

Saskatchewan Association  
of Rural Municipalities

# 2021 REPORT

SARM





# Contents

Message From The Executive Director	5
<b>Strategic Engagement &amp; Advocacy</b>	<b>7</b>
Policy	8
Rural Broadband	8
Rural Crime	10
Trespass Legislation	11
Environmental Forward Initiatives	12
Extreme Weather Condition: Response to Drought	13
Road Maintenance Agreement Rates	14
The name “Municipalities of Saskatchewan” is no longer a moniker being used in Saskatchewan	15
Strategic Engagment & Communications	16
Member Engagement	16
Webinars	17
Website & Social Media	17
<b>Member Services Wins for 2021</b>	<b>19</b>
Community Planning	20
Programs	24
Agriculture Programs	25
Rural Integrated Roads for Growth	28
Trading Services	30
Municipal Education	31
Risk Management	32
<b>Consolidated Financial Statement Highlights</b>	<b>39</b>
Financial Position Highlights	40
Operations Highlights	41
2021 % of General Revenue	42
2021 % of General Expenses	42





# Message from the Executive Director

"Whether it's the best of times or the worst of times, it's the only time we've got."

~ Art Buchwald

Curious how time can seem to fly by, while also seemingly standing still. The COVID-19 pandemic continues to be omnipresent in our lives, however, we have had many successes and made progress over the last year. With our continued focus on member needs we saw the SARM team grow in all the right places. Our focus in 2021 was also internal as we focused on our SARM "Culture Charter", which includes believing in service excellence to our members, to our community and to each other, as well as having the courage to change. A cornerstone of our culture is a desire to continue to improve, to change and to grow together while making sure we place the needs of our members at the forefront of what we do. Our goal will always be to have all our teams functioning at a high-level while being as effective and efficient as possible.

Engagement with our members is very important to the SARM Board and staff. During the last year, we have had to continue to be as innovative as possible with our engagement strategies. We developed a webinar platform, we updated the SARM website, and we produced two virtual conventions. Innovation will be a continued focus to ensure we maintain our strong connection with our members.

On behalf of our Board and staff, it is a pleasure to represent all of the rural municipalities in the province. We thank you for your continued belief in our work, your support and engagement. We encourage you as members to provide feedback on what you would like to see from us as your association. The success of SARM is a testament to the strength of our individual members and of rural Saskatchewan. I hope you enjoy this annual report and we look forward to continuing to work on behalf of rural Saskatchewan in 2022.





# Strategic Engagement & Advocacy

Our new organizational structure has improved our capacity, our ability to serve members, and positioned us for future success. Our policy, communications, and events are now aligned under the Strategic Engagement and Advocacy banner, led by our Director of Strategic Engagement and Advocacy, Laurel Feltin.

This banner includes two departments, Policy and Strategic Engagement and Communications, with those respective managers reporting to Laurel. As we continue our advocacy efforts and work to build capacity with communications here are some of our successes from last year.



# Policy

## Rural Broadband



### ISSUE

Access to reliable broadband internet remains an issue top of mind in rural Saskatchewan. Broadband has evolved into an essential service, much like other utilities are in the province. It is of utmost importance, not only for the economic and social wellbeing of our businesses and residents, but it was also proven critical in maintaining the delivery of healthcare, education, and other key supports during the COVID-19 pandemic. SARM continues to call on the federal and provincial governments to fund and implement reliable broadband access across Saskatchewan.



### WIN

There is still much work needed on this issue, but progress has occurred in the last year through strong advocacy efforts by SARM and its partners.

SARM led the formation of the Rural Broadband Action Committee. The committee includes:

- Representatives from the Saskatchewan Chamber of Commerce (SCC), Saskatchewan Urban Municipalities Association (SUMA), the Saskatchewan School Boards Association (SSBA), Federation of Sovereign Indigenous Nations (FSIN), the Saskatchewan Indigenous Economic Development Network.
- Saskatchewan Economic Development Alliance (SEDA).
- The Clarence Campeau Development Fund (CCDF).

The committee’s goals include: Enhancing Awareness, Local Capacity, and Digital Competency, improving Regional and Indigenous Collaboration and Stakeholder Partnerships, elevating community access and infrastructure development, strengthening industry partnerships and market development and above all else achieve broadband parity for all Saskatchewan residents, regardless of address. The intent is to partner with internet providers to bring advanced broadband connectivity to underserved farms, acreages, Indigenous communities in Saskatchewan. In June of 2021, Sasktel shared that it is investing an additional \$50 million in its Rural Fibre Initiative, bringing its total investment to \$100 million. This additional investment in fibre will bring fibre-optic broadband to 24 more rural Saskatchewan communities than previously planned by the end of 2023.





Rural Crime



ISSUE

Many rural residents in Saskatchewan consider rural crime and rural policing to be one of the biggest challenges facing their communities.



