



ANNUAL REPORT 2015-2016



Table of contents

3
Message from the board chair

4
Message from the CEO

5-7
Residential programs

8-10
Community programs

11-13
Family programs

14-16
Education programs

17
Agency milestones

18
Outcomes

19
Ranch Ehrlo executive

20-21
Highlights from the board committees

22
Highlights from the staff associations

23
Auditor's report

24
Management's responsibility for financial reporting

25
Statement of financial position

26
Statement of revenues and expenditures

27
Statement of changes in net assets

28
Statement of cash flow

29-37
Notes to financial statements

Message from board chair

It is my privilege to present the 2015-2016 Annual Report for Ranch Ehrlo Society.

It has been another dynamic year for the agency. June 1, 2016 marked the 50th anniversary of the agency and the board has worked hard to ensure that the agency continues to provide the high caliber of programs and services for another 50 years and beyond. This past year the board of directors developed a new three year strategic plan where an engaged workforce, quality programs, advocacy and prevention, and sustainability were identified as key strategic themes. The board adopted new governance policies and procedures, confirmed its delegation of authority guidelines, enhanced its enterprise risk oversight and continued to strengthen governance practices.

In February 2016, Ranch Ehrlo Society was once again recognized as an exceptional place to work. For the fourth consecutive year, the agency was named as one of Saskatchewan's Top Employers, ranking high in a variety of areas including its progressive and forward-thinking employee programs.

The Ranch Ehrlo Society, RES & E Holding Corporation, and the Ehrlo Child and Family Foundation boards approved in principle the amalgamation of the three entities. Amalgamation will provide greater transparency regarding financial transactions for our stakeholders and provide more effective use of financial and human resources and eliminate brand confusion. During the next year we will be developing a comprehensive implementation plan to complete the amalgamation.

The agency has successfully maintained full accreditation with

the Council on Accreditation (COA) since 1977. In 2015 we were reaccredited; the accreditation team gave glowing praise to nearly all areas of the Ranch, including residential, counselling, family treatment, and vocational programming as well as its governance, human resources, and financial practices. Teams worked diligently this past year to review and provide evidence of compliance with more than 300 administrative, financial, and service delivery standards. This certification remains in effect until November 2019.

I would like to thank all members of the board for their dedicated service; a special thank you to Al Fraser and Karen Bright who will be rotating off the board and to Dr. Ron Martin, Dr. Bonnie Jeffery and Jerry Nelson who resigned from the board this past year due to work commitments. Their dedication to improving the lives of youth and families will be missed.

I would also like to thank Andrea Brittin and her executive team for their excellent work. And finally, a special thank you to all the employees and volunteers who have transformed the lives of many young people and families.

June 1, 2016 marked the 50th anniversary of the agency and the board has worked hard to ensure that the agency continues to provide the high caliber of programs and services for another 50 years and beyond.



Debbie McKague
chair, Board of Directors

Message from the CEO

This past year has been one of new directions and exciting ventures for Ranch Ehrlo Society, as well as one of reflection as the agency reached a half century milestone.

We continue to look for opportunities to respond to the changing needs in the community. Demand for the agency's family programs has increased dramatically over the year. We are engaging with referring agencies to better understand their emerging needs and develop plans to respond. To this end, a number of meetings were held this year with Ministry of Social Services officials, ICFS agencies, and out of province referral agencies to discuss future directions.

In May, the new emergency receiving unit, Kenyon House, named after former board chair Jim Kenyon, officially opened its door. The unit is one of two homes that exclusively provides temporary emergency care to youth ages 12 to 15 while the Ministry of Social Services develops a plan for the young person.

An important focus of this past year was ensuring a sustained culture of safety at Ranch Ehrlo. To strengthen our current health and safety practices, the agency is working with the Service and Hospitality Safety Association to set up an agency-wide safety management system. The enhanced focus aims to reduce injuries and the number of days missed due to injury.



Andrea Brittin
president and CEO

Another key focus over the past year has been enhancing both internal

and external communications. We have redesigned the external website to simplify obtaining information on our programs and services. A new managers' forum was created earlier in the year to further engage this key group of agency leaders in the planning and operations of the agency. The executive team also relocated to the Francis Street building in Regina in October. Having all the executive in one location provides an opportunity to enhance communication and integrated planning.

We continue to focus on ensuring operational efficiency. This means looking for ways to streamline processes, reduce redundancy and utilize our resources most effectively. We recently completed program evaluations which ensure the services currently being delivered by the agency align with the mission and vision. As a result, Avant-Garde College and Salon was sold to the former college manager.

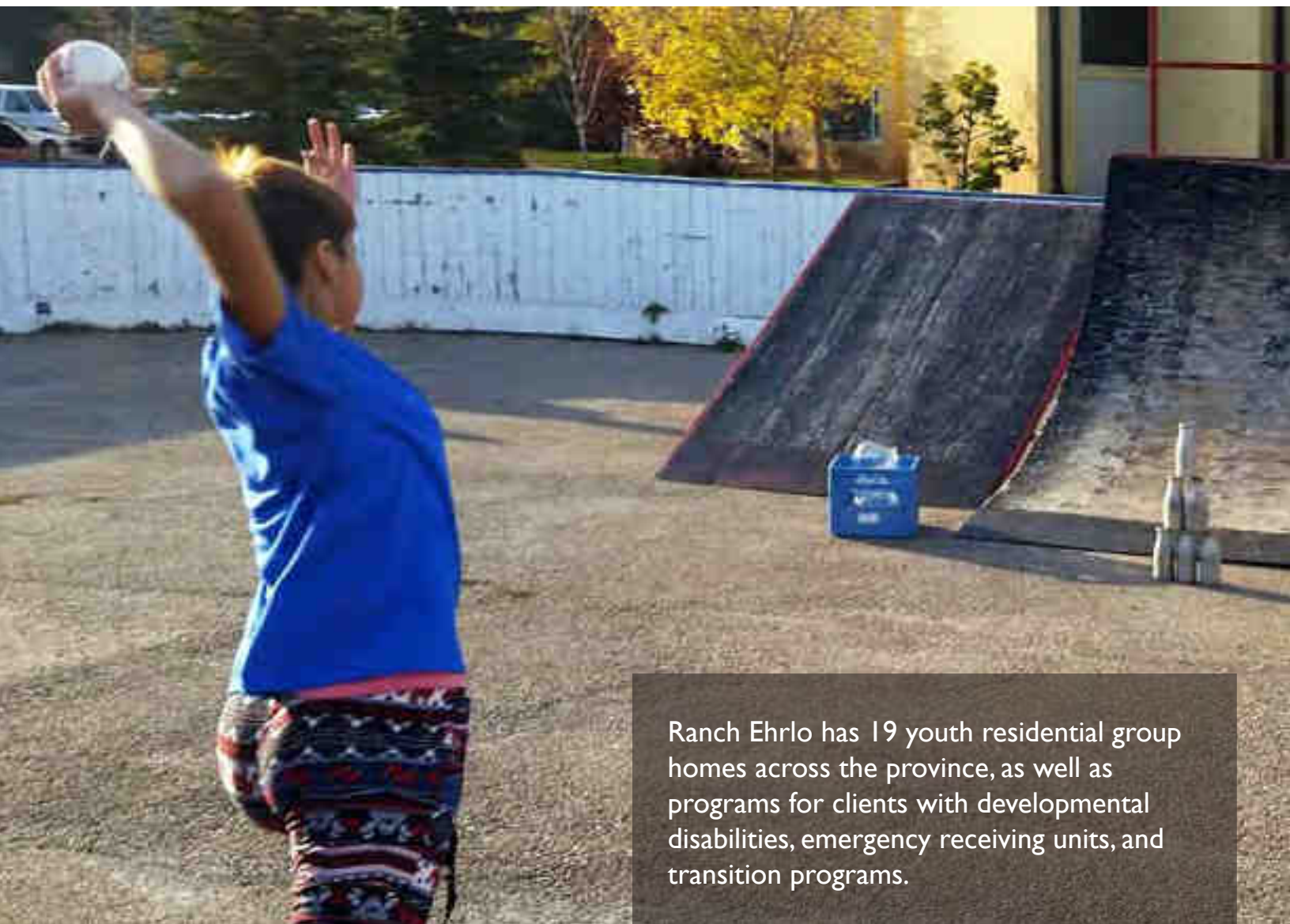
In July 2015 Lori Mann was appointed as the agency's chief financial officer. Lori brings a wealth of experience and a focus on continual improvement as well as strong analytical and negotiation skills.

