



Saskatchewan Association of Rural Municipalities

2023 ANNUAL REPORT





Saskatchewan Association of Rural Municipalities

We've been the voice of rural Saskatchewan for over 100 years.

Since 1905, SARM has been working to address the concerns of rural municipalities and ensure their voice is heard by senior levels of government. We provide support to our members in dealing with the provincial and federal government. We advocate on behalf of our members and help ensure our members are in compliance with legislation and regulations.

We at SARM acknowledge that our Regina office is situated on Treaty 4 territory, the traditional lands and gathering place of the Cree, Dakota, Nakota, Lakota, Saulteaux and the homeland of the Métis Nation. We make this acknowledgment as an act of reconciliation and declaration of our commitment to respect and honour the long and vibrant history of Indigenous peoples. We hope this recognition will also inspire the members we represent to do the same, so that we can show what is possible when partners work together in the spirit of reconciliation.

Vision

Strong, autonomous municipalities powered by vibrant, diverse economies that build a sustainable future for rural Saskatchewan.

Mission

To foster rural development in Saskatchewan and build strong, sustainable communities.

Values

We act with integrity.
We put our members first.
We believe we are stronger together.
We are responsible and professional.
We are accountable and transparent.
We educate and inform.
We are leaders, innovators and solution providers.



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Message from the President, Ray Orb



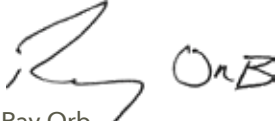
2023 marked another year of gratitude for the tremendous honour of championing our RMs—the caretakers and future of rural Saskatchewan.

It was also a year that reaffirmed my belief that, now more than ever, the world needs more of what rural Saskatchewan has to offer. From our wide-open spaces to the commodities we support and grow to help feed the world, Saskatchewan has some of the most stable and well-established resource- and agriculture sectors in the world. People near and far are acknowledging rural Saskatchewan as a great place to raise families, do business, and belong.

SARM's goal this year—and every year—is to lobby for the issues that are important to our RMs and to ensure that they have the tools they need to continue doing their important jobs. We are very proud to take the voice of rural Saskatchewan wherever we go, ensuring that our

provincial and federal governments understand the real and vital contribution we are making to the world market, especially during these uncertain times.

On behalf of the entire SARM Board of Directors, I hope this annual report will help convey not only SARM's journey in 2023, but also our excitement for the year ahead.


Ray Orb



Message from the Executive Director, **Jay B. Meyer**



What an amazing year it has been for the Saskatchewan Association of Rural Municipalities. It was a year that felt like we were all back to our normal routines. We met in-person on a more consistent basis, our June Division meetings and conventions had great participation, and we were able to attend numerous community events and meet with many delegations.

I wish to thank our members for their continued commitment to our annual events, which we consider essential, as they provide us the opportunity to learn from key speakers, discuss important issues, engage in workshops, network with ministers, and participate in Bearpit Sessions with our provincial cabinet.

Your dedication to engage with each other shows your willingness to learn from each other. This proves how caring and passionate you are in the roles you all play. As we transition to a new year, SARM will continue its goal of assisting our membership with the development of a learning culture, a growth culture, and a culture that works towards making a difference together.

SARM also looks forward to continuing to grow as an association. Our goal to innovate, hold ourselves and our teams accountable, embrace collaboration, and have the courage to change remains paramount. We are immensely proud of the work we do for our members—and are always willing to listen and learn.

“Strong, autonomous rural municipalities powered by vibrant, diverse economies that build a sustainable future for Saskatchewan” is both our vision and mission. As with all our mandates, everything we do comes down to advancing SARM, focusing on members first, and moving communities forward. We hope this annual report will showcase that, along with the many things our teams have accomplished in 2023.

Lastly, we would like to thank our members for their continued advice, support, and encouragement. Member feedback has helped ensure that SARM remains focused and continues to provide the kinds of support that our members value. The success of SARM is a testament to both your strength and rural Saskatchewan’s. For that, we thank our members.

I hope you enjoy this annual report, and we look forward to continuing to work on your behalf in 2024.



Jay B. Meyer



Message from the Senior Leadership Team

Our Senior Leadership Team approached 2023 with our members' current needs top of mind. Advancing the SARM Board's goals is a job we take seriously, and we are proud to have upheld the following priorities:

1. Influencing government policies so that they work for rural Saskatchewan.
2. Communicating with members in the most strategic and effective ways so that it is meaningful.
3. Delivering programs that are meeting our members' needs.
4. Finding ways to build the capacity of our members so that they can govern their RMs in the most effective ways possible.