WIN

On September 30th, 2021, the Saskatchewan Rural Crime Watch Association elected its first Board of Directors to assist local areas with the development and sustainability of local Crime Watch groups. This non-profit association led by SARM, SUMA, Rural Crime Watch members, the RCMP, and the Ministry of Corrections and Policing is a community-led and police-supported program dedicated to preventing and reducing criminal behavior. It's an initiative both SARM and SUMA hope community members will actively support by becoming volunteers.

To participate in the program, Rural Crime Watch volunteers will have to complete security checks with their local RCMP. The role of members is to observe, record, and immediately report all unusual or suspicious vehicles or occurrences to their local RCMP detachment, or 911 in the case of emergencies. The RCMP, in return, will inform the Rural Crime Watch group when there is criminal activity in the area.

Trespass Legislation



ISSUE

SARM members have passed multiple resolutions related to trespassing over the years and the association has advocated those individuals need to receive express permission from a landowner before they access private land.



WIN

By ensuring that private property is deemed as “no trespassing” until permission is obtained from the landowner and/or tenant, we are affording rural landowners the same right as urban landowners. After several years, the government announced this past fall that the Trespass to Property Amendment Act and the Trespass to Property Consequential Amendments Act would come into force on January 1, 2022. Landowners had long wanted better protections against trespassers who damage property and could spread diseases like clubroot. They also want to know who is or was on their land. The legislation limits landowners’ liability that might arise when a trespasser is on their land.





## Environmental Forward Initiatives



### ISSUE

SARM continues to be a strong advocate for increasing environmental efforts in waste management throughout Saskatchewan. SARM believes that while progress continues to be made, that there are waste management initiatives and issues that need further addressing and public awareness.



### WIN

2021 has seen SARM participating in various stakeholder meetings with environmentally forward organizations such as Mother Earth Recycling, Call2Recycle, Productcare Recycling, Muti-Material Stewardship Western, Tire Stewardship of Saskatchewan, as well as the Ministry of Environment, Public Health and Safety. SARM is actively assisting these organizations with the promotion and aiding in the continual development of the various environmental initiatives such as, the Solid Waste Management Strategy, the Waste Stewardship & Recycling Landfill Construction requirements, repurposing of concrete and asphalt, recycling of mattresses, battery recycling, Household hazardous waste recycling as well as tire recycling to name a few.



## Extreme Weather Condition: Response to Drought



### ISSUE

The extreme weather conditions found in 2021 brought with it staggering impacts on Saskatchewan farmers. The drought brought a substantial decrease in the volume of grain. This decrease in grain volume financially affected farmers through contracts, penalties and administrative fees, and brought a shortage to the feed supply through the Province.



### WIN

SARM called on grain companies to work with farmers to reduce penalties and eliminate administration fees on the contracted but undelivered grain for this year. SARM helped ensure program assistance put forth by the Minister of Agriculture and Agri-Food as a response to the extreme weather conditions for programs such as the Livestock Tax Deferral Provision, AgriInsurance, Hay Disaster Benefit, AgriRecovery, AgriStability, Farm Credit Canada, etc. Were promptly conveyed to the RMs with the corresponding information on program eligibility and the application processes.



Road Maintenance Agreement Rates



ISSUE

SARM through its resolutions was tasked with lobbying the provincial government to act and increase the road maintenance agreement rates and loss of road life fees. Road maintenance and loss of road life rates legislated under The Municipalities Regulations were outdated and did not cover actual costs. Traffic is increasing on rural roadways, which results in more wear and tear and creates a need for increased maintenance and repair. The costs associated with road maintenance were much greater than the legislated rates. Municipalities were left bearing the brunt of the costs with limited ability to recover those expenses.



WIN

SARM was successful in advocating to the provincial government and collaborating to lessen the financial strain on rural municipalities. The province amended *The Municipalities Regulations* relating to road maintenance agreements (RMAs). The changes took into effect January 1, 2022.

Key changes include:

- Clarifying the definition of a bulk haul and who RMAs are to be applied to;
- Establishing a new rate structure based on verifiable data to replace the minimum and maximum rate ranges with a single per tonne per KM rate;
- Applying the new rate structure to regions based on Area Transportation Planning Committees;
- Determining that RMA rates are updated every two years; and
- Outlining the process for cancellation and suspension of agreements.

The name “Municipalities of Saskatchewan” is no longer a moniker being used in Saskatchewan



ISSUE

SARM maintained its independence throughout the conversation regarding the Saskatchewan Urban Municipalities Association (SUMA) name change. SARM’s position was that the name created confusion by alluding to the representation of all communities in Saskatchewan. An organization’s name is a key component of brand recognition. Neither SARM, nor SUMA’s memberships were interested in an amalgamation of the two organizations so for clarity and independence it is important for the names of the organization maintain their individuality to not create confusion between the whom each organization represents.



