

Saskatchewan Safety Council

2025 Annual Report

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 Saskatchewan Safety Council

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MESSAGE FROM THE PRESIDENT

It is my privilege to present this year's President's Report on behalf of the Board of Directors. The past year has been one of meaningful progress and renewed clarity of purpose as we continue our commitment to advancing safety culture across Saskatchewan.

Advancing Our Visioning Work

This year, the Board dedicated time to intentional visioning for the organization. We are evaluating who we are as an organization - today - and who we aspire to be in the future. This work will focus on reaffirming our core values while examining emerging safety challenges and opportunities across the province. Through facilitated sessions, we are building a shared understanding of the long-term direction that will guide our programs, partnerships, and investments. This is challenging work, and it hasn't been easy – but it is essential if we want this organization to remain strong for many decades to come. This strengthened vision ensures that our organization remains responsive, relevant, and firmly grounded in our mission to keep Saskatchewan people and communities safe.



Strengthening Organizational Direction & Clarity

A key achievement this year was enhancing organizational clarity from governance through operations. The Board and I undertook updates to governance framework, role clarity to better support strategic decision-making and operational excellence. Clearer alignment between Board priorities, executive planning, and frontline service delivery will position the organization to operate more cohesively and with greater purpose. These improvements ensure that resources are used effectively and that our efforts remain focused on the safety outcomes that matter most.

Growing Our Seminar and Educational Outreach

The past year marked significant growth in our signature Safety Seminar. We had our highest attendance at Prairieland with 985 total attendees and 95 exhibitors in 2025. Feedback from attendees and partners reinforced the seminar's role as a trusted hub for safety knowledge and sector collaboration. Through these offerings, we continue to support employers, workers, and communities with practical tools that contribute to safer workplaces across Saskatchewan.

Building Relationships with Partners

Meaningful partnerships remain at the heart of our work. This year, we continued to cultivate strong relationships with industry groups, community organizations, government representatives, and safety leaders across the province. These collaborations have allowed us to share expertise, enhance program reach, and align

shared safety priorities. Our partners play an essential role in amplifying our impact, and we are grateful for their continued trust and engagement.

I am proud of the thoughtful leadership, passion, and humor that I have seen around the Executive and Board tables this year from these amazing people. As we look ahead to this next year, the Board remains committed to strengthening our foundation while embracing opportunities to innovate and elevate our contributions to a safer Saskatchewan. I want to extend my sincere thanks to our dedicated staff, volunteers, partners, and supporters for their ongoing commitment to our mission.

Sincerely,



Diana Anderson
Board President

BOARD OF DIRECTORS

The Board of Directors is responsible for the governance of the organization; specifically, to assess the overall direction and strategy of the organization and how it relates to the vision, mission and values of the Saskatchewan Safety Council. The Board is accountable to the Membership and is responsible for representing their collective best interests.

Executive

Diana Anderson

President

Robert Taylor

Past President

SJ Hundal

Vice President

Ryan Jacobson

Secretary

Directors

(Ordered by Length of Service)

Dr. Ronald Ailsby

Joseph Chan

Dr. Barry Heath

Robert Taylor

Ryan Jacobson

SJ Hundal

Diana Anderson

Jonathan Sherman

Sarah Rhodes

Troy Corbett

Jacquelyn Dionne

Michael Seiferling

Mark Sherwood

STAFF TEAM

Guided by the Strategic Plan, the staff team works for the Chief Executive Officer and are responsible for carrying out their assigned duties to further the strategic priorities of the organization.

Chief Executive Officer Ryan Jacobson

Director of Development Robert Weitzel

Director of Training & Services Thomas Hamann

Operations Manager Tammy McOuat

Financial Coordinator Jane Ottenbreit

Community Relations Coordinator Amanda Wood

Content Specialists Mitch Goetz
Dustin Werbeski

Traffic Safety Specialist Robert (Bob) Vandekamp

Safety Education Advisors Steven Molinelli
Michelle Reaburn

Motorcycle Program Consultant Neil Painter

Client Services Associates Daine Mendoza
Jeslin Prasad
Diandra Rose
Angela Sloan
Kaylee Woolhether

Community Safety Education Coordinator Barbara Compton

PROGRAM INSTRUCTORS

Abe Akot

Terry Alberts

Allan Barry

Logan Barker

David Barnard

Willy J. Barraud

Greg Christopherson

Matthew Dahlen

Andrew Dolman

Walter Dvorak

Jonathan Goudy

Brian Herman

Steve Hermanson

Don Ireland

Tony Janeczko

Mike Keilback

Jo Keller

Gerry Kooiman

Roy Lawrence

Brook Longpre

Brenndan MacKenzie

Brent Maksymiw

Adrian Mohle

Jason Mohr

Joshua Nickerson

Nolan O'Dell

Cam Parker

David Parker

Christy Roach

Jeff Peters

Michelle Reaburn

Caroline (Carrie) Rincker

Doug Savage

Robert (Bob) Sax

Tom Schutzman

Melissa Stamnes

Steve Wallace

Haley Zora

The Council would like to express its appreciation for the sponsorship support provided by the organizations listed on the follow pages. It is that support which helps to ensure we can continue to succeed at hosting one of the country's premiere safety events and deliver much-needed free injury prevention programs and resources.