I would like to thank members of the board of directors for their direction and support during this past year, especially to board chair, Debbie McKague. I look forward to working with her this next year. I'd also like to thank the management team along with all the employees for their tremendous commitment and dedication to the young people, families, and communities that we serve.

***We continue to look for opportunities
to respond to the changing needs in the
community.***

Impact in our **RESIDENTIAL** programs

All Ranch Ehrlo Society residential programs serve a specific purpose designed to respond to the needs of the residents living in each home.



Ranch Ehrlo has 19 youth residential group homes across the province, as well as programs for clients with developmental disabilities, emergency receiving units, and transition programs.

Residential programming



Our residential programs are more than group homes; each is an integrated treatment approach that incorporates residential services, clinical treatment, education, and recreation. Every activity a client takes part in, is focused on achieving the best outcome for that individual.

The residential experience we provide prepares clients to return to their families, live independently, move to a “step down service”, or build more skills in a community setting.

Clinical treatment is an integral part of the program. It helps clients confront the issues that brought them to the agency, while working to enhance their individual psychological and social well-being.

Clients have access to psychiatric services, speech language pathologists, equine assisted therapy, and occupational

therapists. Individualized treatment plans include both group and individual therapy, and free time is spent engaged with highly-trained staff taking part in creative or athletic activities.

Youth come to the agency with a number of challenges. To address these, the Ranch offers the following services:

- intake and assessment services
- residential treatment services
- group living services
- youth transition services
- emergency receiving services

We also offer programs specifically designed to meet the needs of people with developmental disabilities.

Our impact

Youth and families enjoy working with horses

Ranch youth and families took part in Equine Assisted Therapy camps at Buckland campus during the summer. The week-long camps provide a therapeutic experience that allows clients to simultaneously participate in recreational activity and self-discovery while working with horses and on relationships with each other.

Youth encouraged to show true colours

Adolescence can be a confusing time. It can be worse if a young person finds themselves questioning their sexuality or gender identity. Last year, a psychologist at Ehrlo Counselling started a support group for youth at the Ranch who identified as LGBTQQ (Lesbian, Gay, Bisexual, Transgender, Queer, or Questioning). The group filled a gap and serves to make the Ranch an even better place for youth to come and learn new skills.

Shared knowledge

Ranch Ehrlo has long been a place where youth from the most eastern part of Canada have come to heal. Now, the Ranch has gone to them. The senior director of residential treatment, went to Sheshatchiu, Labrador, an Innu federal reserve last fall. During his time there, he shared knowledge and trained 15 staff from three separate community programs in order to build capacity in the area to help keep at-risk youth in their home communities.

Emergency receiving fills a void

Ranch Ehrlo's Emergency Receiving Program provides a safe space for at-risk youth in the Regina area, no matter the time of day or night. The emergency receiving program now has a second permanent home, Kenyon House, on Pilot Butte campus, that officially opened in May.

Sports excellence

Two clients in our programs for adults with developmental disabilities excelled at the Special Olympics Canada Winter Games in Corner Brook, Newfoundland. The pair were on Team Saskatchewan for different sports – Robert placed 4th in alpine skiing and Peter brought home the gold medal for floor hockey.



Impact in our COMMUNITY programs

Ranch Ehrlo community services provide community-based prevention and intervention services and work to promote healthy communities for children and families, free of abuse, neglect, addictions, and violence.



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

Community programming



Ranch Ehrlo Society is built upon the hope and belief that all individuals, families, and communities have the ability to achieve their full potential.

Ranch Ehrlo provides community services designed to promote the well-being of all. The community services make areas of living, working, and playing better places to be.

A little boy can play hockey for the first time; a young teen can express herself through art; a student can learn outside of the classroom; a parent can feel confident about leaving their child at daycare; a single mother can give her kids a roof over their heads; a father struggling to parent can find support; and families can heal together and stay together.

What programs do we offer?

- **Paper Crane Community Arts Centre** - arts programming to assist individuals in the community with personal growth and well-being.
- **Ehrlo Housing** - affordable housing for low-income families, single mothers, individuals with chronic mental health conditions, and youth transitioning from care.

- **Ehrlo Sport Venture** - organized inner-city recreation programs, free sports equipment rental, and an after school program.

- **Ehrlo Counselling Services** - professional counselling, assessment, training, and consultation services for children, teens, and families.

- **Ehrlo Early Learning Centre** - provides quality learning and childcare to families in Regina.

So where can you find us in the community?

You can find our programs throughout Regina, including North Central and the Heritage neighbourhoods. We are also located in the city of Prince Albert.

Why community programming?

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

Our impact

Sport Venture Library's new mural

Last June, Sport Venture Library received a new look. Neighbourhood children and other community members joined staff to create a mosaic mural that serves to help people better locate and access the library.

Annual activity fair

The fourth annual Prince Albert Youth Activity Fair was a resounding success with great support, phenomenal sponsorship, and record high registrations. The fair encourages the use of community recreational opportunities.

Equine program provides treatment opportunities

The Buckland campus' Equine Assisted Therapy program now offers sessions to the Prince Albert Treatment Centre's "Mom and Me" group. The group is for mothers with addictions, and works to reunite the mothers with their children.

Successful conference

In May, mental health professionals from across the province gathered in Regina for two days of learning, listening, and talking – all in the hopes of going back to work a little better prepared. The conference on treating adolescent attachment trauma, lead by Dr. Martha Straus, was hosted by Ehrlo Counselling and the Psychology Association of Saskatchewan.