We are delighted to be sharing this annual report with you, as it highlights the key initiatives and goals we accomplished, including the following:

- Prioritizing issues. Did you know that between the letters, phone calls, meetings, resolutions, and government requests to review legislation, SARM deals with hundreds of policy issues at any given time? In 2023, we put the finishing touches on a plan to prioritize these issues to ensure we are spending our resources on issues that have the biggest impact for our members.
- Successfully implementing a communications plan that optimizes all the ways that SARM has to communicate. When do we use social media? When do we develop a radio ad? We now have a plan that helps us decide what communication channel will work best.
- Successfully negotiating a five-year agreement to administer our Sustainable Canadian Agriculture Partnership Programs. Knowing there is stable, predictable funding and support available for the next five years is a huge benefit to both SARM and its members.
- Managing and filling learning gaps. In 2019, members told SARM that they need our help to build their capacity.

Since then, SARM has been exploring the feasibility of a Learning Management System to help fill existing learning gaps. In doing so, we:

- Hosted focus groups to find out what RMs want a Learning Management System to do and how it should look and feel.
- Are very close to launching a learning program with the Ministry of Government Relations that will encourage people to run for municipal council.

Since 1905, SARM has been, and will always be, your unified voice in advocacy, education, and service towards a stronger rural Saskatchewan. RMs are the caretakers and vibrant future of all-things rural, and SARM is honoured to speak up and support them as they do this great work. Your Senior Leadership Team, Board, and staff are proud to continue providing these services and strive to keep growing in ways that benefit members into the future.

Laurel Feltin, Director, Strategic Engagement & Advocacy

Craig Williams, Director, Member Services

Catherine Patterson, Director, Finance



Board of Directors & Staff



Yearly Activities & Highlights

It's been a rewarding year for the Board, full of opportunities to learn, advocate, and plan. From meetings and conventions to advocacy and lobby trips, here are a few of the many highlights.

JUNE DIVISION MEETINGS

The SARM President, Vice President, Executive Director, and staff travelled across the province from June 5th to the 8th hosting a meeting in SARM Divisions 1, 2, 3, 4, and 6 (Division 5 voted not to have a meeting). The Division Director from each Division chaired the meeting and welcomed presenters who discussed topics relating to changes to the road-maintenance agreements, wildlife population, liability risk, and Saskatchewan marshals, to name just a few. The meetings attracted 230 attendees from over 100 RMs.

JULY BOARD MEETINGS

Every year, the Board travels to a different SARM Division for its July Board Meeting, and this year it was held in Division 2. The meeting was based out of the Willow Bunch area and included tours of the following locations within Division 2: Claybank Brick National Historic Site, Emerald Seed Products, and Big Muddy. The Board also hosted a dinner and meeting with RMs and local MLAs from that area. It was a great chance for the SARM Board and staff to learn more about the happenings in Division 2.

Board of Directors



(pictured left to right above): Ray Orb, President; Bill Huber, Vice President; Bob Moulding, Division 1 Director; Cody Jordison, Division 2 Director; Larry Grant, Division 3 Director; Myron Kopec, Division 4 Director; Judy Harwood, Division 5 Director; Darwin Whitfield, Division 6 Director; Guy Lagrandeur, Ex-Officio Director

RMAA CONVENTION

The SARM Board works very closely with the Board of the Rural Municipal Administrators' Association (RMAA). More specifically, their president sits on our board as an ex-officio member, and our president sits on their board as an ex-officio member. We always have a number of board members and staff attend their convention so that we can stay on top of the issues impacting RM administrators. This year, that convention took place in Regina from May 15th to 18th. SARM presented a Fireside Chat discussing the programs and services we provide. Our Member Purchasing and Plant Health Technical Advisors also hosted a booth at the trade show.



DROUGHT ADVOCACY

2023 saw much of rural Saskatchewan struggling with drought conditions. Agriculture plays a critical role in Saskatchewan's economy, and SARM stood in solidarity with the hardworking farmers and ranchers who faced immense challenges. SARM urged all levels of government, industry stakeholders, and the public to unite in support of the affected communities. SARM worked collaboratively with both levels of government, agricultural organizations, and local communities to develop strategies for drought management, including enhanced water conservation measures and improved infrastructure for water storage and delivery.

