



2022

ANNUAL REPORT



SASKATCHEWAN ASSESSMENT
MANAGEMENT AGENCY



VISION

SAMA is the leader and authority on property assessment, and Saskatchewan's service provider of choice.

MISSION

SAMA develops, regulates and delivers a stable, cost-effective assessment system that is accurate, up-to-date, universal, equitable and understandable.

We focus on six key responsibilities:

Governance

We provide leadership in methods of valuation and rules of assessment.

Assessment Services

We provide property assessment valuation services.

Information

We manage a comprehensive source of property assessment information for local governments, the Province, and other clients.

Quality

We promote and practice quality control and conduct quality assurance audits.

Communications

We consult with and inform local governments and the public about property assessment.

Innovation

We incorporate best practices and utilize appropriate new technologies.

SAMA CORE VALUES

Integrity

We practice ethical and high professional standards. We conduct our business with honesty and respect for others, by honouring our commitments, and being accountable for our actions.

Professionalism

We are experts in our field, and value continuous learning and training to ensure we deliver quality products and services.

Dedication

We are committed to improving every aspect of our property assessment system. We see every challenge as an opportunity to succeed.

Solution-Focused

We work collaboratively with others to understand needs and provide the best possible solutions.



ANNUAL
● 2022 ●
REPORT

02	LETTER OF TRANSMITTAL FROM THE MINISTER
03	LETTER OF TRANSMITTAL FROM THE CHAIR
	2022 BOARD REPORT
07	SAMA BOARD OF DIRECTORS
08	CORPORATE PROFILE
09	ORGANIZATION
10	BOARD STRUCTURE, MANDATE AND ROLE
12	CHAIR REPORT
16	ADVISORY COMMITTEES TO THE BOARD OF DIRECTORS
	2022 EXECUTIVE REPORT
23	SAMA EXECUTIVE TEAM
24	EXECUTIVE REPORT
27	ADMINISTRATIVE REPORT
	2022 FINANCIAL REPORT
39	SUMMARY OF 2022 FINANCIAL RESULTS
40	AUDITOR'S REPORT
42	FINANCIAL STATEMENTS
	2022 QUALITY ASSURANCE REPORT
55	QUALITY ASSURANCE
58	2022 CONFIRMED ASSESSMENT TOTALS
61	SAMA CONTACT INFORMATION

TABLE OF CONTENTS





LETTER OF TRANSMITTAL
FROM THE MINISTER



The Honourable Russ Mirasty
Lieutenant Governor
Government House
4607 Dewdney Avenue
Regina, Saskatchewan
S4T 1B7

Your Honour:

I have the honour to submit the 2022 Annual Report for the Saskatchewan Assessment Management Agency.

The Saskatchewan Assessment Management Agency operates on the calendar year. This report documents the period January 1, 2022 to December 31, 2022.

Respectfully submitted,

Don McMorris
Minister of Government Relations



The Honourable Don McMorris
Minister of Government Relations
Room 306, Legislative Building
Regina SK. S4S 0B3

Mr. Ray Orb, President
Saskatchewan Association of Rural Municipalities
2301 Windsor Park Rd
Regina SK. S4V 3A4

Ms. Randy Goulden, President SUMA
Saskatchewan Urban Municipalities Association
Unit 305 - 4741 Parliament Avenue
Regina, SK. S4W 0T9

Dear Sirs and Madam:

On behalf of the Board of Directors, I respectfully submit the 2022 Annual Report of the Saskatchewan Assessment Management Agency. The information in this report documents the period January 1, 2022 to December 31, 2022.

Yours sincerely,

Myron Knafelc
Chair, Board of Directors

LETTER OF TRANSMITTAL
FROM THE CHAIR



sama

SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

PURSUING EXCELLENCE IN ASSESSMENT POLICY AND SERVICES FOR SASKATCHEWAN



sama

SASKATCHEWAN ASSESSMENT
MANAGEMENT AGENCY

2022

BOARD REPORT

2022

BOARD REPORT



sama

SASKATCHEWAN ASSESSMENT
MANAGEMENT AGENCY

PURSUING EXCELLENCE IN
ASSESSMENT POLICY AND
SERVICES FOR SASKATCHEWAN



**SAMA BOARD
OF DIRECTORS**



Pursuing excellence in
assessment policy and
services for Saskatchewan

Myron Knafelc,
Chair, Representing the Province



Randy Goulden,
Representing Urban

Jim Angus,
Representing the Province



John Wagner,
Representing Rural

Audrey Trombley,
Representing the Province



Dawn Luhnig,
Representing Urban

Richard Marleau,
Representing Rural





CORPORATE PROFILE

The Saskatchewan Assessment Management Agency (SAMA) is the recognized leader of property assessment in Saskatchewan.

SAMA was formed in 1987 by *The Assessment Management Agency Act* to develop a fair property assessment system, and to provide municipalities and school divisions with cost-effective assessment services.

Responsibility for both the assessment system and assessment services – formerly held by the provincial government – was transferred to the independent Agency based on the recommendation of the Local Government Finance Commission. The Commission stated that the change would overcome a lack of local government authority in the assessment function, provide needed research and policy development and establish a higher priority for the assessment function.

In 2022, SAMA was funded jointly by the Province and municipalities. The Agency received funding from the Province for provincial program services: assessment policy research, a central database of assessment information, assessment information for provincial programs and quality assurance. The balance of the Agency's revenue was primarily provided by the municipalities that use the Agency's assessment services and was obtained through a municipal requisition.

SAMA is responsible for assessment governance of the \$265 Billion property assessment base, and a \$2.32 Billion property tax base. In 2022, the Agency provided assessment valuation services to 756 urban, northern and rural municipalities. It is directly responsible for the assessed values of approximately 874,000 properties in the province, including the City of Moose Jaw.

SAMA's central office is located in Regina. The Agency provides assessment services to municipalities from eight regional offices – Melfort, Moose Jaw, North Battleford, Regina, Saskatoon, Swift Current, Weyburn, and Yorkton.

ORGANIZATION

BOARD OF DIRECTORS

CEO

TECHNICAL STANDARDS AND POLICY DIVISION

FUNCTIONS

- Revaluation
- Field Work (Maintenance, Reinspections)
- Support of Value
- Data Entry

ASSESSMENT SERVICES DIVISION

FUNCTIONS

- Budgeting
- Accounting
- Asset Management
- Financial Reporting
- Procurement
- Office
- Accommodation

FINANCE DIVISION

EXECUTIVE

FUNCTIONS

- Public Education
- Community Relations
- Stakeholder Relations
- Issues Management
- Strategic Planning
- Media Relations
- Executive Support

HUMAN RESOURCES

FUNCTIONS

- Collective Bargaining
- Employee Relations
- Staffing and Classification
- Benefits
- Administration
- Central Records Keeping
- Training

INFORMATION SERVICES

FUNCTIONS

- Database Management
- Systems Development
- Technical Support

QUALITY ASSURANCE DIVISION

FUNCTIONS

- Managing Director, Quality Assurance reports directly to the Board respecting Roll Confirmation and Audit Services.

LIAISON AND POLICY

FUNCTIONS

- Principal liaison with provincial government and cities
- Special projects

TECHNICAL STANDARDS

FUNCTIONS

- Assessment Manual, Training, Interpretation and Guidance Support



The SAMA Board of Directors (the Board) is responsible for the regulation of assessment policies and governance of the property assessment system used by all urban, northern and rural municipalities in the province.

This includes oversight responsibility to ensure SAMA is:

- regulating assessment valuation procedures.
- conducting assessment research.
- consulting on policy with the provincial government, the public, municipal governments, and assessment stakeholders.
- confirming municipal assessment rolls.
- maintaining a central information database, and
- undertaking quality assurance functions, including primary and secondary audits.

SAMA consults extensively to ensure the implementation of assessment policies is equitable and understandable for property owners.

BOARD STRUCTURE

For 2022, the Agency's seven-member Board of Directors, appointed by the Lieutenant Governor in Council, consisted of:

- three members named by the Ministry of Government Relations including the Board Chair.
- two members named by the Saskatchewan Association of Rural Municipalities (SARM).
- one member named by the Saskatchewan Urban Municipalities Association (SUMA) for urban and northern municipalities under 30,000, and
- one member named by SUMA for cities with a population exceeding 30,000.

Board members are appointed for a maximum three-year term and may be reappointed to subsequent terms.

The officers of the Board are the Chair and Vice-Chair. The Minister of Government Relations appoints the Chair, whereas the Board elects the Vice-Chair.

The role of the Board Chair is to ensure the integrity of the Board's processes. The Chair is the only authorized Board member to act as public and media spokesman for the Board, unless specifically delegated to another Board member.

The role of the Vice-Chair is to assume the role of Board Chair when the Chair is absent or unable to act. All Board members are eligible for election as Vice-Chair.

GENERAL RESPONSIBILITIES OF THE BOARD

The Board's role is to govern SAMA's affairs within the framework of relevant legislation and standards. The Board is responsible for the establishment and achievement of the Agency's vision, mission, and strategic directions. The Board is also responsible for SAMA's stability and for communicating with stakeholders and other organizations to ensure that issues brought forward by SAMA's clients are dealt with adequately and respectfully. The Board ensures that it has sufficient information to monitor major areas of corporate performance.

The Board's primary responsibilities fall within nine general areas: statutory responsibilities, planning, financial stewardship, human resources stewardship, performance monitoring and accountability, risk management, community representation and advocacy, management of critical transitional phases and complaints review.

The Board's responsibilities include:

- Overseeing development and approval of a long-term corporate plan and approving annual budgets and operating plans.
- Defining and safeguarding the organizational mission, the values framework, and operating principles within which it expects the Agency to be administered, and to review these periodically.
- Selecting a Chief Executive Officer (CEO) to whom the responsibility for administration of the Agency is delegated.
- Securing sufficient resources for the Agency to finance its programs adequately.
- Being accountable to the public and funders for the services of the Agency and expenditures of funds.
- Regularly reviewing the Agency's services to ensure that they are consistent with the purpose of the Agency, and that its programs are effective and relevant to community needs, and,
- Representing the Agency and its programs to stakeholders and acknowledging stakeholder concerns.

The Board focuses on strategic leadership rather than administrative detail, highlighting important policy as opposed to operational matters.

ACCOUNTABILITY

The Board is accountable to the Province of Saskatchewan and those municipalities that provide funds for the operation of the Agency. The Board is also accountable, in a more general sense, to exercise good stewardship of the Agency on behalf of the trust placed in it by the province, local governments, the public and other stakeholders.

RELATIONSHIP TO STAFF

The Board provides policy oversight and guidance to the CEO to ensure that SAMA's staff work cooperatively to carry out the objectives of the Agency. The Board relies on the ability, training, expertise, and experience of staff to plan for and provide services within the Agency's mandate.