Children giving back

For over a decade, W. F. Ready School Early Learning Centre has been putting on an annual bake sale to benefit the Z99 radiothon for neonatal intensive care, with contributions from Imperial and Ruth Pawson schools. This year, all five early learning centres contributed raising over \$3,000 for the March radiothon.

Ehrlo Counselling hosts self-harm talk

Counsellors hosted an informative self-harm talk that focused on behaviours and thoughts of suicide last Feb. The presentation was for parents of students in the Regina Catholic School Division. The purpose of the talk was to create a preventative approach for parents when dealing with a number of different issues children and adolescents face today.


Building relationships through hockey

The Community Sports Program has long helped inner city youth in the city of Prince Albert, but a recently developed on-campus Outdoor Hockey League program is building bridges between Ranch youth and their peers on Wahpeton First Nation. Wahpeton youth joined our Ranch teams last winter to play hockey on the outdoor arena on campus. The program is an opportunity to build lasting relationships with surrounding communities and for Ranch youth, it's an opportunity to interact with their peers in a fun way.

Using sport to battle addiction

Sport Venture's Amanda McConnell harnessed the power of sport last winter to help addicted youth in India. She took part in a program which hosts hockey-centered addictions treatment camps for remote village children. She also brought extra hockey gear to help with the program. The hope is that the game will be used to re-instill a sense of identity and belonging in these youth.





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

Impact in our **FAMILY** programs

Our diverse family programs offer resources and supports to keep families together, to assist families in the reunification process, and to provide family-based care for children.

Family programs



Ranch Ehrlo is a family-focused agency and its goal is to keep families together whenever possible. The agency operates three family-focused programs that prevent the placement of children out of their home, assist families to reunite after having a child in care, or provide family-based care for children.

Family Treatment Program: The program aims to improve family safety, family functioning, and child well-being so families can remain together. The Family Treatment Program provides services to the whole family to assist families to safely care for the children and prevent out-of-home care, or to assist families to unite after having a child in care.

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

Treatment Foster Care Program: The 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.

Our impact

New reunification group

The Family Treatment Program provided caregivers the opportunity to learn new skills to reunite their families and keep them together. In April 2015, they expanded their programming to offer a six-week reunification group.

Treatment foster care workshop

This year was a new season of annual workshops for the Treatment Foster Care program participants. The focus was on collaboration between families, foster parents, and children for eventual reunification. The workshops were open to both foster and biological family members and provided an opportunity for all participants to learn and build supportive relationships with one another.

Family program introduces TCI training

For the first time, Therapeutic Crisis Intervention (TCI), a Ranch employee training staple, was offered to the families Ranch Ehrlo serves. The course taught parents in our Family Treatment Program de-escalation methods that help families in day-to-day situations. Plans are in place to continue to offer the training to each new group of families that comes into the program.

Family preservation serves southern Saskatchewan clients

Demand for the IFPS remains strong. This past year the program worked with 44 families who were at imminent risk of having their children removed from their homes. Of the families the agency worked with, 92 per cent remained intact after treatment which resulted in 102 youth remaining in their parents care and out of the child welfare system.*

Culture in the family programs

Participants in the family program come from many cultural backgrounds. Many of the families are Dene, Saulteaux, Cree, or Innu. While in the program, agency staff work with them to learn more about their cultures using community resources and family connections. Through these connections this past year, the families were able to attend a number of cultural activities including sun dances, sweats, tipi teachings, and cultural camps. One of the treatment goals is to have families who are not familiar or in touch with their culture, become more in tune with their identities or help their children to be more connected. Many of the families are interested in how cultures differ from their own and have been open to participating in cultural programming other than their own.

*data based on the calendar year not the fiscal year.



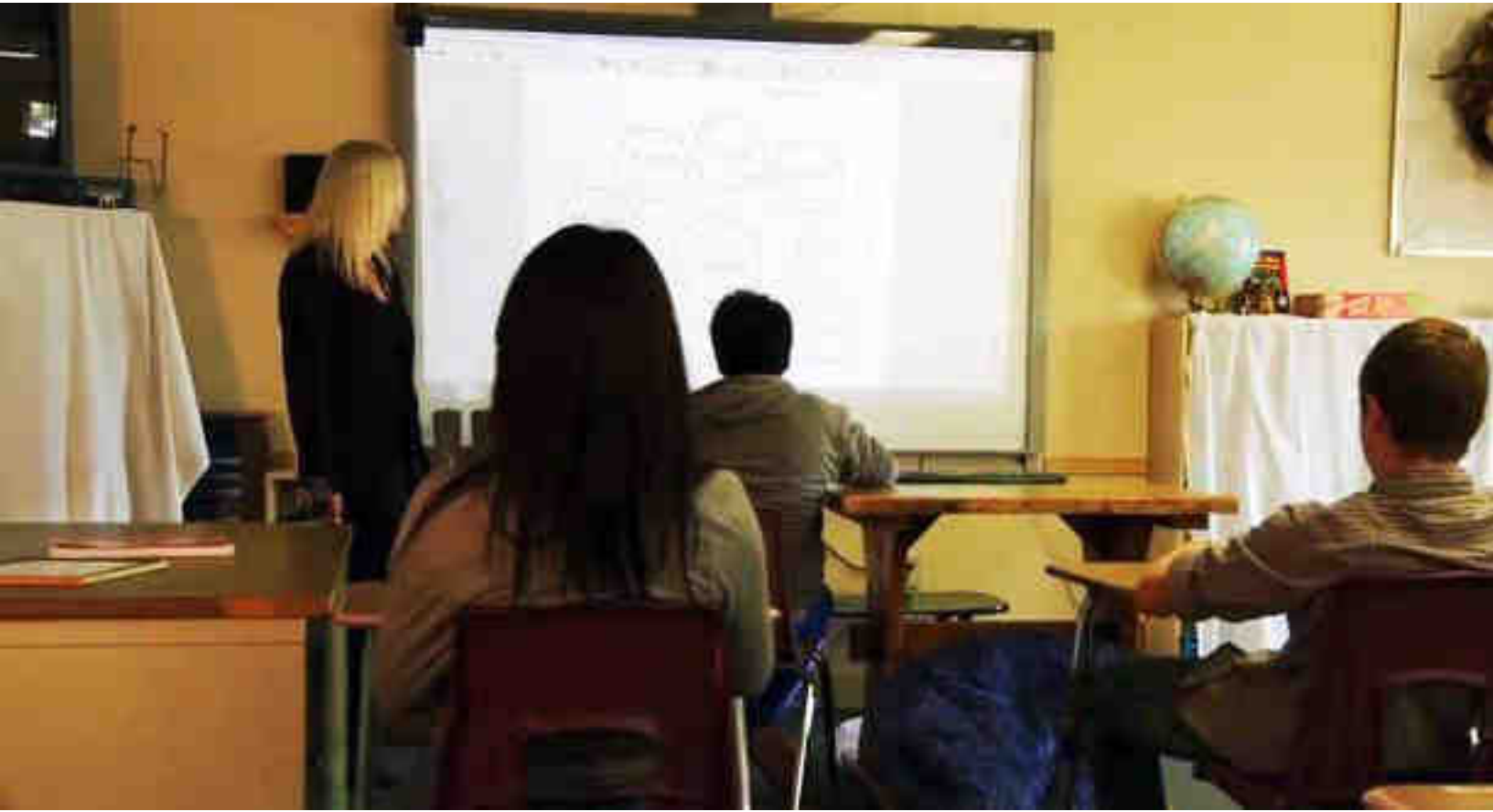
A young man with dark hair and glasses is sitting on concrete steps outdoors. He is wearing a light blue t-shirt and a brown plaid backpack. He has bright pink headphones around his neck and is smiling at the camera while holding a pen and writing in a notebook.