SEMINAR SPONSORS



52nd Saskatchewan Safety Seminar



February 4, 5, 6, 2025
World Trade Center at Prairieland Park
Saskatoon, SK



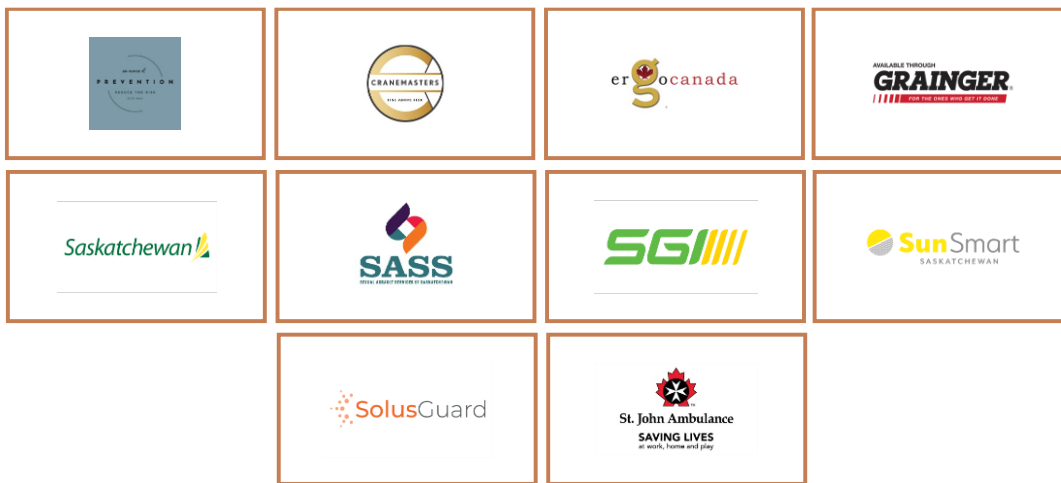
985 total attendance

774 delegates

177 trade show staff

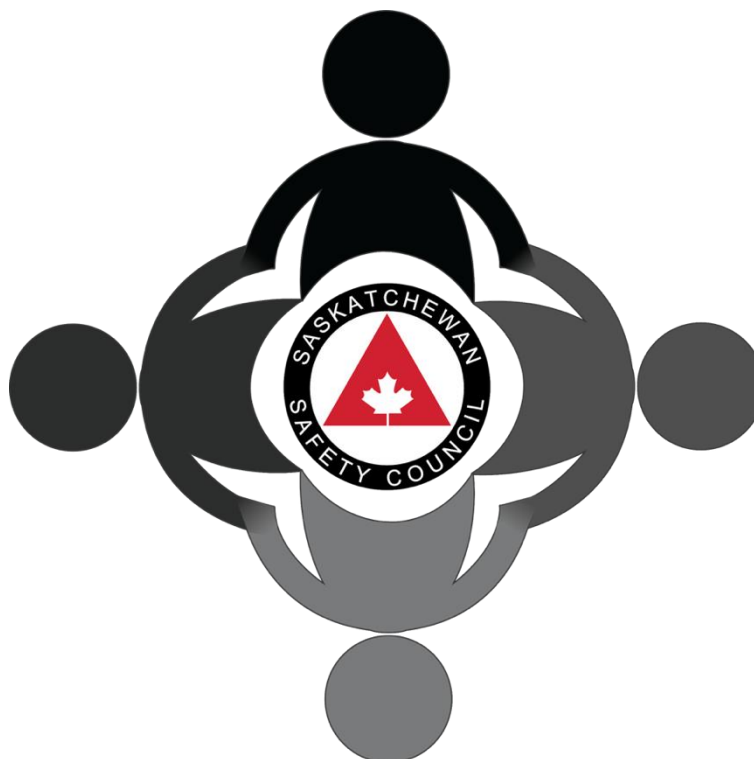
plus speakers, Council staff, volunteers and VIP guests

Trade show was at capacity by mid-November with 95 booths



COMMUNITY & DEVELOPMENT

2025 saw the launch of our new Working Together community branding with the goal being to bring a “less industrial” or “less business” feel to our efforts delivering free community programming. This visual represents how the Council works hand-in-hand with all members of all Saskatchewan communities to deliver injury prevention and safety resources.



SAFETY CENTRE UPDATE

Shifting Gears while Staying on Course

The Safety Council's largest ever fundraising effort was underway in 2025 to support the next phases of the Safety Centre of Excellence capital project. Under the leadership of DCG Philanthropic Services, with support from internal staff and the Board of Directors, many stakeholders were engaged. From large mining and oil & gas corporations to provincial ministries and crown corporations, there was consistent excitement about the possibilities of the future of this project. There was a clear consensus that the Centre will provide unique value to support prevention efforts in the province.

2025 also witnessed shifting political climates causing significant market instability. A majority of corporate stakeholders were hesitant to commit to large donations until the markets stabilized.

We also heard from many non-profit organizations that were excited about the potential to have modern, secure facilities to help stabilize and strengthen their program delivery. These organizations are in need of facilities now, and each year that goes by without a facility causes additional hardship.

Knowing the value that this project can bring to the province by having a sustained foundation for prevention efforts for generations to come, our efforts did not cease but we did have to shift our strategy to adapt to the changing political and market conditions.

The two largest funding categories of Phase 1 of the project were private donations (69%) and Safety Council Operations (16%), with Sponsorship (15%) in third. While we patiently wait for confidence in market conditions to return to potential corporate partners, we are pushing ahead with plans to boost funding from Safety Council Operations and will be unveiling an enhanced strategy to showcase the project value to potential private donors.

For all those that have previously been impacted by preventable injuries at home, on our roads, in our communities or at work, we know how important this project is. While we are excited to discuss donations of every size, we do not want stakeholders to underestimate the significance of every donation, regardless of size. For the price of a monthly streaming subscription, from a small fraction of the population, this facility could be under construction within a year. It is through our combined efforts that these projects will change lives.



COMMUNITY & DEVELOPMENT

Volunteer Onboarding Training

For safety to successfully be ingrained in Saskatchewan communities, we know that local volunteers are the foundation of that effort. Training volunteers in remote or distant locations can be logistically challenging and costly.

As part of the efforts to support the growth of Safety Council volunteers across Saskatchewan and ensure a consistent, positive experience for everyone involved, the Council launched a new online Volunteer onboarding and training system.

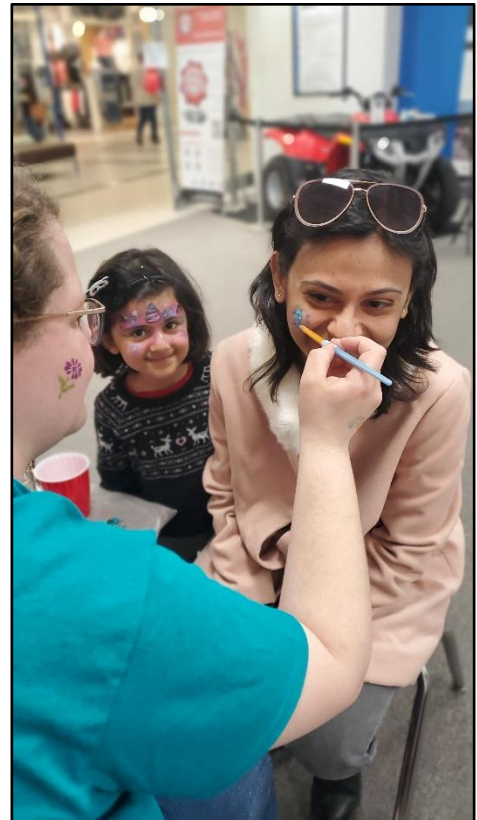
The new system is designed to provide all volunteers with a baseline understanding of the Safety Council's vibrant history and bring them up-to-speed with current activities. The online program also provides the ability for seamless distribution of valuable resources for the volunteers to use within their local communities, regardless of the location or audience.

Volunteer training is now mandatory for anyone volunteering on behalf of the Council, be that as a steering committee member, a Social Media Advocate, someone delivering our babysitting resources, or attending community events on our behalf etc.