BOARD STRUCTURE,
MANDATE AND ROLE



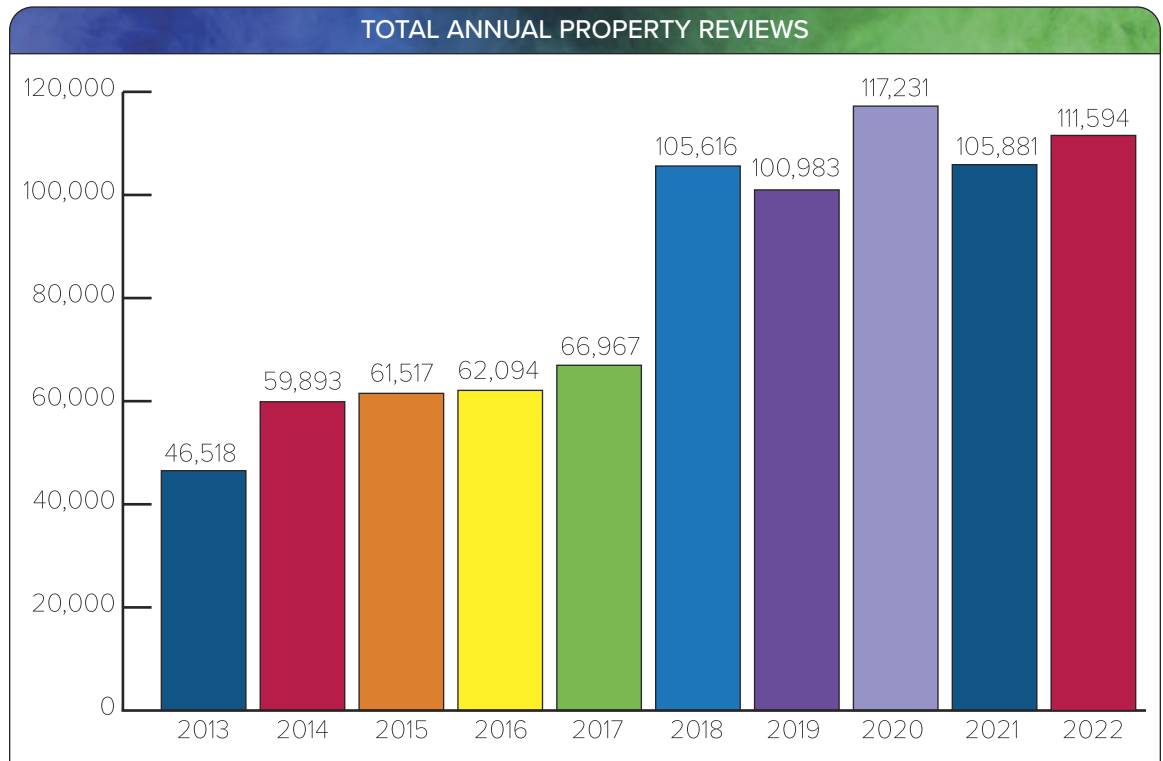
As Chair of the SAMA Board of Directors, I am committed to the overall success of SAMA and the Saskatchewan assessment system in general. The decisions and the strategic directions the Board approves for the Agency will affect the assessment system in the province for years to come. This requires that SAMA be held to a high standard as the Agency seeks to fulfill its Vision and Mission. By ensuring that the Agency’s objectives are being met, and that we are continually improving our business processes, the Board makes certain SAMA is meeting the obligations set out in The Assessment Management Agency Act.

2022 – A YEAR IN REVIEW

SAMA reviewed 111,594 properties in 2022, exceeding our goal of 110,000 reviews and marking our fifth consecutive year of achieving over 100,000 property reviews. This also kept SAMA on track to conduct a full reinspection of all our municipal clients over twelve years (2018-2029).

Prior to 2022, the Agency had set a goal of completing 420,000 property reviews in the 2018-2021 timeframe. This goal was achieved, with SAMA completing 429,000 reviews in those years.

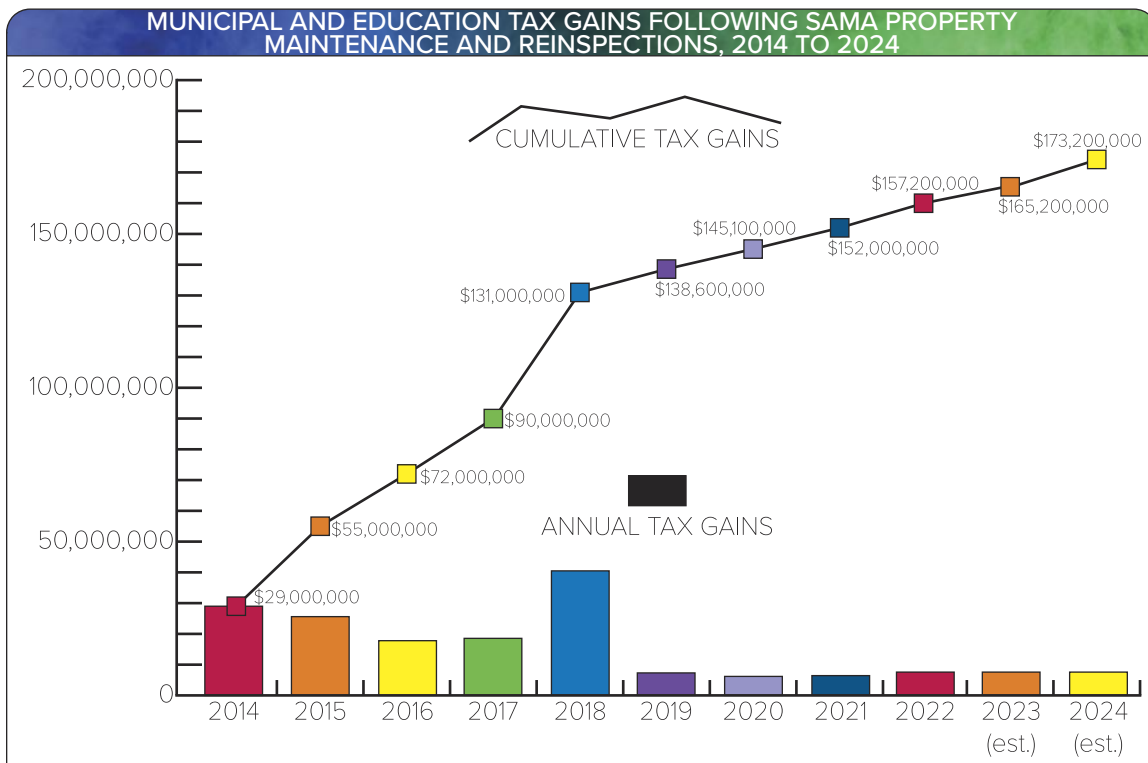
While SAMA does set yearly goals for property reviews, we focus on meeting our four-year targets, as this aligns more closely with our four-year business plans and syncs up with the province’s four-year revaluation cycles.



CAPTURING PROVINCIAL GROWTH

The demand for SAMA's services increases with the construction of more assessable properties in Saskatchewan. Total property counts for SAMA clients grew by 3,196 properties to 874,352.

Assessments conducted by SAMA and implemented on 2022 tax rolls provided an additional estimated \$5.2 million in annually recurring tax revenues for the agency's municipal clients and the education sector. Of the \$5.2 million in new recurring revenue, municipalities received approximately \$3.5 million, and the education sector received approximately \$1.7 million (approximately \$413 million was added to municipal taxable assessments in 2022). It is important to note that this is annually recurring revenue (i.e. the \$5.2 million annual revenue translates to \$52 million over a ten-year span). The following chart uses actual results from 2014-2022 and an estimated increase of \$8M for each of the next two years. By the end of 2022, SAMA property reviews are estimated to have resulted in almost \$970 million in additional revenue for municipalities and the education sector and to have generated over \$157 million in annual revenues that will continue in perpetuity.



Besides just focusing on total output, the agency also strives to improve the quality of assessments.

Municipalities want a stable and predictable revenue source that is delivered inexpensively. Additionally, SAMA's clients want a system that is up-to-date, and ratepayers need to be treated fairly and equitably. SAMA is working on continuing to maintain a high level of quality control that will help the agency deliver accurate, understandable and fair assessments while also being transparent and accountable.

CHAIR REPORT



2022-2025 STRATEGIC DIRECTIONS

In 2020, SAMA set out four strategic directions for 2022-2025, building off the Agency's 2018-2021 Strategic Directions:

1. MAINTAIN AND ENHANCE THE STAKEHOLDER SUPPORTED FUNDING MODEL FOR SAMA

- Current funding model is working, but subject to change from year to year.
- Incorporate enhancements to ensure the funding levels are predictable from year to year for SAMA and our stakeholders.
- Ensure funding model remains up-to-date and reflective of actual costs.
- Continue to cost share ongoing support costs for new technologies.
- Continue to emphasize fee for service concept tied to work effort and benefits received.
- Ensure all our actions demonstrate good stewardship of the resources that our stakeholders have entrusted to SAMA.

2. SIMPLIFY AND STREAMLINE TO IMPROVE EFFICIENCY AND EFFECTIVENESS

- Continue to streamline our operational programs to create a stable, more efficient agency.
- Simplify valuation models and policies to improve operational efficiency, quality and overall effectiveness.
- Utilize efficiency gains to deliver on the promise to improve our property inspection/review capacity while increasing overall product quality.

3. USE POLICY, PROCESS AND TECHNOLOGY CHANGES TOGETHER TO DELIVER ON THE PROMISE OF INCREASING PROPERTY INSPECTIONS

- Objective is to inspect/review a minimum of 110,000 properties per year over the 2022 to 2025 period.
- Continue towards a maximum 12-year reinspection cycle.
- Manage a modern technology environment to meet the evolving needs of the agency and its stakeholders.
- Seek partnerships with organisations to leverage available resources and take maximum advantage of new technologies as they become available and financially feasible.