Our programs are designed to address different needs; whether it's the requirement of hands-on-learning, development of life skills, or a sensory need, we have a program that maximizes our client's potential.

Impact in our **EDUCATION** programs

Our diverse education programs offer resources to students who have not traditionally had success in the classroom and vocational programs for clients with mental and cognitive disabilities.

Education programs



Most youth coming to Ranch Ehrlo have had little success in school. Frustration and failure have often led to anger or withdrawal. As a result, they are no longer interested in learning.

To meet this challenge, the agency provides accredited, structured educational environments within 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 a 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 change, they are moved to classrooms in city schools under the supervision of a teacher and an assistant employed by the Ranch. This provides opportunity for students to adjust to what will be required in a regular school. The only difference in these classrooms is that the number of students is kept small in order to provide more individual attention to each student.

The Learning Centre is a special education program designed to meet the needs of young adults who have severe developmental disabilities and sensory needs.

Ranch Ehrlo's Community Vocational Education and Alternative Vocational Education programs provide a variety of work training experience and skills development designed to assist those with mental and cognitive disabilities.

Our impact

Conquering bullying

Youth were very excited this spring to have Red Cross representative and CFL star Chris Getzlaf at Schaller Education Centre in Pilot Butte talking to them about the importance of healthy relationships and standing up for those who may be experiencing bullying.

Art from the heart calendar release

In December, Ranch Ehrlo's youth had the opportunity to showcase their artistic skills. The 2016 "Art from the Heart" calendar was unveiled during a meet the artists reception at Schaller school. Fifteen talented youth from across the agency had their art selected for the calendar. For many of the artists, their art has a deeper meaning - themes often remind youth of their home or their future dreams.

Awards Night

Every June the agency hosts an Awards Night in Regina and Prince Albert to recognise students for their accomplishments during the year. The night is filled with smiles and encouraging cheers, as youth receive recognition for successes such as improved math skills, work-training progression, and reading improvement. The event is a favourite among staff, youth, and their families. You can see success and pride on every recipient's face.

Soaring to new heights

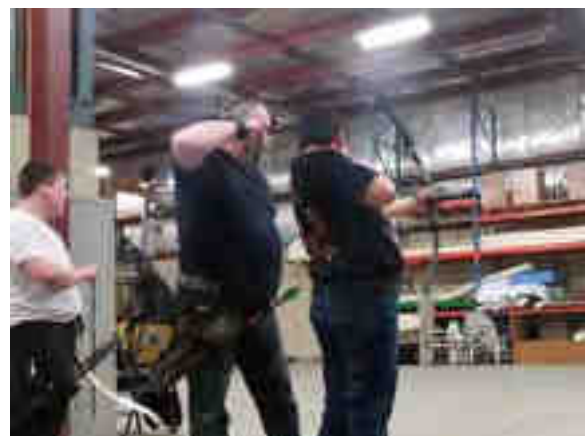
Youth in the agency's education programs learned new skills and soared to new heights. Success can be measured in different ways for different clients. Some milestones for the academic year included youth joining the honour roll, moving to a mainstream classroom, winning a gold medal at a city track event, joining school teams and activities, making new friends, graduating high school, and for some - going on to post-secondary education.

Enrollment

Much of the success Ranch Ehrlo has with students stems from the diversity of its programs, low student-to-staff ratios, and highly qualified teachers and teacher assistants. This year 299 students were served in regular education programs, 58 clients in the Community Vocational Education Program, 16 clients in the Alternative Vocational Education Program, and 13 young adults in its Learning Centre.

Engaging students behind a lens

The founder of Eagle's News Network, an extracurricular activity for students that integrates video with a news-cast, is a teacher on Corman Park campus who has a unique teaching style that resonates with students. He incorporates fun into his lesson plans to engage the class by using video and still cameras. Being behind a lens allows youth to open up in new and exciting ways.



Agency milestone

The 50th anniversary for Ranch Ehrlo Society took place this past June. Ranch Ehrlo has been making a difference and fostering positive change for half a century. We have helped children, healed families, and strengthened communities across the country. We will continue to lead the way in the next 50 years. We have gathered photographs from the past 50 years to show you yet another view of Ranch Ehrlo Society

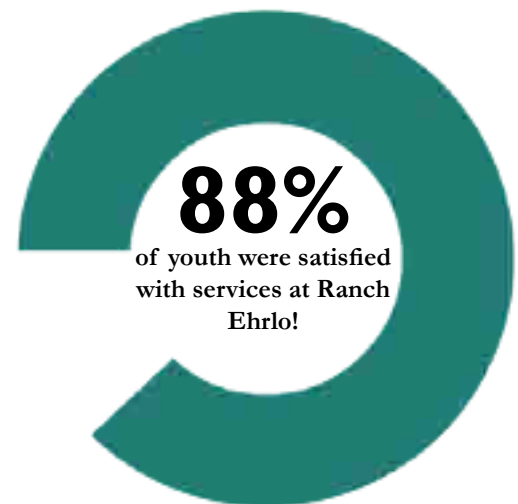
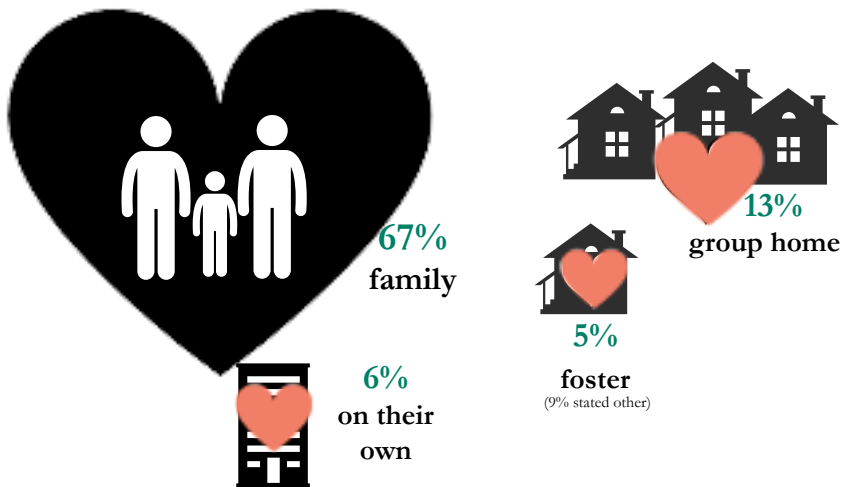


Our outcomes

Continual improvement has always been a top priority for Ranch Ehrlo Society. The agency has worked diligently over the decades to ensure the delivery of its programs and services are effective in meeting the needs of its clients. Analyzing and reporting our residents' success provides key performance indicators and outcome information. The feedback we receive is used to determine specific goals, identify areas of needed improvement, and if necessary, to modify or discontinue programs or services.