Interested volunteers start with a General Orientation that also explains current volunteer options that a person can choose from to assist the Council and benefit their local community. The list of volunteer opportunities will continue to grow, but currently consists of:

- Campaign Volunteer
- Community Safety Champion
- Content Volunteer
- Event Committee Volunteer
- Social Media Advocate
- Translation Volunteer

Expanded options will be developed in 2026 which will include Babysitting Program Delivery and other program delivery options.



COMMUNITY & DEVELOPMENT

Asking Tough Questions

Every once in a while, a question gets asked that may not have a readily available answer. One such question is what led to the first research project undertaken by the Saskatchewan Safety Council in nearly two decades.

To assist Saskatchewan employers, educators and work force representatives in establishing a baseline with which to evaluate their internal risk of fatigue, the Saskatchewan Safety Council commissioned the Saskatchewan Employee Fatigue and Lifestyle Study.



The data was collected using an online survey with a goal to illuminate personal fatigue-related risk factors and their consequences, based on current sleep, work, and lifestyle factors. The study also provided insight into the level of current knowledge regarding sleep and fatigue science across a cross section of Saskatchewan employers and industries.

The anonymized data collected from the survey assisted in the validation of key issues of concern and inform the direction of essential education and training to support the employee while also supporting the nature of work structures in place (e.g., work schedules, fit for duty policies, etc.).

Furthermore, the survey data will provide baseline metrics that could be used to add to the understanding of how significant fatigue's presence is at an employer's site (including levels of acute fatigue vs chronic fatigue) compared to Saskatchewan averages.

These will provide guidance in the development or refinement of work/rest opportunities, as well as operational and health and safety policies and procedures to reduce fatigue-related risk. This includes adopting fatigue hazard identification and risk analysis procedures of existing work activities, understanding training requirements for managers and supervisors, and guidance on how to manage fatigue's presence at the worksite, to ensure safe continuance of work and a safe commute home after work.

With over 67,000 individual emails sent, social media, direct telephone conversations with over 200 companies, earned media articles, along with stakeholder consolation and support to further drive engagement, it was easily the largest communication undertaking in many years.

The raw data was reviewed at the 2026 Saskatchewan Safety Seminar with a more formal report to be published a few months later.

The Saskatchewan Safety Council partnered with Solaris Fatigue Management to complete the research and analysis with financial sponsorship from WorkSafe Saskatchewan.

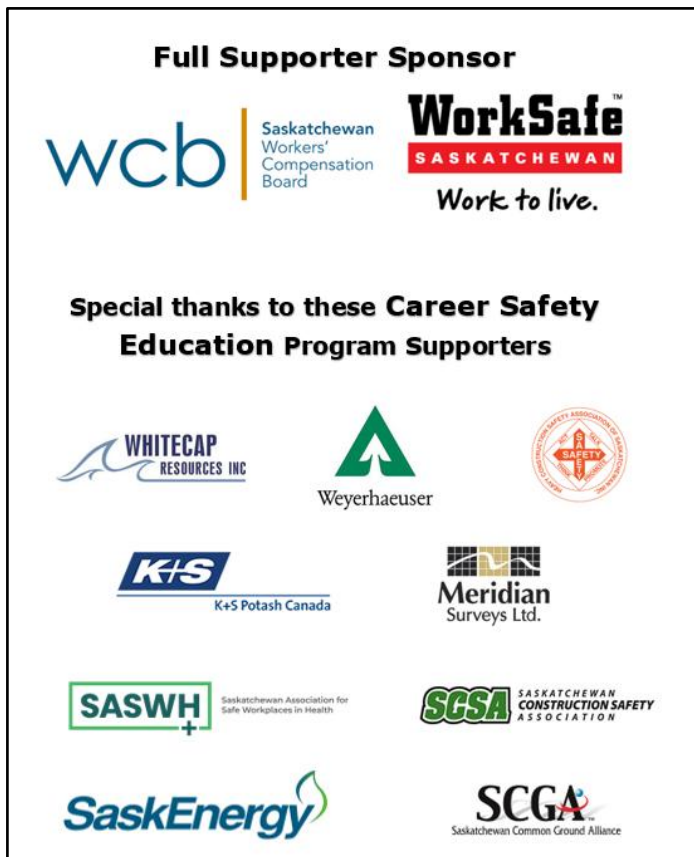
COMMUNITY & DEVELOPMENT

Free Online Safety Training

In 2025, Free Online Workplace Safety Training registrations numbered 9,412 with 8,105 certificates issued, a **31.6% increase** over the previous year.

From 84 communities across Saskatchewan, there were **131 schools** and 21 organizations that registered to utilize the **Career Safety Education (CSE)** pathway through our free training.

Career Safety Education offers flexible, accessible online safety training that can be completed anytime, anywhere, fully sponsored so there is no cost to the participant.



The program helps build a more knowledgeable workforce that understands potential hazards and how to manage risk effectively.

CSE fosters a foundational understanding of injury prevention principles, contributing to fewer injuries not only in the workplace but also during recreational activities, in the home, and on Saskatchewan's roads.

All online components of the program are developed by industry safety experts and are specifically tailored to address the most common injuries experienced by young and new workers across various sectors.

The largest single group had 548 University of Saskatchewan, Introduction to Engineering program students complete CSE.

The Safety Council's **MOU with the Ministry of Education** resulted in Career Safety Education being listed as an approved resource on the Ministry of Education's website thereby providing educators with the ability to utilize the resources for upcoming semester planning. This will increase registrations for the CSE program and better establish connections with educators across Saskatchewan.

The Council also revitalized the Career Safety Education (CSE) **Steering Committee** with the first meeting held in October. Long-standing member organizations were invited to continue their involvement as advocates for the program and, in an effort to establish connections in additional high schools and newcomer organizations, new members were invited to join the committee.

Amazing Safety Quest

Since 2018, with the exception of a couple of COVID years, the Saskatchewan Safety Council has orchestrated the annual **Cade Sprackman Safety Day**, an in-person event that combines our Amazing Safety Quest with CSE being a prerequisite for participation.

The Cade Sprackman Safety Day celebrates the memory of Cade Sprackman while drawing attention to the importance of workplace safety. Cade was a young man who, on January 27th, 2015, only 3 weeks into a new job, was involved in a workplace incident in which he was killed. He was only 18 years old.

The Amazing Safety Quest is a free, station-based activity through which injury prevention strategies are shared by local community representatives, serving to inform participants of workplace hazards and the associated risks.

The initiative continues to gain momentum and popularity as new communities and schools have been participating. The events are consistently supported by the community, with local business representatives able to make meaningful connections to the potential future workforce to discuss the importance of safety.

In 2025, the Cade Sprackman Safety Day was expanded to new host communities: **Melville** and **Tisdale** and **Mossbank**. The Melville event was open to the public in the evening, offering community members outside of the local high school a chance to learn about Cade's story and explore safety practices across multiple industries.