WIN

While this change was not intended to create confusion or friction, there was a need for further consultation and consideration within SUMA’s membership. The name change came with unintended consequences. SARM communicated with both SUMA and the provincial government, requested that the provincial government not amend the legislation that would enable SUMA to legally change their name to Municipalities of Saskatchewan. The Minister responsible for Government Relations publicly asked SUMA to reconsider the name change as well. SUMA further consulted with its membership, and it was determined that the name did not achieve what they had originally intended it to and did not accurately reflect the organization. The decision was made to revert to using the name Saskatchewan Urban Municipalities Association (SUMA). SARM considers SUMA an important ally and partner when advocating on municipal issues that intersect in rural and urban municipalities. We look forward to working with them and continuing to strengthen that relationship going forward for the good of all Saskatchewan residents.



# Strategic Engagement & Communications

## Member Engagement



### ISSUE

Due to the ongoing COVID-19 pandemic and as part of our commitment to adhering to public health guidelines we were unable to gather in person.



### WIN

We held both the Annual and Midterm Conventions virtually. This digital format allowed us to still connect with our members attracting 2856 people and 271 RMs. The learning and new technologies leveraged during this time will benefit us as we plan for future events.



## WEBINARS

We increased the number of webinars we offered our members in 2021 as a result of the increased demand for continued learning opportunities despite not being able to gather in person. This format also allowed us to use the content as a resource, that members can go back to and view, if they are unable to attend in real time. Some of the topics we covered this past year include: Fire Bans and Emergency Preparedness, Municipal Safety Manual, Civic Addressing, Municipal Leaders' Roles and Responsibilities, Tendering and Procurement Best Practices, Mental Wellness in Agriculture - Fostering Resiliency, Nuclear Power in Saskatchewan, Principles for Positive Employment Relations, and many others.

## WEBSITE & SOCIAL MEDIA

Our Advocacy, Services, Program, Events and Resource pages of the website have all been updated and the most recent issues of the Rural Councillor have been added as well. Additionally, we are always updating our Staff and Board team page with current contact information. We continue to be active on social media, particularly on Twitter (@SARM\_Voice) where you can find up-to-date information on topics relevant to you as members. We also have expanded our reach on social media and you can now also find us on Facebook.





# Member Services Wins for 2021

In 2021, SARM restructured its internal operations, with a focus on improving capacity and support for our various teams, such that we can better serve the membership.

To that end, among the changes that were made were the realignment of several departments into larger, more supported teams. All of our various Programs and Services are now integrated into three teams under the Member Services banner.

Member Services officially came into being in July 2021, with Craig Williams, our former Director of Insurance and Benefit Programs becoming our first Director of Member Services. He is now tasked with providing strategic direction and guidance to our Member Services team as we focus our efforts on better serving you.





# Community Planning

The Community Planning Team, led by Jennifer Chamberlin and including Robyn Rechenmacher, are an integral part of Member Services. Both Jennifer and Robyn are Registered Professional Planners. They are here to assist both our members, as well as urban municipalities with a myriad of matters related to planning for your community's future.

Here are some of their wins for 2021.

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### ISSUE

RMs have municipal authority to set policies and regulations governing the development of their communities by preparing and adopting planning bylaws. Provincial oversight to ensure consistency with provincial planning legislation and regulation occurs through the approval of all RM planning bylaws and subdivisions. Responding to the complex series of land use and planning issues municipalities face and navigating regulatory requirements can present capacity and resource obstacles for RMs.

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### ACTION

SARM's Community Planning Department provided advice and support on a variety of topics to a number of municipalities, landowners, ministries, crown corporations and other organizations. This included responding to paid service requests from 57 municipalities (52 RMs and 5 urban municipalities). The Community Planning Department actively worked with 19 municipalities on the development of Official Community Plans and Zoning Bylaws.



Here are some of their wins for 2021.

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ISSUE

Amendments to The Statements of Provincial Interest Regulations came into effect on January 1, 2021. The Uniform Building and Accessibility Standards Act was replaced with The Construction Codes Act and amendments to regulations under this Act including The Building Code Regulations, The Energy Code Regulations and The Plumbing Code Regulations came into effect January 1, 2022.

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ACTION

SARM's Community Planning Department provided input that represented the interests of RMs through consultations and written correspondence. SARM identified the need for ongoing education of The Statements of Provincial Interest Regulations and requested education and engagement of the provincial planning framework be led by the province's Community Planning Branch.

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WIN

The province's Community Planning Branch updated The Statements of Provincial Interest Handbook in August 2021. The handbook is a tool to assist municipalities, developers and professional planners in applying the regulations to municipal planning documents and decisions.

