	<u>\$ 20,234</u>	<u>\$ 98,802</u>

5. TRUST ASSETS/LIABILITIES

Clients 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 clients. As a result, there are no revenues or expenses reported in these financial statements.

6. RESTRICTED FUND

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

	<u>2024</u>	<u>2023</u>
Geoff Pawson Scholarship (Internally Restricted)	\$ 271,706	\$ 262,951
Capital Reserve (Internally Restricted)	4,677,839	4,518,067
Operating Reserve (Internally Restricted)	1,127,074	1,090,756
McEwen Manor Maintenance Reserve	464,169	450,043
	<u>\$ 6,540,788</u>	<u>\$ 6,321,817</u>
Cash	204,804	199,036
Current Investments	991,807	1,397,088
Investments	5,344,177	4,725,693
	<u>\$ 6,540,788</u>	<u>\$ 6,321,817</u>

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 10.



NOTES to the financial

7. 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 up to five years with maturity dates ranging from FY2024-2025 to FY2028-2029

	Market Value 2024	Current Yield	Asset % of Portfolio	Asset Mix Target	Asset Mix Min / Max	Market Value 2023
Cash or Cash Equivalent	\$ 73,078	3.15%	1.08%	0%	0% / 15%	40,087
Fixed Income *	4,855,158	4.05%	71.64%	75%	50% / 80%	4,659,910
Canadian Equities **	1,728,032	5.69%	25.50%	15%	0% / 25%	1,531,680
US Equities (in CAD)	121,351	1.00%	1.79%	5%	0% / 10%	318,508
International Equities	-	0.00%	0.00%	5%	0% / 10%	-
	<u>\$ 6,777,619</u>	<u>4.40%</u>	<u>100.00%</u>	<u>100.00%</u>		<u>6,550,185</u>

* Current Portion Maturing in the 2024-2025 fiscal year is \$991,807.

** Includes \$441,635 unrestricted investments

Associated investment risks are outlined in Note 16.

8. LINE OF CREDIT

The Society has an operating line with Royal Bank of Canada totaling \$2,000,000 of which \$Nil (2023 - \$Nil) has been advanced at year end. The line of credit bears interest at prime plus 0.3% and is secured by accounts receivable.

9. DEFERRED REVENUE

	<u>2024</u>	<u>2023</u>
Annual Pow Wow	\$ 36,850	\$ 50,393
Early Learning Grant	422,486	415,613
Regina ByPass Road Access	108,677	108,677
	<u>\$ 568,013</u>	<u>\$ 574,683</u>



NOTES to the financial

10. FORGIVABLE LOANS/CAPITAL FUNDING

The annual forgiven/amortized portion of the forgivable loans/capital funding recorded as revenue in the statement of operations is \$416,032 (2023 - \$506,299).

	<u>2024</u>	<u>2023</u>
Saskatchewan Housing Corporation forgivable loan with monthly instalments of \$31,691 (McEwen Manor). Maturity Date: August 31, 2026	\$ 862,011	\$ 1,242,310
Federal grant funding amortized with monthly instalments of \$2,367 (McEwen Manor). Maturity Date: March 31, 2033	251,136	222,869
Saskatchewan Housing Corporation forgivable loan amortized as the sum of all digits with monthly instalments of \$5,333 (Chaz Court), Maturity Date: May 31, 2029	416,004	480,004
	<u>1,529,151</u>	<u>1,945,183</u>
Current portion	<u>(479,100)</u>	<u>(512,700)</u>
	<u>\$ 1,050,051</u>	<u>\$ 1,432,483</u>



NOTES to the financial

10. FORGIVABLE LOANS/CAPITAL FUNDING (continued)

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%.

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 reasonably require to confirm or clarify its charge, mortgage, and security interest in the Project.

11. 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 \$8,755 (2023 decrease - \$1,836) 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 \$159,771 (2023 - \$3,708).

The Society systematically sets aside monies as an operational reserve. The operational reserve in the current year increased by \$36,319 (2023 decrease - \$7,616) 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 \$14,126 (2023 - \$23,617).



NOTES to the financial

12. 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 \$1,693,617 (2023 - \$1,631,245).

13. COMMITMENTS

The Society has long term agreements with respect to property, equipment and software licenses. Future minimum payments as of May 31, 2024 are as follows:

	<u>Property</u>	<u>Software Licenses</u>	<u>Total</u>
2025	\$ 1,326,126	\$ 513,136	\$ 1,839,262
2026	988,820	457,039	1,445,859
2027	552,156	335,621	887,777
2028	404,312	15,215	419,527
2029 and thereafter	1,775,754	-	1,775,754
	<u>\$ 5,047,168</u>	<u>\$ 1,321,011</u>	<u>\$ 6,368,179</u>

14. NET CHANGE IN NON-CASH CURRENT ASSETS

	<u>2024</u>	<u>2023</u>
Goods and Services Tax Recoverable	\$ 49,260	\$ (9,892)
Prepaid Expenses	178,464	93,417
Accounts Receivable	(163,848)	1,899,862
Trust Assets	8,739	(22,897)
	<u>\$ 72,615</u>	<u>\$ 1,960,490</u>



NOTES to the financial

15. NET CHANGE IN NON-CASH CURRENT LIABILITIES

	<u>2024</u>	<u>2023</u>
Accounts Payable and Accrued Liabilities	\$ (1,924,007)	\$ (842,254)
Government Remittances Payable	712,584	(312)
Deferred Revenue	(6,670)	436,743
Trust Liabilities	<u>8,739</u>	<u>(22,897)</u>
	<u>\$ (1,209,354)</u>	<u>\$ (428,720)</u>

16. 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, 2024.

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 2024 is \$Nil (2023 - \$35,000). 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.

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 6 and Note 11. The Society has also made arrangements with its financial institution to provide a credit facility which will meet any anticipated shortfalls.



NOTES to the financial

16. FINANCIAL INSTRUMENTS (continued)

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.



**1951 Francis Street
Regina, SK S4V 6V1**

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



CWLC+LBEC