Tisdale's Safety Day was held at the Tisdale Middle and Secondary School. A total of 338 students were in attendance as well as 9 from the Kinistin First Nation.

Melville Comprehensive School (pic right) had 346 high school students attending.



Cade Sprackman's parents, Michelle and Jerry, pictured here with Amanda Wood (centre), Council Community Relations Coordinator, at the Melville Cade Sprackman Safety Day.



"It was interesting to learn how to be safe in different work environments that are in our community"



"It was fun! Do it again next year"

"It was good! We learned a lot and feel much safer and more prepared for life. Thank you!"



"It was a good experience. We learned about something different at every station"

COMMUNITY & DEVELOPMENT

Mature Driver Refresher Course

The Safety Council continued offering the popular Mature Driver Refresher courses across Saskatchewan. Sponsorship provided by SGI to cover the program expenses allowed **22 Mature Driver Refresher Courses** to be offered free-of-charge to older drivers in **19 communities** throughout Saskatchewan.

Additional support from 19 local community organizations that partnered with us to provide either refreshments, lunches, or venues to enhance the program experience. Dedicated community volunteers shared information on social media and put up posters throughout the communities.

Events totaled 464 total participants for the year with an **increase of 53.64%** from 2024 and generated a waiting list of communities requesting the program when additional sponsorship comes available.

The 19 communities included a return to: Assiniboia, Carnduff, Esterhazy, Maple Creek, Midale, Moose Jaw, Pilot Butte, Regina, Regina Beach, Shaunavon, and Stoughton. There were 8 new communities that hosted their first Mature Driver Refresher Course including Cut Knife, Endeavour, Hanley, Langham, Meadow Lake, Springside, Unity, and Wadena.

The feedback provided by participants at all locations was exceptionally positive.

Participants expressed their appreciation and the significance of offering this free program within their local community.

The Council extends its gratitude to those in the host communities who sponsored and to those that assist in the promotion of the sessions, either by sharing the information via social media platforms or assisting with the distribution of posters etc.



“It definitely boosts my confidence after all these years. The instructor was very interesting, interactive, very thorough, time to address questions and concerns. Overall, he was fun.”

“I was afraid it would be a dull session, but I was glad when it turned out to be much better. A lot of knowledge and the emphasis on our responsibilities and the things we cannot control.”

“Learned a lot about safe driving - we all have developed bad habits over the years.”

“Great Instructor! Full of knowledge and took the time to answer everyone’s questions.”

“EVERYONE NEEDS TO TAKE THIS COURSE!”

COMMUNITY & DEVELOPMENT

Supporting Community Initiatives

Steps for Life Walk

The Saskatchewan Safety Council once again volunteered in support of the annual Regina Steps for Life Walk, an event dedicated to raising awareness and support for families affected by workplace tragedies.

This event supports Threads of Life, a national organization that provides vital support to families coping with the loss of a loved one, a life-altering injury, or an occupational disease resulting from workplace incidents. Each year, the organization hosts a five-kilometer walk to educate communities, foster connection, and promote healing.



"When tragedy strikes, the family members are left to figure out what to do next, while also trying to grieve, make sense of the situation and heal. The Threads of Life team provides a helping hand, to offer comfort, resources, and access to services to navigate these unexpected circumstances. The Council is proud to support the annual Steps for Life Walk, and we take these steps together to make a difference". – Amanda Wood



Seniors Without Walls

Seniors Without Walls offers seniors across Saskatchewan the opportunity to participate in a wide range of activities from the comfort of their own homes. All programming is delivered remotely, ensuring accessibility and enabling seniors to remain connected, engaged, and socially active.

The Council delivered two presentations for the program, including a Fall Prevention presentation that addressed common fall and trip hazards within the home, both indoors and outdoors, and highlighted practical strategies to reduce risk. Participants were introduced to a Fall Prevention Checklist, which allows community members to

independently assess their living environments for potential safety concerns. The presentation also included safety tips, relevant resources, and an interactive question-and-answer session.

The second presentation focused on Fraud Prevention. This session focused on identifying common types of scams and fraud, recognizing warning signs, and implementing strategies to prevent victimization. Participants were encouraged to share personal experiences, including close calls, which fostered meaningful discussion and enhanced collective awareness. These shared stories contributed to increased knowledge, vigilance, and mutual support among members of Seniors Without Walls.

Supplies for School Children



Amanda McCall, a local community member in Regina, organized the donation of 1,200 school backpacks to children in need in advance of the 2025 fall school term. The distribution event took place on August 26 at the North Albert A&W location in Regina. This initiative marked the eleventh consecutive year that McCall has successfully organized and led this community-driven effort.

The Council attended the event, serving as the emcee and providing injury prevention resources to children and families in attendance. Council representatives engaged with children and youth to promote the importance of helmet safety while riding bicycles or operating all-terrain vehicles (ATVs). As part of the outreach efforts, each child received a Safety Council activity booklet containing safety tips related to bicycle and ATV use. These resources were also intended to engage children constructively while they waited to receive their backpacks.



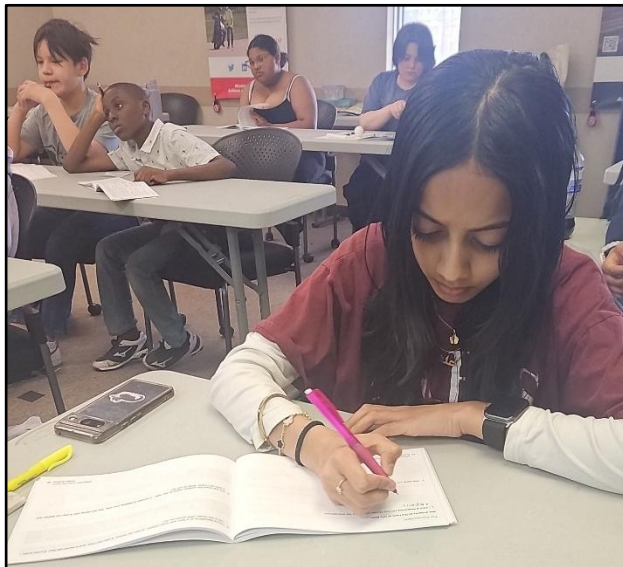
*Volunteers involved on August 26th - Amanda Wood, Community Relations Coordinator (front row – far right)
Amanda McCall, event organizer
(second row – 4th from right)*

The Council is proud to support the local initiative which represents an outstanding example of community leadership and generosity.

Babysitting Training Course

Volunteers across Saskatchewan who are interested in delivering the Saskatchewan Safety Council Babysitting Training Course are provided with the necessary materials and resources to support youth learning in their respective communities. In 2025, a total of 1,029 of the Council's student babysitting kits were sold throughout Saskatchewan. These kits ensure that those enrolled in the course each have a consistent and comprehensive learning experience.