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WIN

A Planning 101 webinar covering a broad cross-section of Saskatchewan land use and community planning fundamentals was designed and made available to assist municipal elected and administration officials.







# Programs

Our new Programs team encompasses several different program offerings that were previously under separate areas of SARM. They include:

- a)

Pest Biosecurity Program (Rats, Beavers, Invasive Plants and Plant Health), which we administer on behalf of the Provincial Ministry of Agriculture
- b)

Rural Integrated Roads for Growth (RIRG) Program (Road, Culvert and Bridge Infrastructure), which we administer on behalf of the Provincial Ministry of Highways
- c)

Municipal Bridge Services (Engineering and Design for Municipal Bridges)
- d)

Trading Services (Procurement of various goods and services for Municipalities)
- e)

Municipal Education and Recognition Programming (Rural Municipal Administrator Internship Program (MAIP), Municipal Leadership Development Program (MLDP), Rural Municipal Administration Scholarship Program, Local Government Authority (LGA) Certificate Program, Saskatchewan Municipal Awards, Lieutenant Governor’s Award, etc)

Our Programs Team is led by new SARM team member Dustin Resch and includes Annette Ellert, Amanda Kozak, Terry Hoeving, Daniel Segal, Alexander Udey and Shelby Piel.

Here are some of their wins for 2021.

## Agriculture Programs

Plant Health Officers Contribute to Provincial Pest Surveys

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### ISSUE

Saskatchewan Ministry of Agriculture identified a gap in resources for RMs and First Nations Bands when dealing with a variety of agricultural crop pest issues throughout the Province, specifically, valuable research and monitoring through field surveys.

### ACTIONS

As a part of the Plant Health Network, the Plant Health Officers (PHO) assisted the Saskatchewan Ministry of Agriculture and researchers from the University of Saskatchewan and Agriculture and Agri-Food Canada with their pest surveys.

### RESULT

The PHOs added capacity and collected data points for the valuable research and monitoring these groups conduct. This aids in the early detection and rapid response to crop pests in the province, as well as monitoring and reporting on existing issues in the field. The largest survey PHOs assisted with was the Saskatchewan Clubroot Survey and since it started in 2018, the PHOs have surveyed nearly 2800 fields.





Here are some of their wins for 2021.

Agriculture Programs

Online Training Offers Continuing Education Credit Opportunities

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ISSUE

COVID-19 continued to restrict in-person training opportunities through the Pest Biosecurity Programs for Pest Control Officers (PCO), Weed Inspectors (WI), First Nations Land Managers and other stakeholders through 2021 and 2022.

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ACTIONS

SARM, through the Pest Biosecurity Program, and Saskatchewan Ministry of Agriculture partnered to deliver a series of free webinars for PCOs, WIs, Land Managers and other stakeholders in the winter of 2021-22.

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RESULT

The webinars provided online training with the opportunity for licensed applicators to gain continuing education credits when attending. Recorded webinars and questionnaires were posted to the SARM website for licensed applicators unable to attend live webinars providing another option to receive continuing education credits where opportunities may be few due to the pandemic.





Here are some of their wins for 2021.

Rural Integrated Roads for Growth

RIRG Allocates Increased Funding to RM Infrastructure Projects

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ISSUE

Rural municipalities (RMs) face challenges in maintaining roads, bridges, and culverts as industry traffic and inclement weather accelerates the deterioration of municipal infrastructure. SARM continues to lobby for the continuation of and increased funding for the roadway infrastructure grant programs offered by the Ministry of Highways and Infrastructure.

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ACTION 1

The RIRG entered its second year of distributing provincial stimulus funding and federal Investing in Canada Infrastructure Program (ICIP) funding towards capital roadway infrastructure projects. With a total investment of \$31.5 million in federal/provincial funding, the RIRG is on track to replace 100 bridges/culverts over the 4-year period of 2020 through 2023. With a commitment of \$44.5 million in provincial funding, the RIRG is on track to assist approximately 150 road projects over the 3-year period of 2020 through 2022. In comparison to typical RIRG funding levels, the

stimulus funding has resulted in the RIRG being able to assist approximately three times as many bridge/culvert projects each year and approximately eight times as many road projects each year.

RIRG stimulus funding has also necessitated the creation of the RIRG Administration Support position at SARM. SARM's hope is that this position can be retained beyond the stimulus funding period to better administer and deliver the program for SARM's members.