Below is a summary of resident outcomes at Ranch Ehrlo Society for the period of June 1, 2015 to May 31, 2016. It is the agency's tenth annual outcome report but the fifth year using Efforts to Outcomes (ETO) software (managed by Social Solutions Inc.).

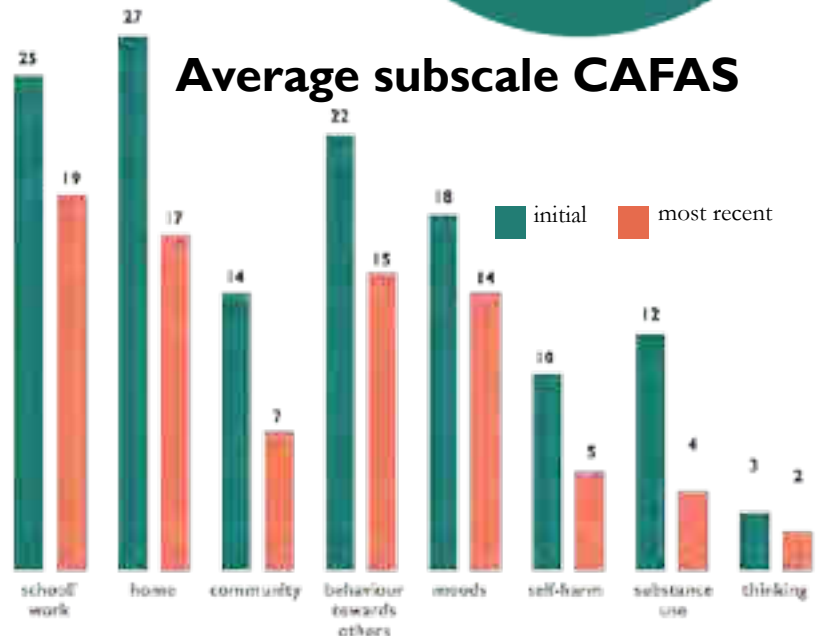
Where are youth living after Ranch Ehrlo?



Does working on goals help you deal with problems?



Average subscale CAFAS



The executive



Dean Parker joined Ranch Ehrlo Society as the manager of human resources (HR) in 2001. Before becoming vice-president of HR in November 2011, Dean worked as the assistant director and senior director of HR. Dean left the agency in May 2016.



Malcolm Neill joined the Ranch in 1988 as a casual child care worker. He held various positions including unit manager, director, and vice-president of Ehrlo Community Services, before being appointed as the vice-president of residential services in 2011.



Lori Mann started her career at Ranch Ehrlo in July 2015 as the Chief Financial Officer (CFO). She came to the agency from the Saskatchewan School Board Association. In addition to SSBA she has management experience from the Government of Saskatchewan and SaskTel.



Linda Meyer, a registered psychologist, started her career at Ranch Ehrlo in 1989. Her career evolved as she became a clinical caseworker, assistant director of residential care and treatment, senior director of Ehrlo Counselling, vice-president of programs, and vice-president of clinical services and research.



Carole Bryant joined the Ranch in 2000 as director of development and volunteers services. In 2003 she became vice-president of Ehrlo Community Services (amalgamated with Ranch Ehrlo Society in 2011) and in 2005 the vice-president of administration and quality improvement.



Andrea Brittin started her career at Ranch Ehrlo in August 2014 as the president/CEO. She spent 24 years of her career in the area of child welfare, most recently working as the Assistant Deputy Minister of Child and Family Services with Saskatchewan Social Services.



Corinna Hayden-Fidler has been an educator for 24 years. Before being appointed the vice-president of education in September 2013, she held the title of director of secondary and vocational programs at the agency.



Board of Directors

2015-2016

- **Debbie McKague (chair)** retired, vice-president of Trans Gas
- **Dr. Cyril Kesten (past-chair)** professor, Faculty of Education U of R
- **Laurel Garven (vice-chair/secretary)** director, Strategy & Stakeholder Relations, ISC
- **Jamie Burrows (treasurer)** audit partner, MNP
- **Bev Betteridge**, accountant
- **Karen Bright**, senior director, Strategic Services, FCC
- **Wanda Falkowsky**, senate representative
- **Greg Fieger**, partner, Conroy Ross Partners
- **Allan Fraser**, retired, Prince Albert Police Services
- **Mark Guillet**, legal counsel, SaskEnergy
- **Richard Hazel**, social worker (retired)
- **Annette Revet**, executive vice president, governance & strategy, Conexus Credit Union
- **Marlys Tafelmeyer**, assistant chair, Public Service Commission
- **Dr. Judy White**, dean, Faculty of Social Work U of R



Chitek Lake camp

Board report

Audit Committee:

Members: Alan Fraser (chair), Jamie Burrows, Cyril Kesten, Richard Hazel, Bonnie Jeffery (part-year)

The audit committee met with the external auditor, MWC, to review the year-end audited financial statements and findings and to consider recommendations and responses to the auditor's Constructive Services Letter. It also met with the external auditor to review the external audit plan for 2015/2016. In addition, the committee conducted its annual assessment of the external auditor. The committee continues to have responsibility for monitoring agency-wide risk. It made adjustments to the enterprise risk management (ERM) framework to ensure that risk is considered more fully in strategic and business planning. The committee reviewed and recommended to the board acceptance of the third annual Enterprise Risk Management Report.

Finance Committee

Members: Jamie Burrows (chair), Debbie McKague, Bev Betteridge, Judy White, Annette Revet

The finance committee reviewed and presented to the board the agency's monthly and quarterly financial statements and quality assurance indicators. The committee reviewed the budget assumptions and proposed capital and operating budgets for 2016-2017. In conjunction with the human resources and compensation committee of the board, the committee recommended an increase to the salary administration schedule. It also reviewed and recommended revisions to the residential and education rates and reviewed one Early Childhood Services grant recommendation. The committee continues to work on the enhancement of financial policies and procedures. The committee annually reviews the agency's insurance coverage.

Governance and Nominations Committee

Members: Mark Guillet (chair), Cyril Kesten, Wanda Falkowsky, Laurel Garven, Richard Hazel

The governance and nominations committee continued its work in strengthening the board governance structure including development of a new three-year strategic plan, terms of reference for the board of directors, and refinement

of the decision-making matrix of responsibilities. The committee reviewed and put forward a number of policies for the board's consideration including a new Board of Directors Conflict of Interest Policy and Board of Directors Code of Conduct Policy as well as amendments to the Board of Directors Orientation and Education Policy. The committee also undertook a review of the agency's bylaws, primarily to accommodate the outcome of the corporate structure review. The committee continued its work on board renewal, refining and honing a process introduced three years ago. As in the past, the committee continued to overview board training and orientation, facilitated the annual board self-evaluation process and reviewed the results of the Community Stakeholders Survey. The committee also provided oversight for the Council on Accreditation (COA) re-accreditation process including review of the ethical practice standards and governance standards narratives. The chair participated in the on-site accreditation meetings with peer reviewers.