The Saskatchewan Safety Council extends its sincere appreciation to the dedicated volunteers who continue to support and deliver the Babysitting Training Course within their local communities. Their commitment plays a vital role in equipping young individuals with essential skills and knowledge to provide safe and responsible childcare. Babysitters are a vital community resource that allows parents flexibility to make appointments, take extra work shifts, go to meetings and attend social functions while ensuring that their children's wellbeing.



Looking ahead to 2026, the Babysitting Training Course will undergo redevelopment to incorporate updated and modernized content that reflects current best practices. This enhancement aims to better prepare future young babysitters for a safe, confident, and successful babysitting experience. As part of this initiative, volunteers program facilitators will be required to complete the Council's Volunteer Onboarding Training and will be provided with detailed course outlines and expanded resources to further strengthen program delivery and ensure consistency across all communities.

8th Annual First Ride Event



Soon-to-be kindergarten students enrolled in Regina Public Schools and Regina Catholic Schools were invited to attend the 8th Annual First Ride Event. The event offered more than a school bus ride experience. Prior to boarding the bus for their first ride, participants rotated through a series of educational safety stations.

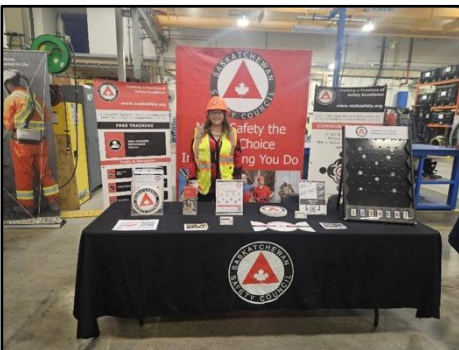
CAA and the Regina Police Service delivered instruction on crosswalk safety, while bicycle safety was presented by the Council in partnership with the Saskatchewan Prevention Institute. School bus safety training was provided by First Student in collaboration with Regina Public Schools and Regina Catholic Schools, emphasizing proper procedures for riding the school bus and outlining steps to follow in the event of an emergency.

Council Motorcycle Instructors were also present during registration, offering children the opportunity to sit on motorcycles, take photographs, and learn about motorcycle safety.



K +S Potash Mine Safety Day

K +S Potash Mine in Bethune hosted a Safety Day for their employees and contractors and the Council was present to share about free online safety training. The primary goal of this Safety Day is to reinforce the importance of recognizing and managing critical hazards to prevent Serious Injuries and Fatalities (SIFs) in the workplace and increase awareness of critical hazards.



Regina District Industry Education Council

The Council attended the Grade 9 WorkSafe Try a Career event, organized by Regina District Industry Education Council, held at the Balgonie Rink and Multiplex Hall. The event welcomed more than 3,800 students from Regina Public Schools, Regina Catholic Schools, Prairie Valley School Division, and the File Hills Qu'Appelle Tribal Council. Participating organizations gathered to provide students with insight into various industries and the careers they offer.



The Council's presence focused on highlighting the importance of workplace safety training and promoting Career Safety Education to both students and educators in attendance. During this year's event, organizers used the Amazing Safety Quest for the first time. This initiative tested the use of team passports as students navigated different stations, with the goal of increasing student engagement and encouraging interaction with designated industries. The passports proved to be successful in achieving these objectives.

TRAINING & SERVICES

In 2025, we launched the rebranded **Winter Collision Avoidance Program**, previously known as *Skid Smart*. While *Skid Smart* was a recognizable and engaging name, it did not accurately convey the intent of the program. The objective is not to teach participants how to skid, but rather how to prevent skidding entirely by controlling the situation. The new program name more clearly reflects this purpose and aligns with the outcomes we seek to achieve through the training.

The Winter Collision Avoidance Program was delivered at two locations: the Safety Centre of Excellence in Regina and Prairieland Park in Saskatoon with a record attendance of over 530 participants. The program has heavy reliance on weather conditions to keep a stable ice surface and 2025 provided near-ideal conditions, resulting in the cancellation of only one course due to weather. There was still plenty of capacity in the early part of the season for more participants to continue to grow the program in future years.

Participation in the **Motorcycle Training Program** did not quite reach the record levels achieved in 2024 but came very close. Nearly 840 participants completed training and developed their foundational riding skills in 2025. In Saskatoon, training continued to be held at Prairieland Park. In Regina, the program successfully relocated to a new training site at Northgate Mall. Both locations offer great visibility for the program and attract lots of attention from locals.

The Safety Council knows there is a need for expanded Motorcycle Course offerings into other communities outside of Regina and Saskatoon. In order to accomplish additional locations while maintaining the exceptional quality our programs demand, we continue to focus on instructor recruitment and development.



Keen onlookers receive rider positioning instruction for riding off-road as part of the Adventure Rider Training program.

Bob Vandekamp, Traffic Safety Specialist started the development of

a revised **Motorcycle Instructor Training Program** that is designed to ensure the consistent delivery of high-quality instruction at all of our locations. The update was run as a pilot in an initial format in 2025 and received very positive feedback from participants. Further enhancements are planned for 2026, including the introduction of new tools to support instructor development and continuous improvement using blended-learning formats. This should enable an efficient and consistent method for training additional instructors as the program continues to grow.

Our suite of **defensive driving programs** continued to reach drivers across Saskatchewan throughout 2025. The cornerstone of these offerings is the Safe **Saskatchewan Driver (SSD) program**, which is available to workplaces and members of the public, often required by SGI. The program is regularly delivered in communities throughout the province, including Regina, Saskatoon, Prince Albert, Lloydminster, North

Battleford, Yorkton, Swift Current, Moose Jaw, Kindersley, Estevan, and additional locations based on demand. Approximately 3,500 participants completed in person SSD training in 2025.

In addition, an online option—**SSD Enhanced**—is available for employment-related drivers, including delivery drivers and sales professionals who use personal vehicles for work purposes. This program has 50% more content than a regular SSD course, including information on Driving The Brand, Roadside Emergencies and Fuel Economy.



We also provide specialized defensive driving training for school bus drivers and operators of passenger vans, which are commonly used by school boards and educational institutions. For commercial truck drivers who require a Professional Driver Improvement Course, **Safe Saskatchewan Driver – PDIC** continues to be available.

An important component of our defensive driving portfolio is the delivery of **Driving Assessments**. Many organizations employ drivers who travel thousands of kilometres annually, and driving remains one of the most significant occupational risk activities. Driver and trailer towing assessments complement the SSD program by providing individualized, in-vehicle assessments. Instructors conduct comprehensive reviews of observed driver behaviors compared to safety best practices and provide written reports outlining opportunities for improvement, or where applicable, recognizing strong defensive driving practices.