4. STRENGTHEN THE CAPABILITIES OF ALL EMPLOYEES

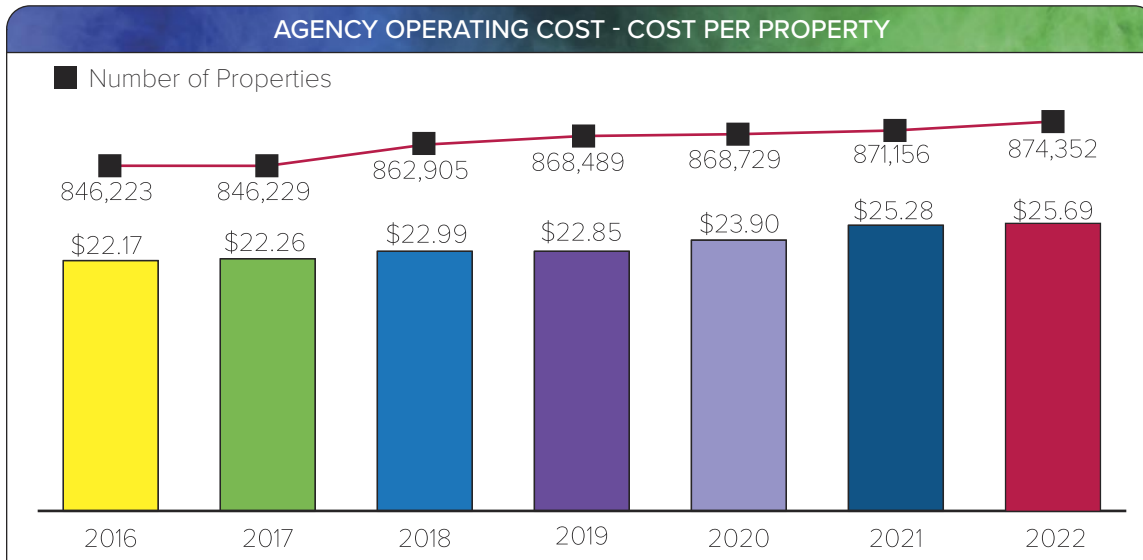
- Begin the adoption of a capabilities driven approach to strategy execution that aligns agency resources with the agency's strategic goals and objectives.
- Maintain a skilled, experienced and highly engaged workforce.
- Provide an environment that gives staff every opportunity to succeed.
- Focus on succession planning and skill development.
- Establish SAMA as a learning organization.

The 2022-2025 strategic directions, along with the supporting details, were adopted by the SAMA Board on December 11, 2020.

OPERATING COSTS

In 2022 the agency's operating cost per property increased to \$25.69 (874,352 properties and a total operational spending of \$22.4 million). The 2022 operating cost per property represents an increase of approximately 2% over the previous year (\$25.28 in 2021, \$23.90 in 2020 and \$22.85 in 2019). The Canadian Consumer Price Index, a measure of inflation published by Statistics Canada, rose by 6.8% in 2022.

Delivery of annual maintenance, revaluation and support of value services remain the agency's main priorities while also mitigating increases to operating costs.



TIMELY DELIVERY OF ASSESSMENT SERVICES

In 2022, the Board continued to be focused on timely delivery of annual assessment maintenance, increasing the volume of inspections, and improving the way the organization operates, with an emphasis on how the Agency can simplify our processes and implement new technologies that will allow the Agency to better meet our client's needs going forward.

2025 REVALUATION

SAMA conducts revaluations based on a four-year cycle. 2021 was the year of the current revaluation and saw assessed values updated to reflect a new base date of January 1, 2019. The legislated base date means that 2021 values reflect a property's value as of January 1, 2019.

The next province-wide revaluation will occur in 2025 and will see all property values in the province updated to a new base date of January 1, 2023.

Direction from SAMA's Board is to continue to stabilize provincial valuation policy going forward. Consistent with the 2021 Revaluation, SAMA's goal for 2025 is to continue to keep major assessment policy stable, with consideration for refinement on selected items where there is consensus with stakeholders.

Myron Knafelc
Chair, Board of Directors

The SAMA Board maintains advisory committees to review policies and practices respecting assessments and to make recommendations to the Board concerning those policies and practices. Three of these committees are statutory:

- Urban Advisory Committee, representing urban and northern municipalities under 30,000 population;
- City Advisory Committee, representing cities with a population over 30,000; and,
- Rural Advisory Committee, representing rural municipalities.

One additional committee has been established by the Board:

- Commercial Advisory Committee, representing commercial and industrial property owners and others with similar interests.

SAMA also maintains a number of administrative committees to receive input and consultation on more detailed, procedural, technical and legislative issues:

- The City Assessors/SAMA Committee is a working committee comprised of assessment professionals representing all assessment service providers in the province including SAMA, the cities of Prince Albert, Regina, Saskatoon, and Swift Current. Two SAMA Board members sit as observers on the committee.

The committee provides a venue for these assessment professionals to meet on a regular basis to communicate, examine, discuss and provide recommendations on assessment specific topics regarding provincial level assessment policy, revaluation cycle programs, reinspection programs, support of value, quality assurance and mass appraisal best practices.

- The Legal and Legislative Review Committee represents legal counsel and technical experts from SAMA, the Cities, SUMA, SARM, and the provincial Ministries of Government Relations, and Justice and Attorney General. This group provides the Agency with valuable input and feedback on any proposed regulatory or legislative changes.

In addition to regular meetings of the advisory committees, SAMA holds an annual meeting, to which municipalities can send voting delegates. Business conducted at the meeting includes:

- hearing the annual report of the Board of Directors;
- considering and adopting resolutions put forth by municipalities;
- considering changes proposed by the Agency to assessment legislation; and
- considering any reports made by the Agency on matters such as assessment policy or practice and assessment administration.

CITY ADVISORY COMMITTEE - AS AT DECEMBER 31, 2022

The City Advisory Committee is responsible for cities with a population exceeding 30,000 (Moose Jaw, Prince Albert, Regina, and Saskatoon).

CITY ADVISORY COMMITTEE MEMBERS

MEMBER	ORGANIZATION
Dawn Luhnig, Committee Chair	SAMA Board Member, City Sector
Myron Knafelc	SAMA Board Chair (ex officio)
John Wagner	SAMA Board Member
Jim Puffalt	City of Moose Jaw
Clive Tolley	City of Moose Jaw
Vanessa Vaughan	City of Prince Albert
Greg Dionne	City of Prince Albert
Steve Ward	City of Regina
Jason Mancinelli	City of Regina
Darren Hill	City of Saskatoon
Bev Dubois	City of Saskatoon
Michael Kehler	City of Swift Current
Al Bridal	City of Swift Current
Vacant	Saskatchewan Urban Municipalities Association (SUMA), Board Member
Suzanna Zwarych	Saskatchewan School Boards Association (SSBA), Trustee
Melissa Barr	Saskatchewan Assessment Appraisers' Association (SAAA)

OBSERVERS:

Rod Nasewich	Ministry of Government Relations
Crystal Froese	Saskatchewan School Boards Association (SSBA), Trustee
Jean-Marc Nadeau	Saskatchewan Urban Municipalities Association (SUMA), Administration
Brenda Hendrickson	City of Moose Jaw
Dale Braitenbach	City of Prince Albert
Tanya Mills	City of Regina
Bryce Trew	City of Saskatoon
Betty Rogers	SAMA CEO

ADMINISTRATIVE SUPPORT:

Shaun Cooney, Committee Secretary	SAMA
-----------------------------------	------

ADVISORY COMMITTEES TO
THE BOARD OF DIRECTORS

COMMERCIAL ADVISORY COMMITTEE - AS AT DECEMBER 31, 2022

The Commercial Advisory Committee is responsible for reviewing policies and practices respecting assessment, especially as they relate to commercial property, and to make recommendations to the Board concerning these policies and practices.

COMMERCIAL ADVISORY COMMITTEE MEMBERS

MEMBER	ORGANIZATION
Audrey Trombley, Committee Chair	SAMA Board Member
Randy Goulden	SAMA Board Member, Urban Sector
Richard Marleau	SAMA Board Member, Rural Sector
Jim Angus	SAMA Board Member
Myron Knafelc	SAMA Board Chair (ex officio)
Anna Gardikiotis	Regina Downtown Business Improvement District
Noel Geremia	Saskatchewan REALTORS® Association
Ed Bobiash	Saskatchewan REALTORS® Association
Darren Bird	Saskatchewan Chamber of Commerce
Tony Playter	Regina & District Chamber of Commerce
Vacant	Canadian Federation of Independent Business
Wendy Kopeck	Building Owners and Managers Association
Ian Magdiak	Canadian Property Tax Association
Jim Bence	Hospitality Saskatchewan
Cameron Johnson	National Golf Course Owners Association, Saskatchewan Chapter
Monty Reich	Inland Terminal Association of Canada
Reg Hinz	Western Grain Elevator Association Tax Committee
Kirk Wasylik	Pipeline Property Tax Group
Mark Pinney	Canadian Association of Petroleum Producers
Darwin Collins	Saskatchewan Mining Association
Corinne Li	Railway Association of Canada
Melissa Barr	Saskatchewan Assessment Appraisers' Association (SAAA)
Grace Muzyka	Saskatchewan Association of the Appraisal Institute of Canada
Ken Patsula	Public Works and Government Services Canada

OBSERVERS:

Abayomi Akintola	Ministry of Government Relations
Kareen Holtby	Ministry of Trade and Export Development
Chad Boyko	Saskatchewan Municipal Board
Suzanne Clarke	Public Works and Government Services Canada
Amy McInnis	Tourism Saskatchewan
Siân Pascoe	Canadian Association of Petroleum Producers
Steve Ward	City of Regina
Bryce Trew	City of Saskatoon
Vanessa Vaughan	City of Prince Albert
Brenda Hendrickson	City of Moose Jaw
Michael Kehler	City of Swift Current
Alicia Bay	Saskatchewan Association of Rural Municipalities (SARM)
Betty Rogers	SAMA CEO

ADMINISTRATIVE SUPPORT:

Darwin Kanius, Committee Secretary	SAMA
------------------------------------	------

ADVISORY COMMITTEES TO
THE BOARD OF DIRECTORS

The Rural Advisory Committee is responsible for rural municipalities.