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RESULT

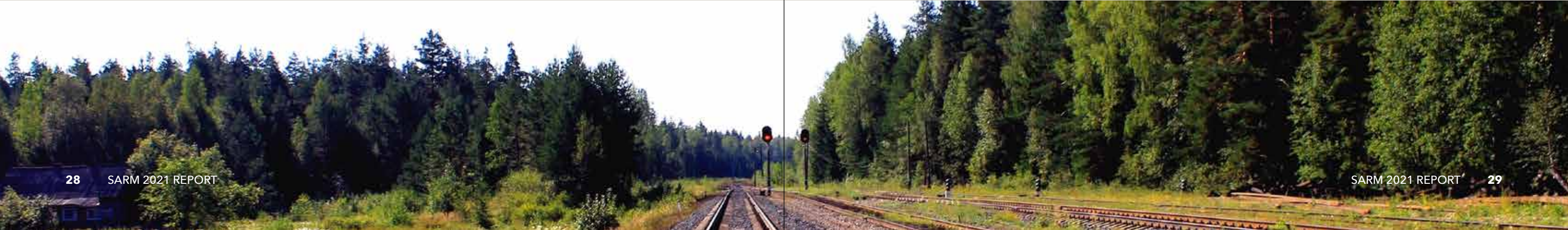
RMs continue to receive products, services, and infrastructure funding through the Ministry of Highways and Infrastructure and SARM efforts are directed to optimizing the amount of funds received and their efficient distribution to SARM members.

ACTION 2

On December 2, 2020, in response to RM feedback, the removal of Clearing the Path (CTP) Corridors from the CTP network was postponed allowing for further review of the corresponding RIRG policies. RM concerns have been incorporated into the CTP review, which has been ongoing throughout 2021.

ACTION 3

In 2021, the Municipal Bridge Inspection Program completed the second year of a three-year bridge inspection cycle. From 2020 through 2022, 1,436 bridge locations in 202 RMs are to be inspected through the Municipal Bridge Inspection Program.





Here are some of their wins for 2021.

Trading Services

Trading Services Positions Itself to Increase Relevant, Effective, and Compliant Programs to Support RM Procurement

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ISSUE

Procurement has changed significantly over the decades and SARM’s Trading Services has needed to modernize its operations and processes to ensure it provides a relevant array of goods and services that are both trade compliant and offered at competitive rates to SARM’s member rural municipalities.

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ACTION

Through the restructuring of SARM, and supporting the advanced education of staff, a new focus and capacity was brought to Trading Services. This enabled the development and implementation of improvements to business strategy, contract management, and the ability to ensure that its programs are trade complaint. As well, SARM has deepened and refined its partnership with Canoe Procurement and through them, Sourcewell, to ensure that rural municipalities have access to national and international programs that offer the best possible prices on a wide variety of goods and services.

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RESULT

The actions taken have laid the groundwork for an effective and sustainable Trading Services program that can be continually improved to meet the evolving needs of SARM’s members. A great example of this is the recent negotiation of a new contract for pest control products. SARM’s new vendor, EcoPest, has provided SARM members with extremely competitive pricing on products on the cutting edge of the pest and rodent control industry. Similarly, Canoe Procurement & Sourcewell have expanded the number of programs available to SARM members by nearly 50% between 2020 and 2021. That’s a lot more options and preferred rates that SARM members can now access to grow their communities!

Municipal Education

Conducted Review and Revision of the Rural Municipal Administrator Internship Program

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ISSUE

Though the Rural Municipal Administrator Internship Program (Rural MAIP) has been widely successful since its inception in 2011, there has been an identified need to train more candidates as rural administrators. There are more potential interns than there are RMs who are willing to host.

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ACTION

A committee was convened in Spring of 2021 consisting of the MAIP committee members, as well as representatives of the SARM and RMAA boards of directors. The committee’s deliberations resulted in a series of program revisions to increase the number of interns, support interns more adequately, and improve quality assurance.

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RESULT

The revised program structures were reviewed and adjusted to ensure sustainability prior to launch. The target date to implement these changes has been set for April 2022. After a two-year pilot, the program changes will be assessed and evaluated for continuous improvement opportunities.







# Risk Management

Our new Risk Management Team integrates the former Insurance and Benefits Department and the former Legal Services Department into one new team. Our Risk Management team is led by new SARM team member Colin Warnecke.

Colin is responsible for our Liability Self-Insurance Plan (LSIP) and Excess Liability Program. Colin also oversees our other Insurance and Employee Benefit Programs, which are administered by Lisa Shordee and Jodi Hughes, respectively. Additionally, he works with our General Counsel, Mike Morris, our Legal Counsel, Courtney Riviere and our Legal Assistant, Teresa Edwards, to oversee our legal operations, which support both our insurance plans and our members.

Here are some of their wins for 2021.

Continued Success with the Property Self-Insurance Program (PSIP) and Appraisal Program

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### ISSUE

In 2017 / 2018, we became concerned about undervalued buildings insured through PSIP. A plan was developed to see PSIP coordinate the appraisal of every building that is insured under the Program and cover the appraisals costs, so long as the insured RM agrees to insure their property to the values determined by the qualified appraisers.