Human Resources and Compensation Committee

Members: Greg Fieger (chair), Marlys Tafelmeyer, Karen Bright; part-year--Jerry Nelson, Bonnie Jeffery, Ron Martin

The human resources and compensation committee focused its attention this past year on salary administration, employee engagement, and succession planning. The committee was kept abreast of progress on the agency's Total Compensation project and recommended approval of a compensation philosophy. The committee reviewed and recommended to the board approval of the CEO's goals and objectives and annual performance review. The committee also reviewed the results of the staff climate survey, noting that 68 per cent of the employees responded to the on-line survey. Overall, the results were very positive with increased satisfaction in the areas of recognition and growth, leadership, co-workers, and caliber of service delivery. The committee recommended the discontinuance of the Ranch Ehrlo Pension Committee as the plan is now self-administered. The accountability for the plan administration was delegated to the executive group with the board retaining oversight and approval of any changes to the pension plan. Specifics pertaining to the executive group reporting to the board are still to be finalized.

Staff associations



The staff associations of Ranch Ehrlo Society organize staff functions, promote employee involvement within the agency, and operate as committees on behalf of their memberships.

Regionally, each campus operates its own staff association through the direction of a staff council. All members are encouraged to get involved with their local staff council to help organize and promote events such as Christmas parties and sporting events.

Although the activities in each association differ, common activities include school year meet and greets, movie nights, holiday parties, and golf events.

The Regina/Pilot Butte Staff Association holds a draw at Christmas time for staff across the province called Operation Sunshine. It is a program designed to give employees an opportunity for an expense-paid vacation. The agency contributes two weeks leave to the winner of Operation Sunshine.

The association also allots money to the conference fund. These funds can be used by staff to attend professional development opportunities within Saskatchewan.

The staff association also distributes money for the Employee Wellness Reimbursement Program. It initiated this program to promote wellness for staff.

INDEPENDENT

auditor's report

To the Members of Ranch Ehrlo Society

We have audited the accompanying financial statements of Ranch Ehrlo Society, which comprise the statement of financial position as at May 31, 2016 and the statements of operations, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Ranch Ehrlo Society as at May 31, 2016 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Emphasis of Matter

Without modifying our opinion, we draw your attention to Note 19 of the financial statements which outlines a significant subsequent event.



Chartered Professional Accountants

Regina, Saskatchewan
September 6, 2016



Chartered Professional
Accountants LLP

MANAGEMENT'S responsibility for financial reporting

The financial statements of Ranch Ehrle Society have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. These statements include certain amounts based on management's estimates and judgments. Management has determined such amounts based on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

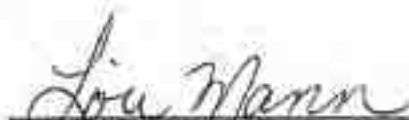
The integrity and reliability of Ranch Ehrle Society's reporting systems are achieved through the use of formal policies and procedures, the careful selection of employees and an appropriate division of responsibilities. These systems are designed to provide reasonable assurance that the financial information is reliable and accurate.

The Board of Directors is responsible for ensuring that management fulfills its responsibility for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board and meets periodically with management and the members' auditors to review significant accounting, reporting and internal control matters. Following its review of the financial statements and discussions with the auditors, the Audit Committee reports to the Board of Directors prior to its approval of the financial statements. The Committee also considers, for review by the Board and approval by the members, the engagement or re-appointment of the external auditors.

The financial statements have been audited on behalf of the members by MWC Chartered Professional Accountants LLP, in accordance with Canadian generally accepted auditing standards.



President and CEO



Chief Financial Officer

Regina, Saskatchewan
September 06, 2016

STATEMENT of financial position

	2016	2015
ASSETS		
CURRENT		
Cash	\$ 2,313,602	\$ 1,115,942
Inventory	-	19,104
Goods and services tax recoverable	52,968	88,785
Prepaid expenses	29,903	26,982
Accounts receivable	5,161,290	5,297,164
Trust assets (Note 5)	57,746	55,368
	<u>7,615,509</u>	<u>6,563,345</u>
CAPITAL ASSETS (Note 3)	13,592,189	14,319,930
INTANGIBLE ASSETS (Note 4)	715,976	804,143
RESTRICTED CASH (Note 6)	2,602,004	2,561,999
	<u>\$ 24,525,678</u>	<u>\$ 24,269,417</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 4,091,229	\$ 3,704,658
Callable debt due in one year (Note 9)	44,231	206,924
Current portion of long term debt (Note 10)	30,850	24,782
Employee deductions payable	550,990	606,984
Deferred revenue (Note 8)	60,546	424,785
Trust liabilities (Note 5)	57,746	55,368
	<u>4,835,592</u>	<u>5,023,501</u>
Callable debt due thereafter (Note 9)	-	44,363
	<u>4,835,592</u>	<u>5,067,864</u>
LONG TERM DEBT (Note 10)	878,438	912,466
FORGIVABLE LOANS/CAPITAL FUNDING (Note 11)	4,527,940	4,870,838
	<u>10,241,970</u>	<u>10,851,188</u>
NET ASSETS		
General fund	11,661,704	10,858,230
Restricted fund	2,602,004	2,561,999
	<u>14,263,708</u>	<u>13,418,229</u>
	<u>\$ 24,525,678</u>	<u>\$ 24,269,417</u>
CONTINGENT LIABILITY (Note 13)		
COMMITMENTS (Note 16)		
SUBSEQUENT EVENTS (Note 19)		

ON BEHALF OF THE BOARD

 Director

 Director

STATEMENT of operations

	2016	2015
REVENUES		
Residential	\$ 47,095,242	\$ 46,550,742
Education	9,013,380	8,994,349
Community	6,169,893	6,212,658
Other	65,259	104,961
Forgiven/amortized capital funding (Note 11)	342,897	309,572
	<u>62,686,671</u>	<u>62,172,282</u>
EXPENSES		
Salaries and benefits	45,901,320	44,063,651
Occupancy costs	5,340,611	5,416,443
Operational requirements	1,740,087	1,841,588
Interest and bank charges	25,869	35,214
Interest on callable debt	4,597	12,002
Interest on long term debt	34,458	42,528
Programming	6,410,428	7,030,759
Miscellaneous	746,011	758,265
Amortization of capital assets	964,014	1,047,004
Amortization of intangible assets	88,168	67,934
	<u>61,255,563</u>	<u>60,315,388</u>
EXCESS OF REVENUES (EXPENSES) FROM OPERATIONS	1,431,108	1,856,894
OTHER INCOME		
Gain on disposal of capital assets	-	73,163
EXCESS OF REVENUES (EXPENSES) BEFORE UNUSUAL ITEMS	1,431,108	1,930,057
UNUSUAL ITEMS (Note 18)		
Sale of Avant Garde	82,880	-
Write off of administration building	482,749	-
	<u>565,629</u>	<u>-</u>
EXCESS OF REVENUES (EXPENSES)	\$ 865,479	\$ 1,930,057