RURAL ADVISORY COMMITTEE MEMBERS

MEMBER	ORGANIZATION
John Wagner, Committee Chair	SAMA Board Member, Rural Sector
Richard Marleau	SAMA Board Member, Rural Sector
Myron Knafelc	SAMA Board Chair (ex officio)
Jim Angus	SAMA Board Member
Robin Thompson	SARM Division 1
Sacha Martens	SARM Division 2
Shawn Kramer	SARM Division 3
Norm Hall	SARM Division 4
Maurice Werezak	SARM Division 5
Kim Herbst	SARM Division 6
Judy Harwood	Saskatchewan Association of Rural Municipalities (SARM), Board Member
Garry Dixon	Provincial Association of Resort Communities of Saskatchewan (PARCS)
Janet Kotylak	Saskatchewan School Boards Association (SSBA), Trustee
Jeff Sedor	Saskatchewan Assessment Appraisers' Association (SAAA)
OBSERVERS:	
Dami Ogundiwin	Ministry of Government Relations
Jay Meyer	Saskatchewan Association of Rural Municipalities (SARM), Administration
Douglas Armbuster	Saskatchewan School Boards Association (SSBA), Administrator
Barry Hvidston	Rural Municipal Administrators Association of Saskatchewan (RMAA)
Betty Rogers	SAMA CEO
ADMINISTRATIVE SUPPORT:	
Kim Hardy, Committee Secretary	SAMA

ADVISORY COMMITTEES TO THE BOARD OF DIRECTORS



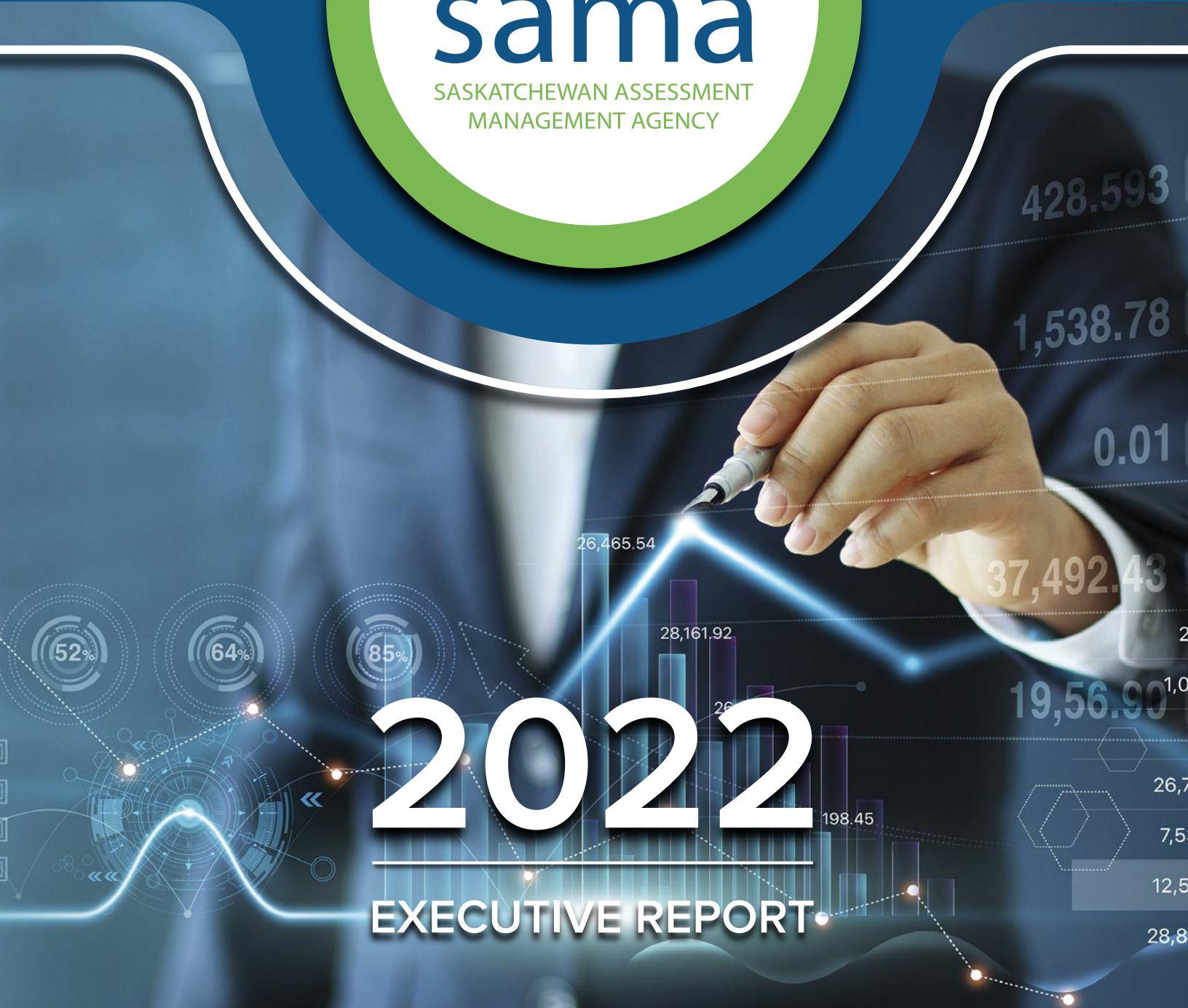
URBAN ADVISORY COMMITTEE - AS AT DECEMBER 31, 2022

The Urban Advisory Committee is responsible for urban and northern municipalities, excluding cities with a population exceeding 30,000.

URBAN ADVISORY COMMITTEE MEMBERS

MEMBER	ORGANIZATION
Randy Goulden, Committee Chair	SAMA Board Member, Urban Sector
Dawn Luhning	SAMA Board Member, City Sector
Audrey Trombley	SAMA Board Member
Myron Knafelc	SAMA Board Chair (ex officio)
Kevin Tooley	Saskatchewan Urban Municipalities Association (SUMA), Administration (Cities)
Walter Streeelasky	Saskatchewan Urban Municipalities Association (SUMA), Administration (Cities)
Bryan Matheson	Saskatchewan Urban Municipalities Association (SUMA), Administration (Towns)
Bruce Fidler	Saskatchewan Urban Municipalities Association (SUMA), Administration (Towns)
Mike Strachan	Saskatchewan Urban Municipalities Association (SUMA), Administration (Villages)
Jamie Brandrick	Saskatchewan Urban Municipalities Association (SUMA), Administration (Villages)
April Phillips	Saskatchewan Urban Municipalities Association (SUMA), Administration, Board Member
Doug Allan	Provincial Association of Resort Communities of Saskatchewan (PARCS)
Brian Hicke	Saskatchewan School Boards Association (SSBA), Trustee
Norma Hewitt-Lendrum	Saskatchewan Assessment Appraisers' Association (SAAA)
OBSERVERS:	
Kelly Munce	Ministry of Government Relations
Jean-Marc Nadeau	Saskatchewan Urban Municipalities Association (SUMA), Administration
Christa-Ann Willems	Saskatchewan School Boards Association, Administrator (SSBA)
Kelly Hoare	Urban Municipal Administrators Association of Saskatchewan (UMAAS)
Betty Rogers	SAMA CEO
ADMINISTRATIVE SUPPORT:	
Kevin Groat, Committee Secretary	SAMA

ADVISORY COMMITTEES TO
THE BOARD OF DIRECTORS



2022

EXECUTIVE REPORT

2022

EXECUTIVE REPORT



PURSUING EXCELLENCE IN
ASSESSMENT POLICY AND
SERVICES FOR SASKATCHEWAN



SAMA EXECUTIVE TEAM



Pursuing excellence in assessment policy and services for Saskatchewan

Betty Rogers,
Chief Executive Officer



Todd Treslan,
Managing Director,
Assessment Services

Mathew Ratch,
Managing Director,
Finance



Karlo Simonson,
Managing Director,
Quality Assurance

Darcy Boyer,
Managing Director,
Information Services



Shaun Cooney,
Chief Assessment
Governance Officer

Corinne Charko,
Executive
Assistant





It is my pleasure to provide this annual update on the progress the agency has made in 2022 towards meeting the objectives and expectations of our clients and stakeholders as set out in SAMA's 2022 to 2025 business and financial plan.

For 2022, SAMA organized our goals and objectives into five measures to help guide the Agency to excellence.

1. QUALITY AS A CULTURAL VALUE

In the attainment of SAMA's business objectives, we will work toward the goal of embedding quality deeper into our culture. We have engaged Excellence Canada on setting an organizational excellence standard framework to work toward attaining the Gold level standard of certification over the next two years.

2. CUSTOMER/STAKEHOLDER MEASURES

SAMA set a goal in 2022 of completing a minimum of 110,000 property inspections and reviews. We met this goal by completing 111,594 reviews. SAMA did meet our four-year target of 420,000 property inspections with 429,000 reviews completed from 2018-2021 and continue to be on track to meet our goal of inspecting every property in the province once every 12 years.

Delivering assessment maintenance on time for our client municipalities is a high priority for SAMA and in 2022 we set a goal of delivering 85%+ on time and 95%+ within 3 weeks of expected delivery date. We met that goal by delivering 97.81% by the requested delivery date and 99.88% delivered within 3 weeks of requested date.

In 2022, SAMA received Board approval of draft 2025 Revaluation assessment publications (SAMA 2023 Cost Guide and Saskatchewan Assessment Manual – 2023 Base Year).

Maintaining positive relationships with our stakeholder groups including Government Relations (Minister and Administration), SARM, SUMA, RMAA and UMAAS continues to be a high priority for the Agency.

3. FINANCIAL MEASURES

For 2022, SAMA sought to reduce expenditures on legal resources by 25% or more relative to 2021 costs. The Agency progressed toward this goal by reviewing and actively managing the process while ensuring appropriate levels of support are provided for the appeals process.

As with every year, we look to end the year with a balanced budget according to the Board approved financial plan and attain approval from funding stakeholders for our 2023 budget request.

4. BUSINESS PROCESS MEASURES

To continue to make our processes more efficient, SAMA developed a policy in 2022 to identify categories of paper-based approvals that could be converted to electronic approvals, and convert two to three paper-based approval processes to electronic approval processes. The Agency is currently test-piloting sending Agreements to Adjust through DocuSign in the Melfort and Yorkton regions, which uses electronic signatures to make the agreements to adjust process more efficient.

5. PEOPLE AND LEARNING RELATED MEASURES

After a successful pilot project, SAMA launched a long-term remote work program on October 1, 2022. Approximately 46% of staff are working remotely either part time or full time.

SAMA is looking to complete the collective bargaining process in 2023 to arrive at a sustainable agreement with SGEU for SAMA's in-scope staff.

More information on these achievements can be found in the subsequent sections of this report.

Along with our 2022 successes, there will be challenges and opportunities ahead for SAMA in 2023, including:

- Meeting our target of 100,000 property reviews/inspections
- The cost and complexity of property appeals going forward continues to be an area of concern that the Agency is actively monitoring.



Betty Rogers
Chief Executive Officer

2022 – 2025 BUSINESS AND FINANCIAL PLAN

The 2022-2025 Business and Financial Plan was developed in 2021 with the input of our stakeholders and advisory committees. The 2022 to 2025 plan lays out the objectives SAMA and our stakeholders expect to see over the four years of the plan. For 2022, SAMA set the goal of carrying out 110,000 property inspections. SAMA met that goal with 111,594 total property reviews. For 2023, SAMA is targeting 100,000 property reviews, as 2023 is an analysis year for the upcoming 2025 Revaluation. SAMA is still planning on achieving 420,000 property reviews over the span of the four-year plan (2022-2025). For comparison, SAMA completed 429,000 property reviews during the previous four-year span (2018-2021).

The business plan also included a proposed four-year budget plan that called for a 1.5% cost of living increase to the base requisition, adjustments for any property growth, no change to the maintenance service fee and a reduced technology infrastructure annual fee to cover ongoing technology maintenance and updates.

SAMA's 2022 operating budget was \$21.84 million, a 0.58% increase over the 2021 budget.