LOBBY TRIP

Many of our SARM board members and staff attended meetings with federal officials in Ottawa during the week of October 24th. Some of the key meetings attended were with the Minister of Agriculture and Agri-Food Canada (Lawrence MacAulay), the Deputy Minister of Transport Canada (Arun Thangaraj), representatives from the office of Prairies Economic Development Canada, the Saskatchewan Conservative Caucus, various MPs, senators and opposition members, and more. The SARM team also had an opportunity to take in Question Period. Those who made the journey attended 21 meetings in Ottawa between October 24th and 26th. It was a great opportunity for SARM to highlight our biggest federal issues and help those in Ottawa get to know rural Saskatchewan.

SARM Team



(pictured left to right above): Jay Meyer, Executive Director; Penni Greensides, Interim Executive Coordinator; Laurel Feltin, Director, Advocacy & Communications; Craig Williams, Director, Member Services; Catherine Patterson, Director, Finance; Brian Rakochoy, Manager, Advocacy; Alicia Bay, Senior Policy Advisor; Deanna Nichols, Policy Analyst; Christine Breikreuz, Policy Administrator; Jared Tabler, Managing Consultant, Strategic Communications; Amy Roettger, Communications & Events Coordinator, Sr; Adam Brougham, Communications & Events Coordinator; Corette Mihalcea, Communications Specialist; Colin Warnecke, Manager, Risk Management; Michael Morris, General Counsel; Adryan Toth, Senior Legal Counsel