Significant effort has been invested in expanding these assessment programs, and early indicators show meaningful growth. Assessments are currently offered for employees of workplaces that utilize Class 5 vehicles, passenger vans, school buses, and light trailer towing.

The **Powered Mobile Equipment (PME) Training Program** continued to evolve in 2025, with increased emphasis placed on educating clients about the importance of operator evaluation. The newly launched **online Equipment Operator Evaluator Program** enables organizations to train internal staff to plan, conduct and document internal operator evaluations to confirm safe equipment operation. The old method many organizations are used to of sending their equipment operators offsite to a 3rd party trainer that will issue a certificate at a significant cost and sizable amount of down time, only to find the employee still does not know how to operate the specific piece of equipment at the worksite. This new approach offered by the Safety Council enhances safety outcomes through internal responsibility, meets the regulatory requirements placed on employers to evaluate on the specific equipment they are operating all while reducing unnecessary and costly recertification. This results in improved safety, efficiency, and cost savings. The adoption of this model continues to grow among our clients.



The **ATV/UTV Training Program** experienced continued growth in demand throughout 2025. However, dry conditions led to heightened wildfire risk, resulting in an ATV ban north of Saskatoon and the cancellation of many scheduled courses. The increasing prevalence of ATVs and UTVs, coupled with ongoing concerns regarding injuries and fatalities, underscores the



importance of formal training—particularly as many organizations are unaware that these vehicles fall under the powered mobile equipment classification and require appropriate instruction. Interest from the public is still small, with a growing interest from workplaces.

Finally, the **Floor Warden (Fire Warden) Program** remains an important offering for businesses and organizations. Historically, low participant numbers within individual organizations made in-person delivery challenging. To address this, the program is now available online, significantly improving accessibility for smaller organizations and increasing overall participation.

MESSAGE FROM THE CEO

Over 70 years, the Saskatchewan Safety Council has provided leadership to the communities in Saskatchewan on a distinct array of prevention fields. Through the good times and the not so good times, the Council has remained committed, continuing to work with diverse stakeholders, to start conversations and push ideas that lead to lasting change.

Each event we facilitate, every communication we send out, and each person we interact with causes a small ripple across the province. Like a pebble thrown into a lake, each individual interaction may go unnoticed by many, but each of those ripples adds together. With thousands of ripples each year through 70 years of throwing pebbles, we have inspired significant change while recognizing there is still more that needs doing.



Improvement does not often happen by chance, nor by people simply wishing things were different. It takes the passion of individuals that are willing to not just identify a problem, but put in hard work, be willing to fail and not lose hope, to strive toward the future state while they continue to fail, all while they search for the solution that is just out of reach. Then, after hours, weeks or years, these steadfast pursuers of a better future will find a solution and things will improve for us all.

Saskatchewan is not yet close to realizing the vision of a Province of Safety Excellence. There are still so many in our communities that suffer the consequences of preventable injury that happen in our homes, on our roadways, or in our workplaces. While the gap may seem vast, we know what it will take to close that gap and become the safest province in Canada to live. It will take many passionate people. It will take all of their hard work. It will take their never-ending resolve to continue trying.

Looking back over the past 70 years of history from when this organization was founded by just such a group of passionate people, the resulting changes witnessed through the generations can truly be appreciated. Universal High School Driver Education, Safe Grad, Babysitting Training, Motorcycle Training, Safety Seminar, free Mature Driver workshops, and free Career Safety Education, are just a few among many vital projects. Decades from now highlights will be added to that list when future generations are looking back on the changes they have witnessed, from the work that is undertaken now.

The efforts of a small number of passionate people have shaped our current state and efforts of passionate people will continue to shape the province that we live in. Thank you to each of you for all that you have done and continue to do, to shape all of our futures.

Sincerely,



Ryan Jacobson
CEO

Saskatchewan Safety Council
Financial Statements
December 31, 2025

Saskatchewan Safety Council

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MANAGEMENT RESPONSIBILITY FOR FINANCIAL REPORTING

To the Members of Saskatchewan Safety Council:

The accompanying financial statements of Saskatchewan Safety Council are the responsibility of management and have been approved by the Board of Directors.

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors are responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the financial statements. The Board of Directors fulfil these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors.

Chalupiak & Associates CPA Professional Corporation, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the financial statements and report directly to the Members; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board of Directors and management to discuss their audit findings.



Chief Executive Officer

Date: February 26, 2026



Chalupiak & Associates CPA Professional Corporation

Chartered Professional Accountants
3261 Saskatchewan Drive
Regina, Saskatchewan S4T 6S4
Phone: 306-359-3711 Fax: 306-569-3030

INDEPENDENT AUDITORS' REPORT

To the Members of Saskatchewan Safety Council

Opinion

We have audited the financial statements of Saskatchewan Safety Council (the "Organization"), which comprise the statement of financial position as at December 31, 2025, 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.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2025, and its results of operations, its changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization 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 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 ASNPO, 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 Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance (TCWG) are responsible for overseeing the Organization's financial reporting process.

INDEPENDENT AUDITORS' REPORT, continued

Auditors' 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 auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization'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 Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Organization 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.
- ◆ 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.

Regina, Saskatchewan
March 16, 2026


Chalupiak & Associates
CPA Professional Corporation
Chartered Professional Accountants

Saskatchewan Safety Council
Statement of Financial Position
December 31, 2025

	2025	2024
Assets		
Current assets		
Cash - note 3	\$ 200,857	\$ 83,625
Accounts receivable - note 4	133,561	173,911
Inventory - note 5	14,160	9,985
Prepaid expenses - note 6	68,017	67,946
Short-term investments - note 7	106,608	450,799
	523,203	786,266
Long-term assets		
Long-term investments - note 7	611,654	377,085
Capital assets - note 8	1,692,008	1,717,532
	2,303,662	2,094,617
	\$ 2,826,865	\$ 2,880,883
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities - note 9	\$ 100,599	\$ 157,092
Unearned revenue - note 10	455,481	343,881
	556,080	500,973
Net assets - note 11		
Appropriated fund	1,991,675	1,884,106
Unappropriated fund	279,110	495,804
	2,270,785	2,379,910
	\$ 2,826,865	\$ 2,880,883

Approved on behalf of the Board of Directors:

 President

 Chief Executive Officer

Saskatchewan Safety Council

Statement of Operations

For the year ended December 31, 2025

	2025 Budget (unaudited)	2025 Actual	2024 Actual
Program revenue			
Registration fees	\$ 1,922,473	\$ 1,761,978	\$ 1,695,449
Display booth fees	89,500	93,815	89,555
Grants	72,826	5,677	7,641
Sponsorship fees	294,000	323,482	294,725
Instructor cost recovery	22,500	12,806	22,187
Sale of supplies	15,780	10,970	26,848
Other revenue			
Donations	27,500	9,426	16,137
Grants SGI	-	60,000	60,000
Investment income	17,537	110,378	95,871
Membership fees	59,215	57,140	56,380
Consulting fees	36,000	3,818	6,554
Advertising revenue	10,000	-	-
Other revenue	-	5,254	4,867
	2,567,331	2,454,744	2,376,214
Expenses			
Amortization	35,316	33,937	47,343
Bank charges & interest	41,037	41,799	40,212
Building maintenance	43,600	23,546	11,981
Bursary	3,000	-	-
Conference contract services	28,500	25,367	26,102
Conference speakers	50,000	41,157	47,430
Cost of supplies sold	6,725	(172)	3,669
Equipment & supplies	4,490	2,378	4,129
Equipment maintenance	19,528	23,633	23,933
Equipment rental	47,450	39,370	41,538
Events - food & beverage	132,870	138,030	129,796
GST expense	14,600	19,379	21,366
IT services	38,400	51,122	63,794
Instructor fees	64,770	34,362	51,562
Insurance	31,038	30,249	29,603
Meetings	11,500	3,901	5,951
Memberships	7,325	5,332	5,097
Office supplies	8,711	8,058	6,890
Postage & courier	6,190	1,736	2,342
Professional development	1,000	841	159
Professional fees	44,400	265,542	127,447
Program development	3,000	-	1,356
Promotional & marketing	65,350	13,201	22,251
Property tax	39,844	36,295	38,737
Rent	155,426	160,861	146,324
Salaries & benefits	1,422,514	1,406,594	1,313,543
Software subscriptions	24,672	29,426	28,103
Sundry	350	380	706
Supplies	45,434	32,375	68,911

Saskatchewan Safety Council
Statement of Operations, continued
For the year ended December 31, 2025

	2025 Budget (unaudited)	2025 Actual	2024 Actual
Telephone	19,200	14,814	15,259
Temporary staff support	28,080	4,415	61,671
Travel	86,280	64,515	77,747
Utilities	19,172	11,426	13,295
Vehicle	6,000	-	-
	<u>2,555,772</u>	<u>2,563,869</u>	<u>2,478,247</u>
Excess (deficiency) of revenues over expenses	\$ 11,559	\$ (109,125)	\$ (102,033)

Saskatchewan Safety Council
Statement of Changes in Net Assets
For the year ended December 31, 2025

	Unappropriated fund	Appropriated fund	Total 2025	Total 2024
Balance, beginning of year	\$ 495,804	\$ 1,884,106	\$ 2,379,910	\$ 2,481,943
(Deficiency) excess of revenues over expenses	(216,694)	107,569	(109,125)	(102,033)
Balance, end of year	\$ 279,110	\$ 1,991,675	\$ 2,270,785	\$ 2,379,910

Saskatchewan Safety Council**Statement of Cash Flows***For the year ended December 31, 2025*

	2025	2024
Cash flows from (used in) operating activities		
Deficiency of revenues over expenses	\$ (109,125)	\$ (102,033)
Item not involving cash		
Amortization	33,937	47,343
Changes in non-cash operating items		
Accounts receivable	40,350	18,430
Inventory	(4,175)	30,258
Prepaid expenses	(71)	(12,780)
Accounts payable and accrued liabilities	(56,493)	41,566
Unearned revenue	111,600	68,386
	16,023	91,170
Cash flows from (used in) investing activities		
Short-term investments	344,191	(346,882)
Long-term investments	(234,569)	301,011
Purchase of capital assets	(8,413)	(7,200)
	101,209	(53,071)
Increase in cash	117,232	38,099
Cash, beginning of year	83,625	45,526
Cash, end of year	\$ 200,857	\$ 83,625

Saskatchewan Safety Council

Notes to Financial Statements

For the year ended December 31, 2025

1. Nature of operations

Saskatchewan Safety Council (the "Organization") is a not-for-profit organization incorporated under the Non-profit Corporations Act of Saskatchewan on August 1, 1963. The Organization is a registered charity dedicated to preventing injuries and fatalities in the Province of Saskatchewan, Canada.

The head office is located at 445 Hoffer Drive, Regina, Saskatchewan, S4N 6E2, Canada.

2. Significant accounting policies

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are detailed as follows:

(a) Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. Actual results could differ from those estimates.

(b) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method.

(c) Capital assets

Capital assets are recorded at cost. The Organization provides for amortization using the straight-line method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rate is as follows:

Equipment	3-5 years
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Assets under construction are not amortized until the asset is available for productive use.

The estimated useful lives of assets are reviewed by management and adjusted if necessary.

(d) Donated capital assets and services

Donated capital assets are recorded in the financial statements at fair value on the date of the donation.

Donated services are not recognized in the financial statements due to the difficulty of determining the fair value of the services.

2. Significant accounting policies, continued

(e) Impairment of long-lived assets

The Organization tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value.

(f) Financial instruments

Financial assets and liabilities are measured at fair value, and subsequently at amortized cost.

Investments for which there are quoted prices in an active market are carried at fair value. Unrealized gains and losses are reported as a part of net income. Investments for which there is not an active market are carried at amortized cost except when it is established that their value is impaired. Impairment losses, or reversal of previously recognized impairment losses, are reported as a part of net income.

Financial assets measured at cost are tested for impairment when there are indicators of impairment and the amount of the write-down is recognized in net income when incurred.

The Organization recognizes transaction costs in net income in the period incurred.

(g) Revenue recognition

The Organization follows the deferral method of accounting for contributions. 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. Endowment contributions are recognized as direct increases in net assets.

Other revenue is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Saskatchewan Safety Council

Notes to Financial Statements

For the year ended December 31, 2025

3. Cash

Cash is comprised of the following chequing accounts which bear no interest:

	2025	2024
Operating account	\$ 199,115	\$ 81,915
Trust account	1,742	1,710
	<u>\$ 200,857</u>	<u>\$ 83,625</u>

4. Accounts receivable

Accounts receivable amounts consist of normal business transactions and are expected to all be collected.

	2025	2024
Trade receivables	\$ 131,016	\$ 169,973
GST receivable	2,545	3,938
	<u>\$ 133,561</u>	<u>\$ 173,911</u>

5. Inventory

Inventory consists of items that will be resold or included in kits for courses.

	2025	2024
Safety course manuals and supplies	\$ 14,160	\$ 9,985

6. Prepaid expenses

	2025	2024
Property tax	\$ 16,830	\$ 19,518
Safety seminar	27,368	24,191
Insurance	10,875	11,157
Software subscriptions	12,630	9,860
Other	314	3,220
	<u>\$ 68,017</u>	<u>\$ 67,946</u>

Saskatchewan Safety Council

Notes to Financial Statements

For the year ended December 31, 2025

7. Investments

Investments are reported at fair market value and consist of term deposits, bonds and low risk, high quality non-guaranteed investments held at the Royal Bank of Canada (RBC).