In 2014, SAMA implemented an update to our funding formula that saw changes to how the assessment system is supported. For 2022, Government continued to pay 100% of the cost of SAMA's governance functions. The Province also pays approximately 35% of SAMA's operations costs (based on benefits received to education). Municipalities pay approximately 65% of remaining operations costs (based on benefits received by the municipal sector).

As part of our funding plan, SAMA had a \$25 maintenance fee-for-service charge in 2022. This fee for service concept is a way of linking some of the cost of assessment services to municipalities who are experiencing the highest levels of growth, and having those municipalities pay for a portion of the extra assessment services they need relative to similar municipalities with less growth. The \$25 maintenance fee, which had been \$20 for the previous 2018-2021 period, represents approximately 1/4 of the cost of an average maintenance review for the Agency.

Actual service revenue in 2022 amounted to \$423,500, an increase of \$44,120 relative to the service revenue received in 2021 (\$379,380).

INCREASED PRODUCTIVITY

Starting in 2018, one of SAMA's major strategic objectives was to review/inspect 100,000+ properties every year. 2018 was the first year of a 12-year cycle, where SAMA planned to complete 100,000 inspections a year, and physically reinspect every property in the province in that 12-year span. In 2018 and 2019, the Agency surpassed our goal, inspecting approximately 105,000 and 100,000 properties respectively. For 2020, following the receipt of additional provincial revenue in 2019 intended to further increase the Agency's inspection capacity, SAMA adjusted our inspection goal to 110,000 inspections, and conducted a record number of property inspections (117,231).

2021 marked the fourth consecutive year of achieving over 100,000 property reviews and kept SAMA on track to conduct a full reinspection of municipal clients over twelve years (2018-2029). The agency had initially set a goal of completing 400,000 property reviews in the first four years of that cycle (2018-2021) and increased that goal to 420,000 reviews in 2019. This goal was achieved, with SAMA completing 429,000 reviews in the years 2018-2021.

In 2022, the Agency met our 110,000+ goal at 111,594 completed inspections.

SAMA sees this as a big success for our clients and stakeholders. Thank you for your continued funding support, which allows SAMA to sustain our operations and implement new technologies to attain this major objective.

2025 REVALUATION

SAMA is the leader and authority on property assessment, and Saskatchewan's service provider of choice. The Agency is responsible for assessment governance of the \$265 billion property assessment base, and a \$2.32 billion property tax base. The Agency provides assessment valuation services to 756 urban, northern, and rural municipalities. It is directly responsible for the assessed values of approximately 874,000 properties in the province.

SAMA conducts revaluations based on a four-year cycle. 2021 was the year of the current revaluation and saw assessed values updated to reflect a new base date of January 1, 2019. The legislated base date means that 2021 values reflect a property's value as of January 1, 2019.

The next province-wide revaluation will occur in 2025 and will see all property values in the province updated to a new base date of January 1, 2023.

ONGOING CHALLENGES

One of the ongoing challenges for SAMA continues to be property appeals. Not only due to the number of appeals, but also because of the complexity and comprehensive nature of many cases, support of value functions use a large portion of SAMA's labor and financial resources. Commercial and industrial assessment appeals continue to be a high-risk area for both SAMA and its stakeholders. Having a highly trained staff and partnering with external legal counsel when necessary are essential when supporting values on behalf of municipal clients.

More information on SAMA's 2022 support of value work can be found in the Assessment Services update in the next section.

ASSESSMENT SERVICES

In 2022, The Assessment Services Division provided valuation services to 756 urban, northern, and rural municipalities. It is responsible for the assessed values of approximately 874,000 properties in the province, including the City of Moose Jaw. Core processes include inspection of properties through annual maintenance and general reinspections, revaluations (every four years), and support of value.

2022 YEAR IN REVIEW

- One of SAMA's major strategic objectives was to review/inspect 110,000 properties in 2022. The Agency surpassed that mark, with 111,594 reviews, in what we see as a big success for our clients and stakeholders.
- SAMA exceeded our 4-year goal of completing 420,000 property reviews from 2018-2021, with 429,000 total reviews in that timeframe, keeping the Agency on track to review every property in the province on a 12-year cycle.
- 43,381 maintenance changes were completed in 2022.
- 990 properties filed for appeal in 2022 (there were 3,588 appeals in 2021 which was a revaluation year, 2,095 appeals in 2020, 1,737 appeals in 2019, 2,620 appeals in 2018, and 7,230 appeals in 2017, the previous revaluation year).
- 68,213 properties reviewed, including:
 - 33,565 agricultural
 - 21,068 residential
 - 13,580 commercial and industrial
- 81 service charters with municipalities were completed in 2022.

ADMINISTRATIVE REPORT

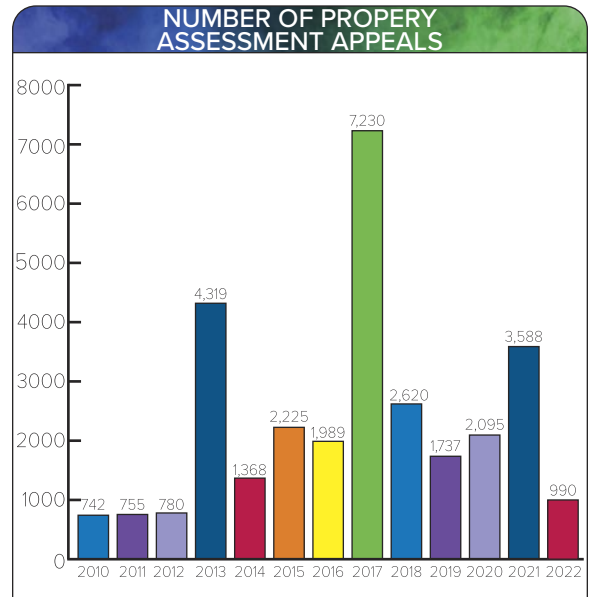


SUPPORT OF VALUE

SAMA provides its client municipalities with property assessment expertise to validate assessments at open houses and ratepayer/council meetings, and all levels of appeal (Board of Revision, Saskatchewan Municipal Board and Court of Appeal). SAMA also identifies and monitors precedent-setting assessment appeals that may have policy or procedural implications.

There were 990 appeals in 2022. The number resolved by agreement to adjust or that were withdrawn was 720 or 72.7% (73.6% in 2021, 72.7% in 2020, 65.4% in 2019, 75.8% in 2018, 73.0% in 2017 and 82.0% in 2016). In 2022, 241 appeals were heard by boards of revision and 63 were forwarded to the Saskatchewan Municipal Board.

2022's support of value work involved 13,938 direct labour hours, a decrease from 2021, which was a revaluation year. Our 2022 support of value work was more in line with what we saw in 2020 (31,366 hours in 2021, 14,138 hours in 2020, 17,000 hours in 2019 and 22,000 hours in 2018). This allocation represents approximately 10.3% of SAMA's assessor resources (22% in 2021, 10.0% in 2020, 12.9% in 2019, 16.7% in 2018, 37.9% in 2017, a revaluation year). SAMA had set an appeal completion goal of 1.1 completed appeals per day and in 2022 the completes per day average was 0.62 (1.02 in 2021, 1.36 in 2020, 1.18 in 2019).



It should be noted that appeals have also become a more labor-intensive process, with an increase in scope and detail. The agency also uses specialized staff for more complex appeals and contracts lawyers for the most complex and risky appeals (including all appeals that advance to the Saskatchewan Court of Appeal).

SAMA has formed an appeal support committee to ensure that appeals are handled effectively and on a timely basis. The committee tracks appeal levels and shares information amongst appraisers to help them be more successful in supporting values during the appeal process.

PROPERTY INSPECTION PROGRAMS

SAMA ensures detailed property assessment records are kept current through the annual maintenance program and the general reinspection program. The annual maintenance program ensures that individual properties with changes are inspected, and new assessment values are calculated. Periodically, all properties in a municipality can be reviewed under the general reinspection program. General reinspections ensure that all properties in a municipality are fairly and equitably valued.

MAINTENANCE

The annual maintenance program reviews and updates all properties with developments or changes that may affect the property's assessed value. The municipality submits a list of the properties affected, and the agency reviews each identified property and provides the municipality with an updated assessed value for their assessment roll.

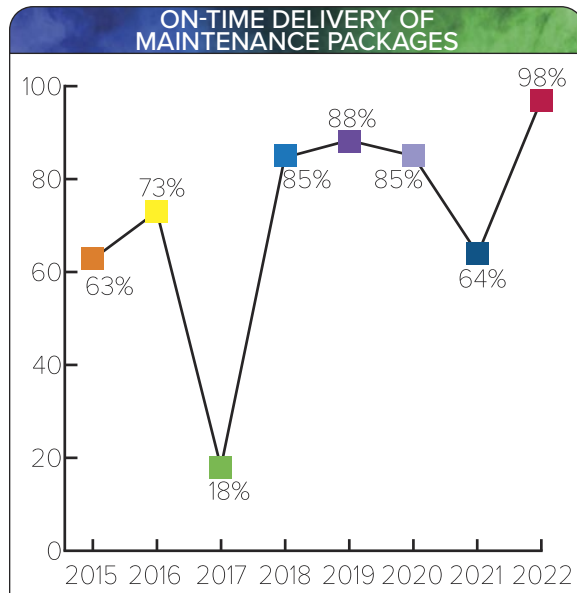
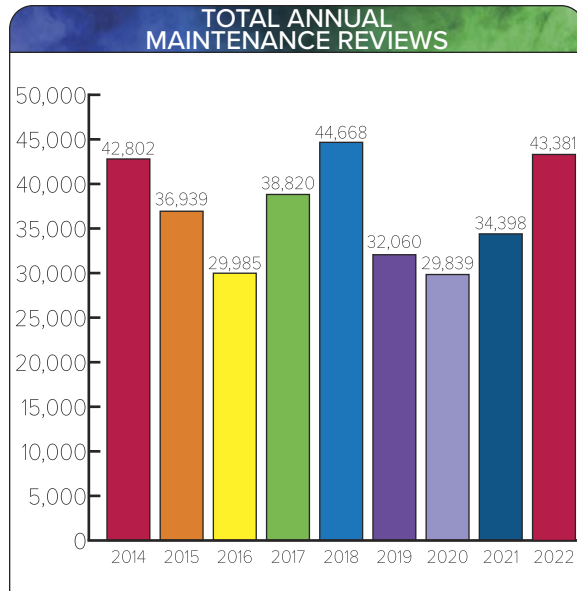
In 2022, the agency reviewed 43,381 properties (34,398 in 2021). These represent 26,246 reviews that were for use on 2022 municipal assessment rolls and 17,135 that were for use on 2023 municipal assessment rolls.

The agency continues to level out the annual maintenance workload by advancing some maintenance to the preceding year to spread the work more evenly over the last months of the calendar year. This helps the agency to provide more timely delivery of the service to client municipalities.