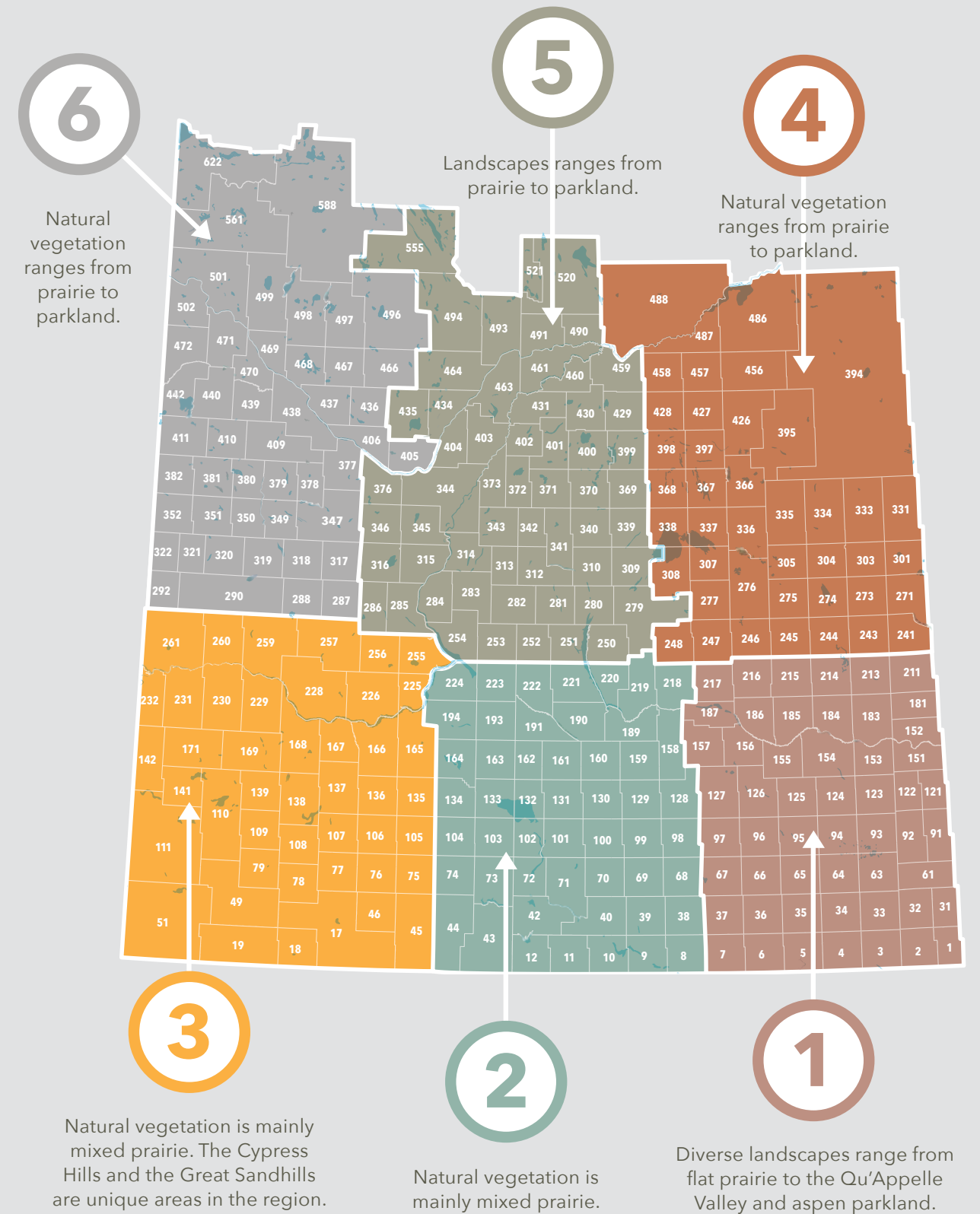


(pictured left to right above): Danielle Schindelka, Senior Legal Counsel; Teresa Edwards, Legal Assistant; Jodi Hughes, Employee Benefits Administrator; Dustin Resch, Manager, Programs; Daniel Segal, Senior Municipal Bridge Engineer; Alexander Udey, Municipal Bridge Engineer; Gaylene Mellon, Transportation Infrastructure Program Administrator; Annette Ellert, Agriculture Program Administrator; Christina Berry, Programs Administrative Assistant; Amanda Kozak, Member Purchasing Advisor; Jennifer Chamberlin, Manager, Community Planning; Breanna Janzen, Senior Accountant; Candace Jennings, Accounting Assistant; Karen Takach, Receptionist

Member Map



SARM's Member Divisions



The Year in Review

Strategic Communications

SARM's Strategic Communications Team leads the initiatives, events, and public-facing components of the work we do for RMs. Strategic Communications is responsible for our conventions, the *Rural Dart*, *Rural Sheaf*, *Rural Councillor*, webinars, and many other events and initiatives. Our team also works closely with our Policy, Programs, and other internal teams around advocacy to ensure we are an effective voice for rural Saskatchewan.





ENGAGEMENT & MEDIA EXPOSURE

In 2023, the team focused on improving engagement and connection with members. We worked hard to streamline all communications from SARM into the *Rural Dart*, *Rural Sheaf*, and *Rural Councillor* so that members would know exactly where to locate important information. SARM was also featured in radio ads on CJME and CKOM to raise awareness about who we are and what we do. As well, the team worked with McQueen Creative to build and roll out a customized registration platform that will ensure an easy process and experience for our members when registering for all future conventions.



Our team also facilitated SARM's media exposure this year, which included sending out 13 media releases on topics ranging from rural healthcare and wildlife-damage compensation enhancements, to drought crisis and the provincial budget. SARM was also featured in over 300 media articles and facilitated 90 media interviews for our president!

EVENTS & ONLINE COMMUNITIES

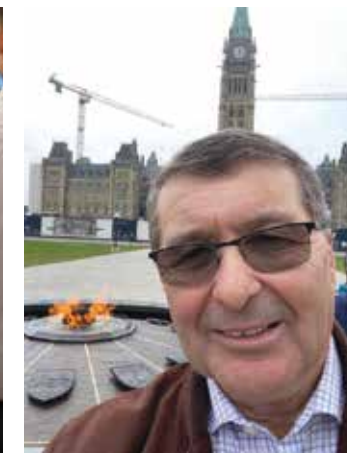
Our Annual Convention in Saskatoon was filled with excitement and enthusiasm, and our Midterm Convention in Regina was well attended and offered more learning opportunities for elected officials than ever before.

We also returned to your communities with June Division meetings and the July Board meeting, both of which were great opportunities to meet members in a smaller setting.

We hosted eight webinars with a variety of organizations, including the Ministry of Government Relations, Saskatchewan Assessment Management Agency (SAMA), Health Canada, and Saskatchewan Crime Stoppers. These webinars covered helpful topics, such as pest control, rural crime, and municipal governance. Our educational webinar sessions saw over 400 attendees, and the event recordings garnered over 280 views.

SARM's social media presence also expanded this year with the addition of the SARM LinkedIn page. This platform will allow SARM to reach an even wider audience, keeping the public and municipal leaders up to date with pertinent information concerning local government in Saskatchewan.

All these achievements share the singular goal of benefiting our members and improving the RMs in which we live and work. We are excited about the many new initiatives we have planned for you in 2024 and look forward to continuing to find new ways to engage, connect, and share with you.





Programs Team

While 2022 was a year for the Programs Team to find its legs, 2023 was the year it came into its own. The Programs Team was truly able to dig into SARM's program offerings and begin to make significant improvements to the services it offers to rural municipalities. What follows is a brief recap of our year in review.