	All Funds		
	Cost	2025	2024
<u>Short term investments</u>			
General fund - Cash	\$ -	\$ -	\$ 7
General fund - Fixed income - bonds	200,000	-	219,296
Reserve fund - Cash	-	304	229
Reserve fund - Fixed income - bonds	117,000	-	128,287
Memorial fund - Cash	-	1	110
Memorial fund - Fixed income - bonds	104,896	106,303	102,870
		106,608	450,799
<u>Long term investments</u>			
General fund - Mutual funds	23,329	23,329	21,185
Reserve fund - Mutual funds	110,612	110,612	108,052
Reserve fund - Fixed income - bonds	131,004	132,578	-
Reserve fund - Common shares	96,498	345,135	247,848
		611,654	377,085
		\$ 718,262	\$ 827,884

The following is the investment balance by funds:

	2025	2024
General fund	\$ 23,328	\$ 240,488
Reserve fund	588,629	484,416
Memorial fund	106,305	102,980
	\$ 718,262	\$ 827,884

Saskatchewan Safety Council
Notes to Financial Statements
For the year ended December 31, 2025

8. Capital assets

2025			
	Cost	Accumulated amortization	Net
Donated land	\$ 1,295,000	\$ -	\$ 1,295,000
Equipment	509,681	456,603	53,078
Assets under construction - Safety Centre of Excellence	343,930	-	343,930
	\$ 2,148,611	\$ 456,603	\$ 1,692,008

2024			
	Cost	Accumulated amortization	Net
Donated land	\$ 1,295,000	\$ -	\$ 1,295,000
Equipment	506,260	427,658	78,602
Assets under construction - Safety Centre of Excellence	343,930	-	343,930
	\$ 2,145,190	\$ 427,658	\$ 1,717,532

	Additions 2025	Disposals 2025	Additions 2024	Disposals 2024
Equipment	\$ 8,413	\$ 4,992	\$ 7,200	\$ -

9. Accounts payable and accrued liabilities

	2025	2024
Trade payables	\$ 26,922	\$ 63,014
Accrued salaries and benefits	72,671	89,695
Visa payable	1,006	4,383
	\$ 100,599	\$ 157,092

Saskatchewan Safety Council

Notes to Financial Statements

For the year ended December 31, 2025

10. Unearned revenue

	2025	2024
Defensive driving course	\$ 17,480	\$ 14,424
Safety seminar	381,788	257,907
Skid Smart Collision Avoidance program	45,390	71,550
Sponsorship - SGI	5,218	-
Training	5,605	-
	\$ 455,481	\$ 343,881

11. Net assets

The Unappropriated net asset balance is \$279,110 (2024 - \$495,804) which represents the accumulated excess of revenue over expenses of the operations, which has not been designated for specific purposes by resolution of the Board of Directors.

The Appropriated net asset balance consists of the accumulated balances as below:

- The Contingency Reserve is for unforeseeable expenses maintaining a minimum balance of \$200,000;
- Memorial & Other Donations must be used for special research and safety programs related to injury prevention. Certain board members are appointed as trustees to administer these funds; and,
- Donated land is to be used for the construction of the Safety Centre of Excellence.

Details for the Appropriated net asset balances are as follows:

	Contingency Reserve	Memorial & Other Donations	Donated land	Total 2025	Total 2024
Revenue:					
Investment income	\$ 11,306	\$ -	\$ -	\$ 11,306	\$ 14,472
Withdrawals (Transfer out)	-	-	-	-	-
Market value change	92,908	3,355	-	96,263	67,825
Total revenue	104,214	3,355	-	107,569	82,297
Expenses	-	-	-	-	-
Net income	\$ 104,214	\$ 3,355	\$ -	\$ 107,569	\$ 82,297
Net assets, start of year	\$ 484,416	\$ 104,690	\$ 1,295,000	\$ 1,884,106	\$ 1,801,809
Net assets, end of year	\$ 588,630	\$ 108,045	\$ 1,295,000	\$ 1,991,675	\$ 1,884,106

12. Financial instruments risks and uncertainties

A financial instrument is any contract that gives rise to both a financial asset of one party and a financial liability or equity instrument of another party. The Organization has the following financial instruments: cash, short-term investments, long-term investments, accounts receivable, accounts payable and accrued liabilities. The following paragraphs disclose the significant financial aspects of these financial instruments:

(a) Market risk

The Organization's investments in publicly traded securities expose the Organization to market risk since these equity investments are subject to price fluctuations in the open market.

(b) Credit risk

The Organization does have credit risk in accounts receivable of \$133,561 (2024 - \$173,911). Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Organization reduces its exposure to credit risk by performing credit valuations on a regular basis; granting credit upon a review of the credit history of the applicant and creating an allowance for bad debts when applicable. The Organization maintains strict credit policies and limits in respect to counterparties.

(c) Liquidity risk

The Organization does have a liquidity risk in the accounts payable and accrued liabilities of \$100,599 (2024 - \$157,092). Liquidity risk is the risk that the Organization cannot repay its obligations when they become due to its creditors. The Organization reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due and maintains sufficient cash flow.

(d) Interest rate risk

Interest rate risk is the risk that the value of financial instruments will fluctuate due to changes in market interest rates. The Organization is exposed to interest rate risk from potential change in value of long-term investments due to fluctuations in market interest rates.

13. Commitments

The Organization has a lease agreement for office space for a term commencing September 1, 2024 and ending August 31, 2027. The Organization is committed to future lease payments as follows (plus GST):

	Future commitments
2026	\$ 50,000
2027	33,333
	\$ 83,333

14. Contractual obligation

The Organization has signed a municipal service agreement with the R.M. of Sherwood for the provision of services relating to the Saskatchewan Safety Centre of Excellence. In the 2025 fiscal period, the Organization made a payment of \$nil (2024 - \$nil).

The Organization's total obligation, under the municipal service agreement with the R.M. of Sherwood is as follows:

The next payment(s) are as follows:

- \$419,647 is due the earlier of, either 10 years from the approval of the proposed plan subdivision, or the date when the delivery of the individual services are fully complete.
- \$762,906 is due the earlier of, either 15 years from the approval of the proposed plan subdivision, or the date when the delivery of the individual services are fully complete.

15. Budget amounts

The 2025 budget amounts on the Statement of Operations are presented for information purposes only, are unaudited and are not covered by the audit report of Chalupiak & Associates CPA Professional Corporation. The budgeted figures have been provided for comparison purposes and have been derived from the estimates approved by the Board of Directors on October 24, 2024.

16. Comparative figures

Comparative figures have been reclassified, where applicable, to conform to current year's presentation.