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### ACTION

2021 was year three of the program, following the 2019 pilot project and the 2020 rollout year. Another 39 RM's had their properties appraised this year, bringing the total number of RM's we have worked with to 85 out of the 220 RM's that participate in PSIP.

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### RESULT

Working with our appraisal firm, BR Gaffney & Associates and our members, we are making significant headway in bringing awareness to the importance of insuring properties to value and in ensuring that our members premium dollars are going towards insuring their assets adequately. We hope to complete the remaining 135 RM's in the next 3 years.





Here are some of their wins for 2021.

Further improvements to data integrity and ease of doing business between SARM’s Employee Benefits Plans and our Insurance Carrier Partner

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ISSUE

After moving our Long-Term Disability Insurance and Life Insurance Programs over to Saskatchewan Blue Cross (SBC) in 2020, we had all of our carrier-based insurance and benefit programs with one carrier for the first time. With the technological improvements that were made through our PX3000 Employee Benefits Database system that was launched in 2019, we set out to work with our partners at SBC to find ways to better transmit enrollment and premium data between our systems, to ensure the most accuracy and efficiency, so that our members experience interacting with their benefits is seamless.

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ACTION

SARM and SBC have been working on the development of a secure data transfer protocol where enrollment and premium data can be securely transmitted from SARM’s system to SBC’s system on a daily or weekly basis, rather than relying on data entry in both entities systems to be confirmed with reporting once per month.

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RESULT

Starting in early 2022, this system, currently in the final stages of testing, will roll out, saving much time and effort for both SARM and SBC staff and ensuring the highest degree of data integrity between our two systems. This will allow employee benefit enrollment changes to occur much faster, while still maintaining the security of your personal information.

Continued increase in service to our Members from SARM Lawyers

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ISSUE

The membership has continued to express significant interest in utilizing our Lawyers to assist them in a variety of legal matters.

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ACTION

In order to increase our capacity to serve this need, SARM hired Courtney Riviere in 2019 as an Articling Student out of the U of S Law School to be mentored by Mike Morris. This brought our compliment of lawyers to three. Courtney was called to the Bar in the spring of 2020 and by the end of 2021 has had 2.5 years of experience in working with the rest of the team and our members.

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RESULT

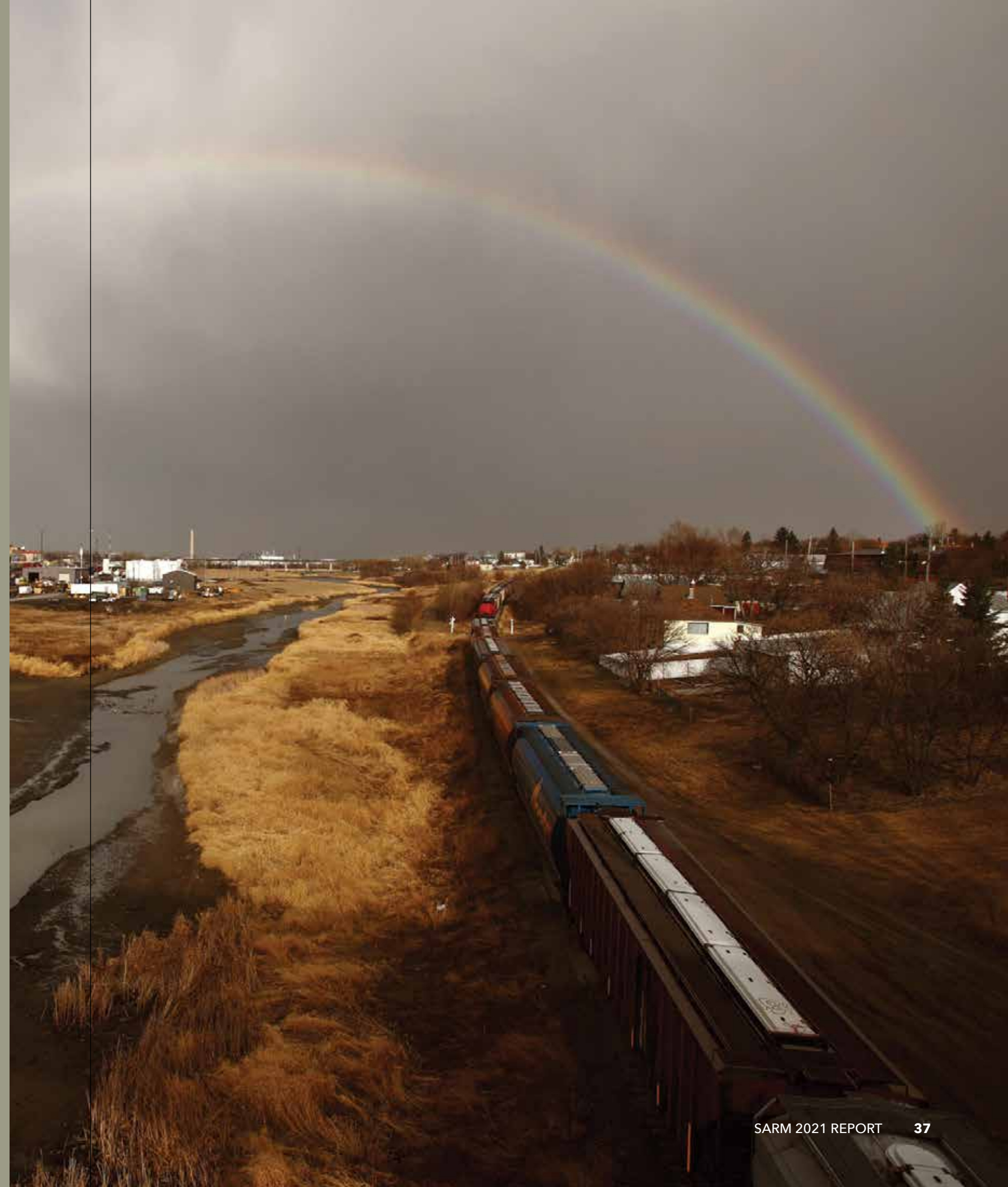
In 2021, we again saw significant growth in both the number of RM’s utilizing our now three lawyer team and in the number of files worked on by the group. There were 522 enquiries from 181 RMs during 2021, up from 398 enquiries assisting 169 RMs in 2020 or an 31% increase in the number of enquiries and 7% increase in RMs requesting assistance. This comes after 27% growth in the number of enquiries handled by our Lawyers in 2020 over 2019, and a 25% increase in the number of enquiries handled by our Lawyers in 2019 over 2018. Since 2018, we have more than doubled the number of member enquiries handled by our lawyers, when we handled 249 in that year.