RURAL INTEGRATED ROADS FOR GROWTH (RIRG)

- RIRG staff conducted research into the inflating cost of road maintenance, road and bridge constructions, and presented to the Ministry of Highways to argue for an increase in program funding.
- SARM hosted the Association of Professional Engineers and Geoscientists in Saskatchewan at the SARM Midterm Convention to encourage rural municipalities to access support in choosing engineers for their projects and holding them accountable.
- With the support of an external consultant, RIRG staff conducted a review of the RIRG program’s design requirements and eligible project types, which resulted in changes to both.
- SARM Municipal Bridge Services undertook a project to digitize thousands of archived files on rural bridges in Saskatchewan.
- SARM Municipal Bridge Services designed and are testing a new bridge rail design that will improve functionality for rural bridges in Saskatchewan.

- 71 rural municipalities received \$23.6M in road and bridge funding in 2023 to improve their transportation infrastructure.
- 172 rural municipalities received \$5.9M in Clearing the Path funding to maintain designated roads at primary weights.

SUSTAINABLE CANADIAN AGRICULTURAL PARTNERSHIP PROGRAM (PEST BIOSECURITY PROGRAM)

- SARM completed negotiations with the Saskatchewan Ministry of Agriculture to secure funding in the amount of \$19.5M over five years for SARM to administer the Pest Biosecurity Program. A five-year agreement has no precedent in recent memory at SARM; this attests to the exceptional work of our staff in building positive partnerships and delivering sound program administration over the years.
- The Invasive Plant Control Program received a funding increase, and now weed inspector expenses have been made eligible in the program.

- The Plant Health Network also received a funding increase, and additional resources were provided to support the educational efforts of the Plant Health Technical Advisors.
- The new Gopher Control Program was added to the Pest Biosecurity Programs; its initial uptake involved over \$1M in claims that were funded at 50%.

MEMBER PURCHASING

- Member Purchasing staff conducted focus groups throughout June Division Meetings to gather feedback and input from rural municipalities that will drive Member Purchasing’s strategy.
- The Member Purchasing department began preparing resources to expand services to provide tools, templates, and policies for RMs to use when conducting their procurements for goods and services.
- Through its ongoing partnership with Canoe Procurement Group of Canada, as well as its own “Approved Suppliers,” Member Purchasing provides access to hundreds of supplier programs so that rural municipalities can access the goods and services they need without having to go through a procurement process.
- Member Purchasing staff facilitated the Public Sector Procurement session at the Municipal Leaders Roles and Responsibilities session for elected officials and the Procurement Bootcamp for administrators.
- At the SARM Annual Convention and trade show, SARM coordinated a “Member Purchasing Lounge and Demonstration Stage” to highlight SARM’s approved suppliers.
- Member Purchasing began work with a third-party consultant to design a strategic and operational plan based on the feedback and input of SARM’s members. The goal of the plan is to develop an effective and sustainable way to support RMs in their public sector procurements.

MUNICIPAL EDUCATION PROGRAMS

- The Municipal Leadership Development Program continued to operate in 2023 with new facilitators for the Strategic and Financial Planning module.
- A Municipal Leaders’ Roles and Responsibilities workshop was offered in November 2023 and included sessions on public-sector procurement and the role of municipalities in the respect of human rights.
- SARM applied for and received funding to offer the Procurement Bootcamp once per year for the next three years. The first offering took place in November 2023 and included 24 RM administrators.
- The Rural Municipal Administrators Internship Program (MAIP) saw a dip in active internships this year, so SARM staff has made additional efforts to analyze this trend and take new approaches to promoting the program.
- Rural Municipal Administrator Scholarships were awarded to three worthy students in the Local Government Administration program at the University of Regina. In collaboration with the Rural Municipal Administrators Association, this scholarship will be open to Saskatchewan Polytechnic students in the Municipal Administration of Business diploma program.
- The Saskatchewan Municipal Awards were awarded at the SARM Annual Convention in March 2023. The Steering Committee decided to create a new category just for rural municipalities (as well as for best overall, urban municipalities, and regional cooperation projects).



Community Planning

The Community Planning Department is driven by a proactive and collaborative approach with municipalities to support growth, certainty for investment and landowners, and the protection and promotion of what exists in rural Saskatchewan.

Planning services offered by the department are provided by a Registered Professional Planner who meets all membership requirements for education and responsible professional-planning experience with the Saskatchewan Professional Planners Institute and the Canadian Institute of Planners. Servicing contracts with external planning and Geographic Information System (GIS) specialists are managed by the department to provide additional planning and mapping support to members. Here are the highlights from our department's year in review.