For 2022, SAMA invoiced for 23,959 residential, commercial, industrial and agricultural maintenance requests. This was an increase from the chargeable reviews invoiced in 2021 (18,969 in 2021), and more in line with the work SAMA had been doing previously (23,945 in 2020, 20,606 in 2019, 24,190 in 2018, 24,700 in 2017 and 25,812 in 2016). The maintenance fee-for-service came into effect in 2016.

The volume of standardized oil and gas annual maintenance (87,283 properties in 2022) tends to overshadow the volume of other industrial property assessments. In 2022, the agency also received and started processing 6,242 properties via renditions received from resource companies (6,478 in 2021) and conducted a flow line review of 10,413 properties (8,396 in 2021).

The agency's goal for 2022 was to deliver 85% of maintenance packages to municipalities by their specified date. SAMA delivered on-time to 98% of municipalities who requested their 2022 maintenance packages by a specific date and by May 1 for municipalities who do not have a preferred delivery date (on-time delivery was 64% in 2021, 85% in 2020, 88% in 2019, 85% in 2018, 18% in 2017, 73% in 2016 and 63% in 2015). 99% of municipalities received their maintenance within three weeks of the requested date. Planning and procedural changes are being implemented to advance the maintenance program in future years to ensure deliveries occur on time (particularly for 2025, a revaluation year). Initiatives planned include further advancement of the property inspection program and completing market analysis at an earlier date than has been done in previous revaluations.



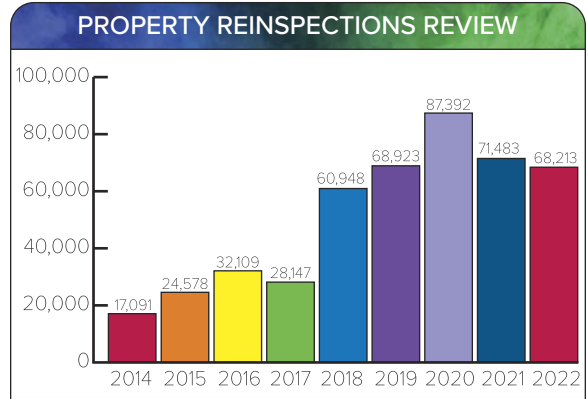
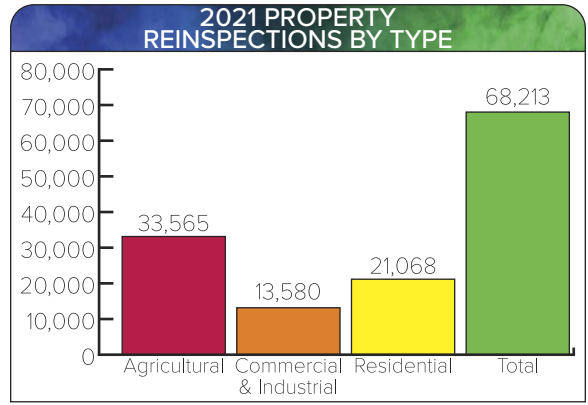


REINSPECTION PROGRAM

Over time, property assessments become dated because of property improvements, and gradual wear and tear, that are not identified through an annual maintenance review. The general reinspection program undertakes to review each property to re-establish a uniform base of up-to-date property records for municipalities.

The Agency reinspected 68,213 properties in 2022 (71,483 in 2021, 87,392 in 2020, 68,923 in 2019, 60,498 in 2018, 28,147 in 2017, 32,109 in 2016 and 24,578 in 2015). The agency reinspected 33,565 agricultural properties (23 rural municipalities), 21,068 residential properties and 13,580 commercial and industrial properties. Reinspections were targeted at areas and municipalities where the assessments were estimated to be the furthest out-of-date.

SAMA has reached a level of reinspection that will allow the agency to meet its goal of reaching a 12-year reinspection cycle. During the 2018-2021 four-year period SAMA conducted 289K reinspections, compared to 102K in the 2014-17 period.

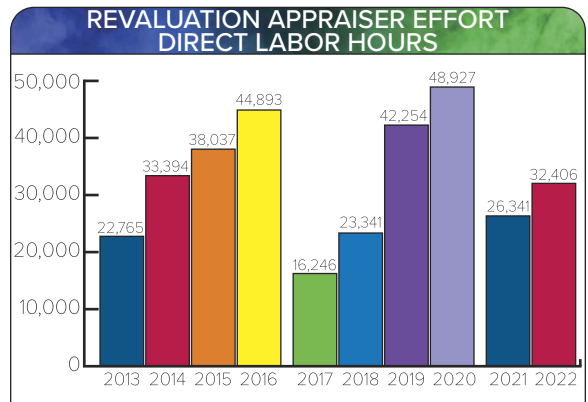


REVALUATION PROGRAM

SAMA must conduct a province-wide revaluation every four years. To effectively deliver a provincial revaluation for all properties, many hours of data analysis and policy work must be done. To deliver not only an accurate revaluation, but also a cost-effective one, the agency has a goal to control the number of hours spent on the quadrennial revaluation. 2021 was the first year of the current cycle of 2021-2024. Revaluation work represented 32,406 direct labor hours or 24% of the resources of SAMA's appraisal staff (26,341 and 18% in 2021 48,927 hours and 22% in 2020).

The agency must also analyze property sales in a timely and thorough manner to create accurate models using the sales approach. SAMA has a continual goal of reducing the number of current unverified property sales reviews. The balance of unverified sales at the end of 2022 was 3,075 (4,943 in 2021, 4,421 in 2020 and 4,786 in 2019).

By spending less time on revaluation efforts, SAMA has been able to allocate more time to maintenance, reinspection, and support of value activities.



THE COMPETITIVE ASSESSMENT ENVIRONMENT

Since 1995, a provision in The Assessment Management Agency Act has been made available that allows municipalities to use alternative assessment services.

SAMA and the Minister of Government Relations' consent are needed for a municipality to opt out, or opt back into, SAMA's valuation services. Any municipality that carries out its own valuations and revaluations is not required to make requisition payments to the Agency. Jurisdictions that employ their own appraisal personnel still must follow the regulated Saskatchewan Assessment Manual and provincial assessment legislation.

The *Assessment Management Agency Act* contains separate legislation recognizing that the major cities of Moose Jaw, Prince Albert, Regina, and Saskatoon will provide for their own assessment services. The cities of Saskatoon, Regina, Prince Albert, and Swift Current do not use SAMA's valuation services. In 2006, the city of Moose Jaw entered a long-term assessment services contract with SAMA.

TECHNICAL STANDARDS AND POLICY

The Technical Standards and Policy Division (TS&P) is responsible for researching and studying assessment valuation policy and best practices with regards to application of province-wide assessment valuation standards and policies. This involves considerable consultations with the Province, clients and stakeholders to ensure transparency and support on assessment policy matters. As part of this liaison process, TS&P is involved in the provision of assessment information to the Province, municipalities, school divisions and the public.

The TS&P division advises the Board and the Province with respect to property assessment legislation, prepares assessment related Board Orders, and prepares manuals, guidelines, handbooks and other materials required in the assessment of property. Valuation materials may be revaluation cycle specific, such as the regulated *Assessment Manual* and the non-regulated *SAMA Cost Guide* or may not be tied to a specific revaluation cycle, such as the non-regulated *Market Value Assessment in Saskatchewan Handbook*.

TS&P is responsible for liaising with independent assessment service providers regarding assessment policy and valuation practices. These activities include quality coordination and control activities to ensure consistent application of assessment valuation practices, which includes facilitating and overseeing the provincial revaluation cycle that occurs every four years.

2025 REVALUATION RESEARCH AND CONSULTATIONS

For every revaluation, SAMA's Technical Standards and Policy (TS&P) conducts regular consultation, research, publication, and computer updating of all valuation models. In addition to this work, TS&P have completed the following comprehensive model reviews.

Saskatchewan Assessment Manual – 2023 Base Year (2023 Manual) is currently awaiting approval from the Saskatchewan Ministry of Government Relations. The Manual is used for valuing regulated property types in Saskatchewan (including agricultural and industrial properties). SAMA's Board of Directors approved the Manual order on January 27, 2023. Pending the Minister's approval, the Manual will have the force of law.

Leading up to the 2025 revaluation and in addition to regular stakeholder consultations with all sectors, several larger scale model reviews took place for the 2023 Manual, including:

- **2025 Oil and Gas Model Review** - The 2025 Oil and Gas Assessment Review Committee held their final consultation meeting with stakeholders on September 8, 2021, where consensus was achieved on model recommendations for 2025. Changes to the oil and gas models included consolidation of seldom used equipment, an Oil and Gas Closure Adjustment, and other refinements.
- **2025 Transmission Pipeline Model Review** - The 2025 Pipeline Assessment Review Committee last met on November 3, 2022, to review the pipeline model. The committee supported maintaining the current model for 2025. TS&P will continue to review industry feedback for discussion of potential model refinements for a post 2025 revaluation.
- **2025 Agricultural Arable Land Model Review** - The 2025 Agricultural Land Review Committee met following a major review of the Arable Agricultural model by the University of Saskatchewan's Soils Department. The committee supported maintaining the existing productivity based agricultural land model for 2025, along with several model improvements including areas of potential simplification within the 2023 Manual.
- **2025 Solar Farm Model Development** - The Solar Power Assessment Review Committee held a final consultation meeting on September 23, 2022. A new mass appraisal based model and final 2023 base rate has been developed by SAMA for use starting with the 2025 revaluation.

SAMA will be setting up a new committee to review the treatment of oil and gas wells that are assessed differently if they sit on leased or owned land. This committee will meet for the first time in the second quarter of 2023.

SAMA's *2023 Cost Guide* (Guide), which was updated to coincide with the January 1, 2023 base date for the 2025 Revaluation, has been accepted by SAMA's Board of Directors with minor refinements. The Guide is used to value non-regulated properties using the cost approach and does not have the force of law.

SAMA values the collaborative process and the input of our Board of Directors and Stakeholders when looking to review and adjust our assessments models and procedures.

ACCESSING REVALUATION BOARD ORDERS, PUBLICATIONS AND OTHER COST GUIDES

Revaluation related Board Orders and publications can be found on SAMA's website (www.sama.sk.ca) and accessed free of charge. The exception would be valuation rates established under license using Marshall & Swift (Core Logic Inc.) costing publications *Marshall Valuation Service* and *The Residential Cost Handbook*.

SAMA's major publications include the *Saskatchewan Assessment Manual (2019 Base Year)*, *SAMA's 2019 Cost Guide* and the *Market Value Assessment in Saskatchewan Handbook*. The *Saskatchewan Assessment Manual* has the force of regulation and must be complied with, while the *Cost Guide* and *Market Value Handbook* do not – they are documents within the market valuation standard.

Hard copies of the revaluation publications as well as the Marshall costing publications are available for a fee that covers the cost to print the documents and any applicable third-party license fees. The 2019 publications, used with the current 2021 Revaluation, are available on SAMA's website.