STATEMENT

of changes of net assets

	General Fund	Restricted Fund	2016	2015
NET ASSETS - BEGINNING OF YEAR	\$ 10,856,230	\$ 2,561,999	\$ 13,418,229	\$ 11,488,172
Excess of revenues (expenses)	865,479	-	865,479	1,930,057
Internal transfers <i>(Note 12)</i>	(40,005)	40,005	-	-
NET ASSETS - END OF YEAR	<u>\$ 11,681,704</u>	<u>\$ 2,602,004</u>	<u>\$ 14,283,708</u>	<u>\$ 13,418,229</u>

STATEMENT of cash flows

	2016	2015
OPERATING ACTIVITIES		
Excess of revenues (expenses)	\$ 865,479	\$ 1,930,057
Items not affecting cash	1,208,386	732,203
Changes in non-cash working capital	2,073,865	2,662,260
	134,211	550,877
Cash flow from operating activities	2,208,076	3,213,137
INVESTING ACTIVITIES		
Purchase of capital assets	(735,375)	(1,217,880)
Proceeds on disposal of capital assets	-	96,009
Purchase of intangible assets	-	(289,714)
Cash flow used by investing activities	(735,375)	(1,411,585)
FINANCING ACTIVITIES		
Repayment of callable debt	(207,076)	(211,198)
Repayment of long term debt	(27,960)	(24,073)
Forgivable loans received	-	325,535
Cash flow from (used by) financing activities	(235,036)	90,264
INCREASE IN CASH FLOW	1,237,665	1,891,816
CASH - BEGINNING OF YEAR	3,677,941	1,786,125
CASH - END OF YEAR	\$ 4,915,606	\$ 3,677,941
CASH CONSISTS OF:		
Cash	\$ 2,313,602	\$ 1,115,942
Restricted cash	2,002,004	2,561,999
	\$ 4,915,606	\$ 3,677,941

NOTES

to financial statements

Year Ended May 31, 2016

1. NATURE OF ORGANIZATION

Ranch Ehrlo Society is a non-profit, registered charitable organization dedicated to providing programming in the following areas:

- Early learning
- Affordable housing
- Community therapeutic recreation
- Therapeutic counselling
- Family community
- Family residential
- Adolescent residential/education/clinical
- Life span residential

While the Society operates from a number of facilities in Saskatchewan, it serves communities across Canada on a referral basis.

The Society operates in Saskatchewan and is exempt from income taxes under section 149 of the *Income Tax Act*.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

These financial statements are presented in accordance with Canadian accounting standards for not-for-profit organizations.

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Financial assets including cash, restricted cash, trust assets and accounts receivable are reported at amortized cost. Investments held as part of restricted cash are recorded at fair market value.

Financial liabilities including accounts payable, accrued liabilities, callable debt, long term debt, trust liabilities and forgivable loans/capital funding are measured at amortized cost.

(continues)

NOTES

to financial statements

Year Ended May 31, 2016

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

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 is reasonably assured.

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

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

Fund accounting

Ranch Ehrlo Society uses fund accounting to report the assets, liabilities and net assets of the general, internally and externally restricted funds. The Statement of Operations includes all of the activities of the Society but the board may allocate a portion of accumulated net assets to a restricted fund to acknowledge future plans to invest in infrastructure or capital projects. In a similar manner, previously apportioned restricted funds may be returned to the general fund in periods where qualifying investment has been made. The principal funds in use at the yearend are:

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

The Restricted Fund reports amounts set aside/withdrawn by Board motion for specific purposes (See Note 6 and 12). 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.

Capital projects - is internally restricted for multi-year plans to expand and improve their facilities and sets aside monies annually to invest in future capital projects.

McEwen Manor maintenance reserve - is internally 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

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

(continues)

NOTES

to financial statements

Year Ended May 31, 2016

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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. The Society regularly reviews its capital assets to eliminate obsolete items. Amortization begins in the month that the asset is put into use.

Buildings	4% - 10%	declining/straight line method
Equipment	20%	declining/straight line method
Motor vehicles	30%	declining/straight line method
Computer equipment	50%	declining/straight line method
Leasehold improvements	10% - 30%	declining/straight line method

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	2016 Net book value	2015 Net book value
Land	\$ 243,824	\$ -	\$ 243,824	\$ 243,824
Buildings	12,430,766	2,030,213	10,400,553	10,753,766
Equipment	2,586,535	1,917,100	669,435	802,418
Motor vehicles	318,808	274,841	43,967	61,241
Computer equipment	827,404	698,023	129,381	171,671
Leasehold improvements	3,620,716	1,515,287	2,105,429	2,267,210
	<u>\$ 20,027,653</u>	<u>\$ 6,435,464</u>	<u>\$ 13,592,189</u>	<u>\$ 14,319,930</u>

4. INTANGIBLE ASSETS

	2016	2015
Software	\$ 881,676	\$ 881,676
Accumulated amortization	(165,700)	(77,533)
	<u>\$ 715,976</u>	<u>\$ 804,143</u>

In the current year \$Nil (2015 - \$120,062) of salaries were capitalized in the implementation of the new software components.

5. TRUST ASSETS/LIABILITIES

Clients may receive or raise funds to use at their discretion for recreational or other activities. 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 statements.

NOTES

to financial statements

Year Ended May 31, 2016

6. RESTRICTED CASH

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

	2016	2015
Geoff Pawson scholarship	\$ 237,914	\$ 239,285
Capital projects	2,215,009	2,209,809
McEwen Manor maintenance reserve	149,081	112,905
	<u>\$ 2,602,004</u>	<u>\$ 2,561,999</u>
Cash	\$ 2,214,642	\$ 2,174,728
Investments - mutual funds	387,362	387,271
	<u>\$ 2,602,004</u>	<u>\$ 2,561,999</u>

7. LINE OF CREDIT

The Society has an operating line with Royal Bank of Canada totaling \$1,600,000 (increases to \$2,000,000 in the summer months) of which \$Nil (2015 - \$Nil) has been advanced at year end. The line of credit bears interest at bank prime + .30% and is secured by accounts receivable. The line of credit is in addition to the credit facility outlined in Note 13 below and is independent of it.

The Society has an additional line of credit with Conexus Credit Union totaling \$75,000 of which \$Nil (2015 - \$Nil) has been advanced at year end. The line of credit bears interest at 3.20% and is secured by a general security agreement.