LAND-USE MANAGEMENT & DEVELOPMENT

The Community Planning Department continued to undertake specific planning projects with municipalities that provided them the proper tools and processes to effectively manage land-use and development within their community and region. It is a service that inherently results in increased planning capacity throughout Saskatchewan. Over the course of the year, members utilized the Community Planning Department to:

- Prepare planning bylaw amendments and consolidations.
- Create land-use maps.

- Review and advise on subdivision and development applications and bylaw interpretation.
- Write public and landowner notices, and advise on public-hearing and consultation processes.
- Draft informal enforcement notices and formal enforcement orders.
- Access planning guides and reference materials.
- Conduct policy research and best-practice review.
- Conduct educational planning presentations.
- Develop official community plans and zoning bylaws.

PLANNING SUPPORT & ADVICE

SARM's Community Planning Department provides guidance and advice on a variety of planning topics to hundreds of municipalities and landowners, ministries, Crown corporations, and other organizations. Examples of projects and highlights for the year include:

- Support of regional municipal partners developing harmonized, official community plans and zoning bylaws under the Targeted Sector Support Grant.
- Council meetings to discuss solar farms, drafting solar farm regulations, and conducting reviews of solar farm development proposals.
- Carbon-capture utilization and storage project proposal and RM planning bylaw review.
- Development of RM maps to visually represent residential setback regulations for intensive livestock operations.

- Participation in the Ministry of Government Relations, Community Planning Branch's review of the subdivision regulations.
- Participation in Saskatchewan LiDAR mapping data acquisition collaboration initiative.
- Participation in the Ministry of Government Relations, Building and Technical Standards Branch, Alternative Compliance Model for permitting and inspecting largescale private and public building construction projects.

The Community Planning Department recognizes what a privilege it is to work with and serve rural Saskatchewan. We thank you for welcoming us into your communities and working together to support their continued growth and development.



Risk Management

The Risk Management Department was formed with the amalgamation of the Insurance and Benefits Department and the Legal Department during the restructure of 2021. Under this new department, we currently administer nine distinct Insurance or Employee Benefit Programs for our members. Of these, four are self-insured programs that we run entirely in-house, and the other five are programs that we administer but are run through third-party insurers. Here are a few of our 2023 highlights.





PROGRAM HIGHLIGHTS

- SARM's Property Self-Insurance Program (PSIP) gained 8 new members in 2023, resulting in a total of 227 RMs utilizing that program.
- SARM completed Year 4 of the Property Appraisal Program, with 43 members participating, the highest number of participants since the start of the project in 2019. With 141 RM's having participated in this initiative to date (62% of PSIP participants), the feedback has been overwhelmingly positive. We are looking forward to seeing this initiative through for the other PSIP Participants in the next few years.
- A LSIP file that has been in the courts for 12 years went to trial and was successfully completed, thus confirming the correct interpretation of the Limitation Period (Section 344 under the *Municipalities Act, 2005* of Saskatchewan).

LEGAL DEPARTMENT HIGHLIGHTS

- The Legal Department became fully staffed this year and is extremely busy assisting RMs with legal issues, including 27 Liability Self-Insurance Plan (LSIP) files that are at varying stages of litigation.
- The implementation of a file-management and billing system created several administrative efficiencies for the Legal Department, allowing the lawyers to spend more time working on files and less on administration tasks. This has also resulted in the billing process becoming more efficient for the administration team.

2023 has been a rewarding year for the Risk Management Department. Providing exceptional insurance and legal services to our members remains our goal as we look forward to all the possibilities that 2024 holds.



Advocacy

The Advocacy Team is the main engine behind the scenes of SARM's work to identify the big and small issues impacting RMs, provincially and federally. In addition to continually working on behalf of our members, the Advocacy Team builds relationships and strategic partnerships to ensure SARM's voice is heard on topics of importance to our membership. What follows is a recap of how we achieved that this year.





OTTAWA FEDERAL LOBBY TRIP

The SARM Board and policy staff went to Ottawa in October to meet with elected officials, members of the opposition, and bureaucrats to discuss issues of importance to RMs. This year's trip consisted of meetings over three days with federal politicians from several political parties and regions of Canada. This included meetings with Ministers of Agriculture, Transport, and Rural Economic Development.

CONSULTATIONS WITH GOVERNMENTS REGARDING LEGISLATION

Over the past year, SARM had extensive consultations with federal and provincial governments regarding various pieces of legislation. We stay as active as possible on these files to ensure that our members' voices and perspectives are taken into consideration when changes in legislation are being considered. SARM also met regularly with provincial cabinet to discuss issues, including agriculture, health, municipal affairs, and policing, to name a few.