Marshall & Swift (CoreLogic Inc.) is a recognized industry leader in costing of commercial and residential property with regards to the application of the cost approach. Other assessment service providers may also refer to the Marshall costing publications. SAMA uses the *Marshall Valuation Service* for the majority of commercial properties valued using the cost approach. *The Residential Cost Handbook* is the basis for estimating replacement costs for both single and multi-family residences.

INFORMATION SERVICES

In 2022, SAMA's Information Services Branch (IS) continued to focus on ensuring the Agency is served by current and efficient technology.

2022 TECHNOLOGY HIGHLIGHTS

- Completed the implementation of Microsoft SSRS as a replacement to Crystal Reports and converted the majority of the reports to the new platform.
- Completed the first phase of the Enterprise Architecture focusing on:
 - Development of SAMA's Business Capability model.
 - Connecting the Business Capability model to the Technology and Systems architectures.
- Completed the adoption of the following ITILv4 practices (ITIL is a set of best practices for information services activities):
 - Asset Management
 - Capacity and performance management
 - Monitoring and event management
- Completed the first iteration of a Cyber-Security Incident Response plan.
- Implementation of the IS Working Group to assist in the prioritization of IS related opportunities.
- Implementation of a Cyber-Security training and awareness program.
- GIS platform improvements.

LOOKING AHEAD TO 2023

In 2023, SAMA's IS branch will be working on the following:

- Completing the migration of Crystal Reports to Microsoft SSRS (Property Reports).
- Completing the automation of Maintenance reports (Property Reports).
- Beginning work on the "MySAMA for QAD" project that will utilize the MySAMA platform to enable key Quality Assurance functions.
- Reviewing and enhancing system resiliency and recoverability.
- Researching the potential benefits of using the following technologies:
 - Automated testing
 - "R" (statistical analysis tool)
 - Application performance monitoring

HUMAN RESOURCES

For the year 2022, the Agency's budgeted number of employees was 163.25 permanent positions, which includes 118.25 positions in the Assessment Services division.

Items of note for 2022:

- The Agency constantly strives to become a better organization - more productive, innovative, service-oriented, and better managed. This includes being attuned and responsive to employee needs.
- We examine the way we run our organization by conducting regular employee engagement surveys. In April 2022, with the assistance of our survey partner TalentMap, the Agency conducted a full staff engagement survey. This survey provided feedback to support initiatives in enabling effective remote work and maintaining employee engagement and productivity.
- Human Resources continued to streamline human capital information and services through further growth of our Human Resource Information System.
- SAMA held an Agency-wide staff meeting and appreciation banquet in September, 2022.

WORKFORCE PLANNING

The Agency continues to address workforce planning by:

- Recruiting people with the right type of attitude and motivation that are committed to their work, and building a high-performance work environment that helps retain key talent and fully engages the right people; and,
- Enhancing the Agency's employee engagement strategies to build and sustain a healthy and viable organization.

SAMA remains committed to working with Lakeland Community College, Lloydminster Campus, to recruit new personnel. The Agency continues its:

- \$500 annual award, which is available to a first-year full-time student enrolled in the Real Estate Appraisal and Assessment diploma program, and is awarded to the student with the highest cumulative grade point average in assessment appraisal studies; and,
- Attendance at the annual Business Job Fair at Lakeland Community College's Lloydminster campus.

EMPHASIS ON TRAINING AND PROFESSIONAL ACCREDITATIONS

SAMA continued to place significant emphasis on the development and training of our employees in 2022. SAMA's employees continue to have considerable success with their attainment of professional accreditations.

The success of SAMA's efforts in providing property assessment services within Saskatchewan depends on the knowledge, skills and expertise of our employees, and the Agency's ability to attract and retain a talented and skilled workforce in a highly competitive market.

In 2022, one SAMA employee attained the Accredited Appraiser Canadian Institute (AACI) designation from the Appraisal Institute of Canada (AIC).



LOOKING AHEAD TO 2023

In 2023, SAMA's HR branch will be working on several initiatives, including:

- Summer student recruitment to support the agency's 2023 property inspection program.
- Continued focus on leadership and professional growth opportunities for staff.
- Negotiating a collective agreement with the SGEU bargaining unit.
- Continued work on succession and key-person risk and replacement planning.

COMMUNICATIONS

In 2022, SAMA's Communications Branch was focused on improving the way we connect with our clients and stakeholders. This included a renewed emphasis on our communication goals and making sure we're taking advantage of opportunities to get our messages to our stakeholders and the public.

SAMA Communications is responsible for drafting and updating the Agency's various pieces of informational literature; all the Agency's pamphlets and brochures are available on our website (www.sama.sk.ca). The Communications branch is also responsible for media relations, organizing SAMA's Annual Meeting, representing the Agency at various stakeholder conventions, and coordinating appearances at local conferences and town hall meetings.

SAMA is committed to ensuring that the Agency is served by modern and efficient technology. From a communications perspective, SAMA's website (www.sama.sk.ca) is a vital part of how we communicate with our stakeholders, our client municipalities, and the public.



2022

FINANCIAL REPORT

2022

FINANCIAL REPORT



sama

SASKATCHEWAN ASSESSMENT
MANAGEMENT AGENCY

PURSUING EXCELLENCE IN
ASSESSMENT POLICY AND
SERVICES FOR SASKATCHEWAN

REVENUES

Total provincial funding of \$11,388,000 remained the same in 2022 for the fourth consecutive year (2019-2022). The budget request was for a \$171,000 (1.5%) increase. Total municipal funding increased by \$158,381 (1.8%) in 2022 to \$9,227,073 from \$9,068,692 in 2021. The budgeted increase was for \$137,308 (1.5%).

Total operating revenues increased by \$151,901 (0.7%) to \$21,959,717 from \$21,807,816 in 2021.

All other operating revenues were almost unchanged, decreased \$6,480 (0.5%) to 1,344,644 from \$1,351,124 in 2021.

OPERATING EXPENSES

Total operating expenses increased from the previous year by \$442,611 (2.0%) to \$22,464,001 from \$22,021,391 in 2021.

- Salaries and benefits increased \$139,025 (0.9%) to \$16,356,368 from \$16,217,333 in 2021.
- The number of permanent positions did not change in 2022 and has remained the same since 2019.
- Non-payroll expenditures increased \$303,586 (5.2%) in 2022 to \$6,107,644 from \$5,804,058. The largest part of the increase is due to travel costs increasing to pre-pandemic levels.

OPERATING SURPLUS AND, RESERVE ALLOCATION AND THE TECHNOLOGY INFRASTRUCTURE (TI) PROGRAM

The Agency recorded a decrease to unrestricted funds of \$60,413 in 2022, with the year-end balancing decreasing to \$218,046 after ending 2021 with \$278,459.

Reserve expenditures for the year were \$657,669. The year-end reserves balance is \$3,213,039, down from \$3,870,708 in 2021. No new reserve allocations were made in 2022.

The capital fund decreased \$349,693 (13.4%) to \$2,250,068 in 2022 from \$2,599,761 at the end of 2021. The reduction in the capital fund balance is due to amortization of the TI Program.



INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Saskatchewan Assessment Management Agency:

OPINION

We have audited the financial statements of Saskatchewan Assessment Management Agency (the "Agency"), which comprise the statement of financial position as at December 31, 2022, and the statements of revenue and expenses, 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 Agency as at December 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Agency 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 Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Agency'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 Agency or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Agency's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian 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 Agency'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 Agency's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Agency to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Regina, Saskatchewan

February 24, 2023

MNP LLP

Chartered Professional Accountants

AUDITOR'S REPORT

STATEMENT OF FINANCIAL POSITION

As at December 31, 2022

	<u>2022</u>	<u>2021</u>
Assets		
Current		
Cash	\$ 1,378,725	\$ 1,742,568
Accounts receivable (Note 4)	2,906,985	2,914,669
Prepaid expenses and deposits	260,605	572,538
	<u>4,546,315</u>	<u>5,229,775</u>
Capital assets (Note 5)	<u>4,554,074</u>	<u>5,364,565</u>
	<u>\$ 9,100,389</u>	<u>\$ 10,594,340</u>
Liabilities		
Current		
Accounts payable and accruals	\$ 939,457	\$ 837,792
Government remittances payable	1,029	1,029
Deferred contributions related to TI program	460,800	460,800
Deferred and unearned revenue	174,744	241,786
	<u>1,576,030</u>	<u>1,541,407</u>
Deferred contributions related to TI program	<u>1,843,206</u>	<u>2,304,005</u>
	<u>3,419,236</u>	<u>3,845,412</u>
Net Assets		
Capital fund	2,250,068	2,599,761
Operating fund:		
Reserves (Note 8)	3,213,039	3,870,708
Unrestricted	218,046	278,459
	<u>3,431,085</u>	<u>4,149,167</u>
	<u>5,681,153</u>	<u>6,748,928</u>
	<u>\$ 9,100,389</u>	<u>\$ 10,594,340</u>

FINANCIAL STATEMENTS

Approved on behalf of the Board of Directors of Saskatchewan Assessment Management Agency

 Director

 Director

The accompanying notes are an integral part of these financial statements

STATEMENT OF REVENUE AND EXPENSES - OPERATING FUND

For the year ended December 31, 2022

	<u>2022</u> Budget (unaudited)	<u>2022</u>	<u>2021</u>
Revenue			
Province of Saskatchewan operating grant	\$ 11,559,000	\$ 11,388,000	\$ 11,388,000
Municipal invoices	9,206,000	9,227,073	9,068,692
Appraisal and assessment services	610,000	798,329	850,767
Fees	420,000	382,386	452,368
Interest income	25,000	98,964	24,362
Miscellaneous	20,000	64,965	23,627
	21,840,000	21,959,717	21,807,816
Expenses			
Salaries and benefits	16,155,000	16,356,358	16,217,333
Computer services, software and supplies	1,665,000	1,736,970	1,668,869
Rent	1,281,000	1,372,855	1,329,244
Travel and accommodation	920,000	835,501	549,234
Legal expenses	400,000	659,076	757,815
Office	412,000	454,776	488,992
Training and education	315,000	335,645	267,437
Professional fees	175,000	346,143	382,787
Land titles information	200,000	169,193	171,214
Printing and data licensing	112,000	75,759	76,731
Geospatial imagery	85,000	60,000	60,000
Insurance	27,000	29,690	28,679
Communications	22,000	22,388	16,072
Bank and payroll charges	10,000	9,648	6,984
	21,779,000	22,464,002	22,021,391
Deficiency of revenue over expenses	\$ 61,000	\$ (504,285)	\$ (213,575)