These are quite the range of highlights and they only scratch the surface of the great work done by the Member Services team each and every day.

As we move into 2022, we are excited for what the future holds as we work together with one common purpose, delivering effective programs and services to the Rural Municipalities of Saskatchewan.







# Saskatchewan Association of Rural Municipalities Consolidated Financial Statement Highlights

The following selected financial information is derived from the annual audited consolidated financial statements.

They are available, in full, at  
[www.sarm.ca/about/whats-new/tag/annual-reports](http://www.sarm.ca/about/whats-new/tag/annual-reports)



## Financial Position Highlights

As at December 31, 2021

<b>Assets:</b>	
Current Assets	\$ 62,501,220
Long-Term Investments	13,601,459
Capital Assets	6,404,313
	<b>\$ 82,506,992</b>
<b>Liabilities:</b>	
Current Liabilities	\$ 25,110,200
Long-Term Liabilities	1,535,088
<b>Fund Balance:</b>	
General	8,827,625
Insurance & Benefits Fund	27,055,647
Other Restricted Funds	19,978,432
	<b>\$ 82,506,992</b>

## Operations Highlights

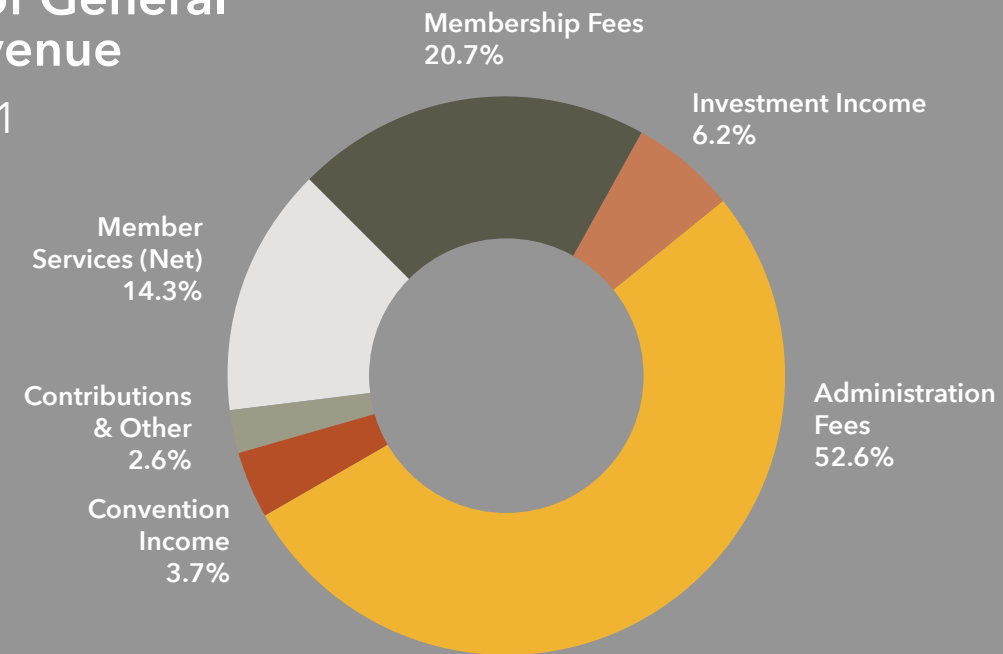
For the year ended December 31, 2021

<b>General</b>	