SASKATCHEWAN LIVESTOCK INDUSTRY MEETINGS

SARM, along with the Saskatchewan Stock Growers Association and the Saskatchewan Cattlemen's Association, committed to meeting regularly to discuss ongoing issues within the livestock industry and explore ways that our organizations can work together to improve the industry. These meetings have been productive, and the group will continue to bring a united voice to the industry.

SASKATCHEWAN MUNICIPAL FORUM

This year, SARM hosted the Saskatchewan Municipal Forum. The meeting consisted of SARM's executive and advocacy staff, along with SUMA, the Minister of Government Relations, and other government officials. The forum was to share ideas for shaping the priorities and direction of municipal policy in the province.

INDIGENOUS RELATIONS COMMITTEE

SARM has created an Indigenous Relations Committee that will oversee all relationships and policy work related to Indigenous issues, including treaties, reconciliation, and other collaborative initiatives. The committee's key role is to focus on relationship-building between First Nations and local rural governments through best-practices and initiatives. Although SARM has always encouraged RMs to have strong working relationships with First Nations, the creation of this new committee will provide an increased focus and attention to these important relationships.

ONGOING PRIORITY POLICY ISSUES AT A GLANCE

Food Security—The importance of food security in Canada cannot be overstated. Neglecting the safeguarding of our food sources jeopardizes not only our dinner tables but also the resilience of our communities. We, as RMs in Saskatchewan, are on the front lines of food production and are working to raise awareness of government policies that continue to increase the cost of food production, as well as the impact this will have on Canadians' grocery bills.

Essential Broadband Access—Reliable broadband has been proven an essential service that should be accessible to all Saskatchewan residents, just as clean drinking water, healthcare, and education are.

Carbon Tax & Offsets—Saskatchewan producers feed both the nation and the world, and the last several months have illustrated the importance of a local, reliable food supply. The introduction of carbon pricing in Saskatchewan has increased costs for agriculture and is threatening that competitiveness.

Infrastructure Funding for Rural Communities—Municipal governments do not have the resources to fund essential infrastructure projects on their own. We need a federal government that is going to ensure a pool of funding that is truly dedicated to rural and small communities.

This past year was an interesting and exciting year for the Advocacy Team, with a lot going on. As we look forward to 2024 and the possibility of general elections on the federal and provincial levels, SARM will continue to ensure that rural issues and concerns are top of mind for politicians in all levels of government.



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
<https://sarm.ca/category/annual-reports/>

Financial Position Highlights

As at December 31, 2023

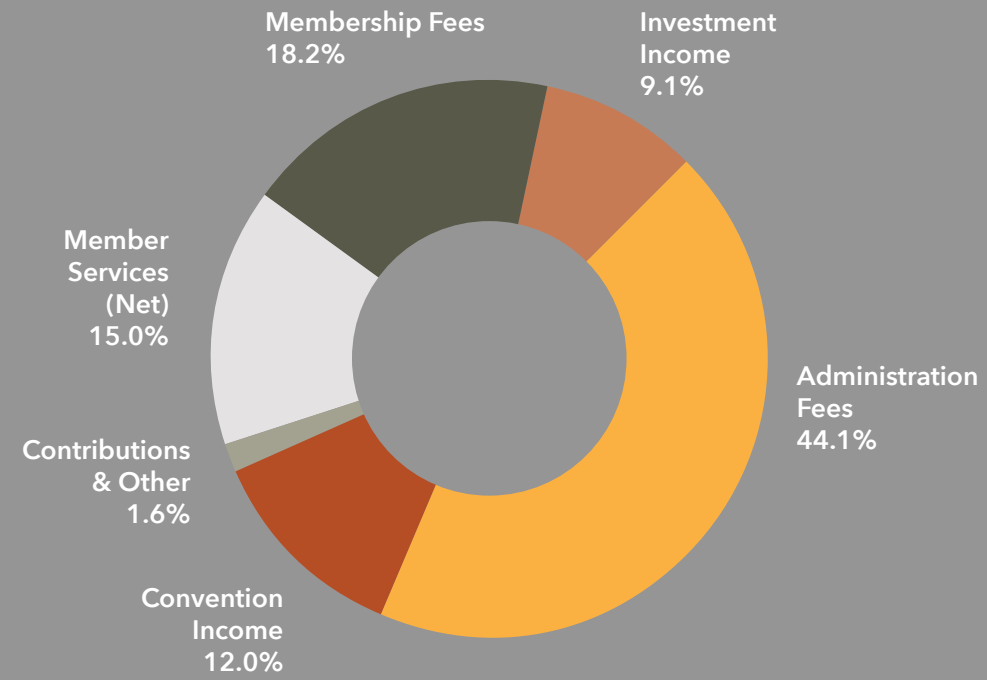
Assets:	
Current Assets	\$ 99,543,877
Long-Term Investments	13,206,372
Capital Assets	5,977,262
	\$ 118,727,511
Liabilities:	
Current Liabilities	\$ 52,238,181
Long-Term Liabilities	733,969
Fund Balance:	
General	8,928,876
SARM Restricted Funds	24,906,902
Other Restricted Funds	31,919,583
	\$ 118,727,511