8. DEFERRED REVENUE

	2016	2015
Social connections	\$ 1,933	\$ -
50th anniversary sponsorships	58,613	-
Ehrlö Child and Family Foundation housing funding	-	100,800
Ehrlö Child and Family Foundation family treatment funding	-	200,000
Ehrlö Child and Family Foundation therapeutic camping funding	-	74,200
Avant Garde gift certificates	-	2,222
Avant Garde tuition	-	47,583
	<u>\$ 60,546</u>	<u>\$ 424,785</u>

NOTES

to financial statements

Year Ended May 31, 2016

9. CALLABLE DEBT

	2016	2015
Royal Bank loan bearing interest at 2.85% per annum, repayable in monthly blended payments of \$8,100. The debt was settled in the current year.	\$ -	\$ 84,422
Royal Bank loan bearing interest at prime plus .30% per annum, repayable in monthly blended payments of \$10,500. The loan will be settled in full by December 2016. The security on this loan is outlined in Note 13.	44,231	166,885
	44,231	251,307
Principal due in one year	(44,231)	(206,924)
	\$ -	\$ 44,383

The above loans are advanced on a demand basis but the Royal Bank has agreed to fixed repayment terms that extend beyond one year.

10. LONG TERM DEBT

	2016	2015
Conexus Credit Union loan bearing interest at 2.98% per annum, repayable in monthly blended payments of \$4,797. The loan is renewable on August 1, 2016 and is secured by McEwen land/building and a general security agreement.	\$ 909,288	\$ 937,248
Amounts payable within one year	(30,850)	(24,782)
	\$ 878,438	\$ 912,466

Principal repayment terms are approximately:

2017	\$ 30,850
2018	31,783
2019	32,742
2020	33,732
2021	34,751

NOTES

to financial statements

Year Ended May 31, 2016

11. FORGIVABLE LOANS/CAPITAL FUNDING

	2016	2015
Saskatchewan Housing Corporation Forgivable Loan - forgivable in monthly instalments of \$15,846.	\$ 2,826,890	\$ 3,017,039
Federal/Municipal grant funding - amortized in monthly instalments of \$5,703.	701,669	770,069
Ehrlo Child and Family Foundation capital funding - amortized at a rate of 10-20% annually.	198,581	254,130
Saskatchewan Housing Corporation Forgivable Loan - Pocket project amortized as the sum of all digits.	748,800	761,600
City of Regina grant funding pocket project - amortized in monthly instalments of \$1,333.	52,000	68,000
	<u>\$ 4,527,940</u>	<u>\$ 4,870,838</u>

The forgiven/amortized portion is recorded as revenue in the statement of operations.

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.

In the event that 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.

The Saskatchewan Housing Corporation forgivable loan related to the Pocket Project is amortized over 15 years using the sum of the year's digits method. In the event of a default the terms of the agreement, interest is due on the remaining balance not forgiven at a rate of 5.24% per annum.

In the event of a default on SHC loans, principal and interest is due on demand.

12. INTERNAL TRANSFERS

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

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 \$36,176 (2015 - \$37,266).

The Society systematically sets aside monies to fund upcoming capital improvements. The transfer in the current year is \$5,200 (2015 - \$657,095).

The Society made a payment of \$2,000 to a qualified student out of the Geoff Pawson scholarship fund. In addition, the fund received donations of \$629 for a net change in the fund of \$1,371.

NOTES

to financial statements

Year Ended May 31, 2016

13. CREDIT FACILITIES/CONTINGENCY

Royal Bank

Ranch Ehrlo Society and RES & E Holding Corporation share a common credit facility. The security for this facility is a general security agreement covering all assets of these two entities and thus each is contingently liable for the debts of the other in addition to their own debt. At yearend the facility consisted of:

Drawn by Ranch Ehrlo Society	Drawn by RES & E Holding Corporation	2016 Total
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Capital line of Credit

The established limit of this facility is \$2,000,000 and it bears interest at RBC bank prime plus .30%. Each advance has fixed repayment terms that cannot exceed 5 years. Ranch Ehrlo Society and RES & E Holding Corporation can draw upon this line.

\$ 44,231	\$ -	\$ 44,231
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Fixed Term

Mortgage payable bearing interest at 2.40% per annum, renewable on October 10, 2016.

\$ -	\$ 2,347,341	\$ 2,347,341
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\$ 44,231	\$ 2,347,341	\$ 2,391,572
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14. RELATED PARTIES

The Society is related to RES & E Holding Corporation in that they share a common credit facility and the Society is the Corporation's only tenant.

During the year the Society paid rent and related expenses of \$1,316,382 (2015 - \$1,320,839). The Society charges RES & E Holding Corporation \$9,600 per year for administrative services. At the yearend, the balance owing from the Society to RES & E Holding Corporation was \$Nil (2015 - \$Nil). Payments between related parties are treated like trade payables and are settled on a current basis.

15. DEFINED 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 \$1,173,529 (2015 - \$1,078,998).

NOTES

to financial statements

Year Ended May 31, 2016

16. COMMITMENTS

The Society has long term leases with respect to property, equipment and vehicles. Future minimum lease payments as of May 31, 2016 are as follows:

	Equipment	Vehicles	Property	Total
2017	\$ 13,967	\$ 272,657	\$ 2,120,373	\$ 2,406,997
2018	4,920	163,236	2,083,173	2,251,329
2019	4,920	60,939	1,686,661	1,752,520
2020	3,113	18,457	1,402,091	1,423,661
2021	-	-	1,393,722	1,393,722

Included in property lease commitments above are rents paid to related parties outlined in Note 14.

17. 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, 2016.

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

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Society manages exposure through its normal operating and financing activities. The Society is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities but it is not significantly leveraged and thus this risk is considered low.

NOTES

to financial statements

Year Ended May 31, 2016

18. UNUSUAL ITEMS

Management and the Board regularly evaluate programs and capital investments made by the Society for their consistency with strategic objectives and the economic impact on the organization. In the year, the following decisions were made:

Avant Garde

The Agency recently completed a program evaluation of Avant-Garde College and Salon with regard to operational alignment with the mission and vision. As a result, the College was sold to the former college manager.

Administration Building

The decision was made by the Board of Directors not to proceed with the construction of a new administration building. For this reason, previously capitalized amounts and related contractual commitments in the year have been written off.

19. SUBSEQUENT EVENTS

In March 2016, the Board passed a motion to participate in principal in a planned amalgamation of the Society with RES & E Holding Corporation and Ehrlo Child & Family Foundation. As of the yearend, this plan is in a preliminary stage. Some legal and accounting considerations have been explored and a request for initial review has been sent to Canada Revenue Agency. Consent by the membership of these three agencies is required for this initiative to proceed and there is a target date for completion of May 31, 2017.



OUR MISSION

Over its 50-year history, 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.

OUR CULTURE

The culture at Ranch Ehrlo Society: "Builds and maintains services founded on respect, caring, and nurturing for individuals and families; recognizes the dignity, value, and personal worth of all people; creates opportunities for people to reach their full potential through a continuum of practical programs of support, counselling, and training; provides advocacy on behalf of individuals, families and communities with all levels of government; and, builds and maintains high levels of competence within the organization through leadership, training, and experience."



Ranch Ehrlo Society

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