Membership Fees	\$ 897,000
Administration Fees	2,281,023
Investment Income	269,317
Other Revenues	270,405
	<b>3,717,745</b>
Salaries, Benefits and Staff Expenses	1,899,231
Conventions & Division Meetings	197,435
Advocacy, Communications & Meetings	126,126
Board & Other Meetings	415,491
Contracted Services	254,550
Property, Insurance & Amortization	598,554
Administrative & Other Expenses	356,893
	<b>3,848,280</b>
Member Services Revenue	16,722,895
Member Services Expense	16,102,228
<b>General Fund Surplus</b>	<b>490,132</b>
<b>Insurance &amp; Benefit Restricted Fund</b>	
Premiums & Other Revenues	7,227,039
Claims Expense, SARM Fee & Other Expenses	5,425,919
<b>Insurance &amp; Benefit Fund Surplus</b>	<b>1,801,120</b>
<b>Other Restricted Funds</b>	
Contributions, Fees & Interest	43,496,565
Program Expenses	26,915,623
<b>Other Restricted Funds Net Change</b>	<b>16,580,942</b>
<b>Consolidated Surplus/ Change in Fund Balance</b>	<b>\$ 18,872,194</b>



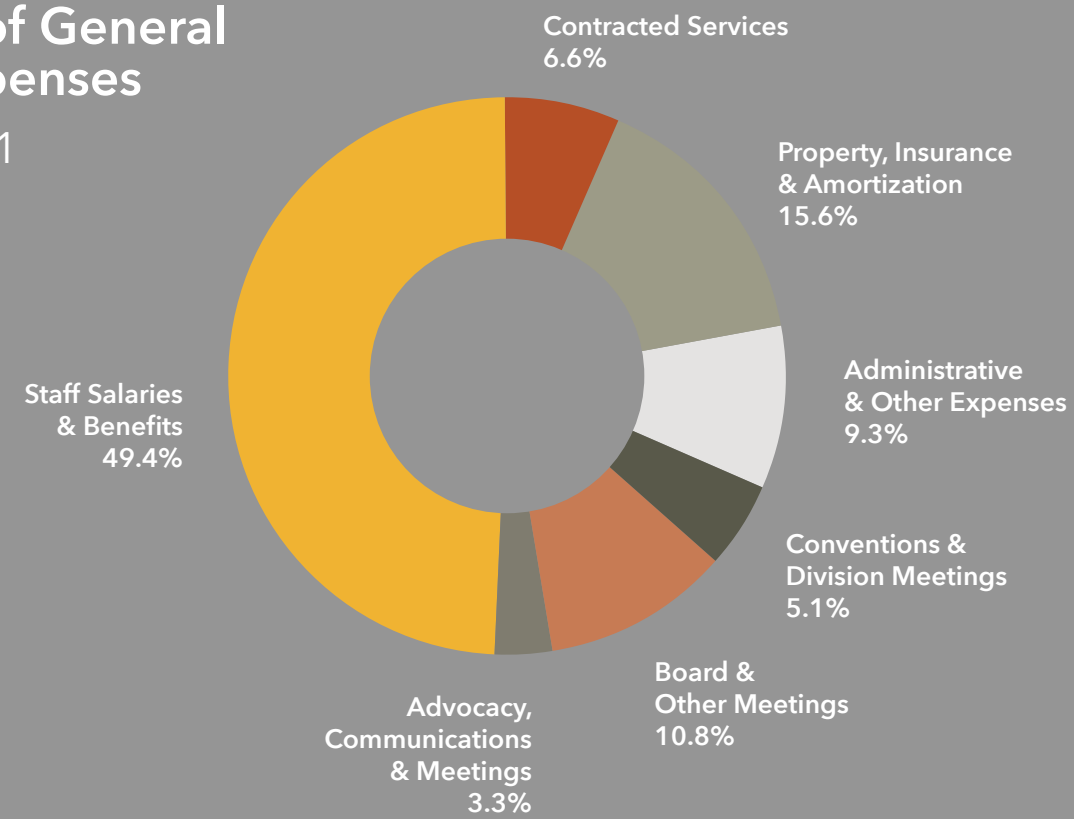
## % of General Revenue

2021



## % of General Expenses

2021







**Saskatchewan Association  
of Rural Municipalities**

**2301 Windsor Park Road,  
Regina, SK S4V 3A4**

**P: 306.757.3577**

**sarm@sarm.ca**

**www.sarm.ca**