Operations Highlights

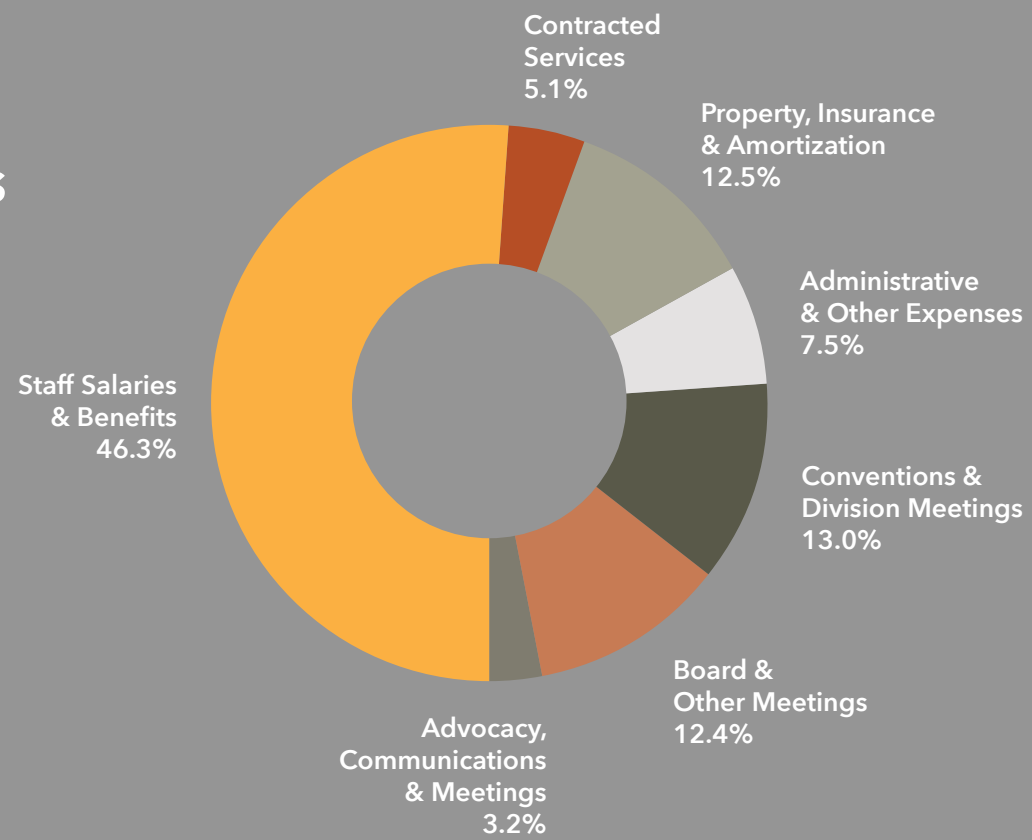
For the year ended December 31, 2023

General Revenues	
Membership Fees	\$ 994,900
Administration Fees	2,406,351
Investment Income	497,772
Other Revenue	740,128
	4,639,151
General Expenses	
Salaries, Benefits and Staff Expenses	2,278,674
Conventions & Division Meetings	641,249
Advocacy, Communications & Meetings	155,966
Board & Other Meetings	610,722
Contracted Services	250,953
Property, Insurance & Amortization	613,616
Administrative & Other Expenses	373,544
	4,924,724
Member Services Revenue	19,802,676
Member Services Expense	18,985,932
General Fund Surplus	531,171
SARM Restricted Funds	
Premiums & Other Revenues	7,711,279
Claims Expense, SARM Fee & Other Expenses	4,733,207
SARM Restricted Funds Surplus	2,978,072
Other Restricted Funds	
Contributions, Fees & Interest	24,941,784
Program Expenses	20,465,264
Other Restricted Funds Net Change	4,476,520
Consolidated Surplus/ Change in Fund Balance	\$ 7,985,763

2023 General Revenue



2023 General Expenses





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of Rural Municipalities

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