The accompanying notes are an integral part of these financial statements

STATEMENT OF REVENUE AND EXPENSES - CAPITAL FUND

For the year ended December 31, 2022

	<u>2022</u>	<u>2021</u>
Revenue		
Province of Saskatchewan and municipal restricted grant (Note 7)	\$ 460,799	\$ 460,801
Expenses		
Amortization of capital assets	1,024,289	973,182
Deficiency of revenue over expenses	\$ (563,490)	\$ (512,381)

The accompanying notes are an integral part of these financial statements

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN NET ASSETS

For the year ended December 31, 2022

	Operating Fund (Unrestricted)	Capital Fund	Reserves (Note 8)	<u>2022</u>	<u>2021</u>
Balance, beginning of year	\$ 278,459	\$ 2,599,761	\$ 3,870,708	\$ 6,748,928	\$ 7,474,884
Deficiency of revenue over expenses	(504,285)	(563,490)	-	(1,067,775)	(725,956)
Inter-fund transfer for the purchase of capital assets (2022 Budget - 347,000)	(213,797)	213,797	-	-	-
Transfer to reserves	657,669	-	(657,669)	-	-
Balance, end of year	\$ 218,046	\$ 2,250,068	\$ 3,213,039	\$ 5,681,153	\$ 6,748,928

The accompanying notes are an integral part of these financial statements

STATEMENT OF CASH FLOWS

For the year ended December 31, 2022

	<u>2022</u>	<u>2021</u>
Cash provided by (used for) the following activities		
Operating		
Deficiency of revenue over expenses	\$ (1,067,775)	\$ (725,956)
Amortization	1,024,289	973,182
	(43,486)	247,226
Changes in working capital accounts		
Accounts receivable	7,684	104,848
Prepaid expenses and deposit	311,932	(239,486)
Accounts payable and accruals	101,665	(69,260)
Deferred revenue	(67,042)	56,695
Deferred contribution - TI Program	(460,799)	(460,800)
	(150,046)	(360,777)
Investing		
Purchase of capital assets	(213,797)	(54,326)
Decrease in cash	(363,843)	(415,103)
Cash, beginning of year	1,742,568	2,157,671
Cash, end of year	\$ 1,378,725	\$ 1,742,568

The accompanying notes are an integral part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2022

1. INCORPORATION AND NATURE OF THE ORGANIZATION

The Saskatchewan Assessment Management Agency (the "Agency") was established under the authority of The Assessment Management Agency Act (the "Act") on March 1, 1987. The Agency is exempt from income taxes pursuant to Section 149(1) of The Income Tax Act.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("NPO Standards") and reflect the following policies:

Measurement uncertainty (use of estimates)

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 disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues over expenses in the years in which they become known.

Fund accounting

The financial statements have been prepared using fund accounting as follows:

The Operating Fund accounts for the Agency's program delivery and administrative activities.

The Capital Fund reports the assets, revenue and expenses related to the Agency's capital assets.

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution plus all costs directly attributable to the acquisition.

Amortization is provided using the straight-line or declining balance methods at rates intended to amortize the cost of assets over their estimated useful lives.

	Method	Rate
Computer equipment	straight-line	50 %
Furniture and fixtures	declining balance	20 %
Leasehold improvements	straight-line over	lease term
TI Program	straight-line	10 %

For the year ended December 31, 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Impairment of long-lived assets

When conditions indicate that a tangible capital asset is impaired, the net carrying amount of the tangible capital asset is written down to the asset's fair value or replacement cost. The write-down of tangible capital assets is recognized as an expense in the statement of revenues and expenses. A write-down should not be reversed.

Technology Infrastructure Program development costs

Expenditures related to the development of the Technology Infrastructure ("TI") Program which met the internally generated asset recognition criteria were capitalized. The project purpose is to significantly improve the computer system used for provincial property assessment. Subsequent to initial recognition, it is accounted for at cost less accumulated amortization. Costs are amortized on a straight-line basis over an estimated ten year useful life.

Reserves

Reserves are established by Board of Directors' approval through appropriations of unrestricted net assets.

Revenue recognition

The Agency follows the deferral method of accounting for grants and other contributions received from the Province of Saskatchewan, and the municipal requisitions from participating municipalities. Approved operating grants and municipal requisitions are recorded as revenue in the period to which they relate. Grants and municipal requisitions approved but not received at the end of an accounting period are accrued. Other revenues are recognized as revenue when persuasive evidence of an arrangement exists, delivery has occurred, the price is fixed or determinable and collection is reasonably assured.

Externally restricted contributions for future expenses are recognized as revenue in the year in which the related expenses are incurred. Externally restricted contributions for capital assets are deferred and recognized as revenue in the period the related amortization of the capital assets occurs.

Financial instruments

The Agency recognizes financial instruments when the Agency becomes party to the contractual provisions of the financial instrument.

For the year ended December 31, 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Arm's length financial instruments

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

The Agency subsequently measures all financial assets and liabilities at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in deficiency of revenue over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment

The Agency assesses impairment of all its financial assets measured at cost or amortized cost. The Agency groups assets for impairment testing when available information is not sufficient to permit identification of each individually impaired financial asset in the group; there are numerous assets affected by the same factors; no asset is individually significant, etc. Management considers whether the issuer is having significant financial difficulty; whether there has been a breach in contract, such as a default or delinquency in interest or principal payments; etc. in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Agency determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

With the exception of related party debt instruments initially measured at cost, the Agency reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

For related party debt instruments initially measured at cost, the Agency reduces the carrying amount of the asset (or group of assets), to the highest of: the undiscounted cash flows expected to be generated by holding the asset, or group of similar assets, excluding the interest and dividend payments of the instrument; the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

Any impairment, which is not considered temporary, is included in current year deficiency of revenue over expenses.

The Agency reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in deficiency of revenue over expenses in the year the reversal occurs.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Liquidity risk

The Agency's objective is to have sufficient liquidity to meet its liabilities when due. The Agency monitors its cash balance and cash flows generated from operations to meet its requirements. As at December 31, 2022, the most significant financial liabilities are accounts payable.

3. CHANGE IN ACCOUNTING POLICY

In the current year, the Agency changed the rate at which they amortize their computer equipment. Previously, the computer equipment was amortized using the declining balance method at a rate of 40%. This was changed in the current year and the assets are now amortized using the straight-line method at a rate of 50%. This policy change was made so the assets are more accurately amortized over their useful life.

4. ACCOUNTS RECEIVABLE

	<u>2022</u>	<u>2021</u>
Accounts receivable and accrued interest	\$ 30,933	\$ 25,656
Municipal invoice receivable	7,975	8,144
Province of Saskatchewan grant receivable	2,847,000	2,847,000
Government remittance receivable	21,077	33,869
	<u>\$ 2,906,985</u>	<u>\$ 2,914,669</u>

5. CAPITAL ASSETS

	Cost	Accumulated Amortization	2022 Net Book Value	2021 Net Book Value
Computer equipment	\$ 8,391,220	\$ 8,212,479	\$ 178,741	\$ 187,782
Furniture and fixtures	1,211,443	1,061,894	149,549	172,294
Leasehold improvements	440,624	402,012	38,612	45,517
TI Program	7,703,735	3,516,563	4,187,172	4,958,972
	<u>\$ 17,747,022</u>	<u>\$ 13,192,948</u>	<u>\$ 4,554,074</u>	<u>\$ 5,364,565</u>

6. DEMAND LOAN

The Agency has an authorized demand loan with the Royal Bank of Canada to a maximum amount of \$1,500,000 (\$1,500,000 in 2021) repayable on demand and bearing interest at bank prime plus 0.5% (0.5% on December 31, 2021). As at December 31, 2022 there was \$nil (\$nil in 2021) outstanding.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2022

7. DEFERRED CONTRIBUTIONS RELATED TO TI PROGRAM

	<u>2022</u>	<u>2021</u>
Balance, beginning of year	\$ 2,764,805	\$ 3,225,606
Less: Amount recognized as revenue during the year	(460,799)	(460,801)
Less: current portion	(460,800)	(460,800)
Balance, end of year	<u>\$ 1,843,206</u>	<u>\$ 2,304,005</u>

8. INTERNALLY RESTRICTED RESERVES

	<u>2022</u>	<u>2021</u>
Operating fund reserves, beginning of year	\$ 3,870,708	\$ 4,187,680
Reserves made during the year	-	-
Approved expenditures made during the year (net of transfers)	(657,669)	(316,972)
Operating fund reserves, end of year	<u>\$ 3,213,039</u>	<u>\$ 3,870,708</u>

The balance in operating fund reserves comprised the following:

	<u>2022</u>	<u>2021</u>
Reserve for technology	\$ 415,406	\$ 450,406
Reserve for professional fees	1,008,705	1,332,374
Reserve for travel	115,000	115,000
Reserve for governance	500,000	700,000
Reserve for SAMA operations	1,173,928	1,272,928
Externally restricted portion of Endowment Fund balance	<u>\$ 3,213,039</u>	<u>\$ 3,870,708</u>

(a) *Reserve for technology*

A reserve has been established to provide for the purchase of computer software, equipment and services necessary for assessment processes. In 2022, approved expenditures were \$35,000 (\$nil in 2021).

(b) *Reserve for professional fees*

A reserve has been established to provide for the purchase of legal, appraisal and other professional services related to property appeals, support of value, GIS development and recruitment and retention. In 2022, \$nil (\$nil in 2021) was transferred to the reserve and approved expenditures were \$323,669 (\$40,000 in 2021).

(c) *Reserve for travel*

A reserve has been established to provide for travel costs that will be incurred relating to the physical re-inspection of property in municipalities.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2022

8. INTERNALLY RESTRICTED RESERVES (CONTINUED)

(d) Reserve for governance

A reserve has been established to provide for SAMA governance expenditures in the event of future revenue shortfalls. In 2022, \$200,000 (\$300,000 in 2021) was transferred out of the reserve.

(e) Reserve for SAMA operations

A reserve has been established to provide for SAMA operations in the event of future revenue shortfalls. In 2022, \$200,000 (\$300,000 in 2021) was transferred to the reserve and approved expenditures were \$299,000 (\$276,972 in 2021).

Total budgeted transfer from the reserves to unrestricted fund balance for the 2022 fiscal year was \$286,000.

9. COMMITMENTS

The Agency has leased premises in locations in Regina, Saskatoon, Yorkton, Weyburn, Melfort, Swift Current, Moose Jaw and North Battleford. The leases are to expire between 2023 and 2028. Annual lease payments are as follows:

2023	\$	1,313,774
2024		1,250,264
2025		1,016,042
2026		1,004,401
2027		926,607
Thereafter		23,729

The Agency has contracts for computer services outsourcing set to expire in 2026 with the following payments as follows:

2023	\$	364,350
2024		363,150
2025		361,950
2026		177,888

10. PENSION EXPENSE

Employees make contributions to the Public Employees Pension Plan (“PEPP”), a defined contribution plan. In accordance with the Agency’s union agreement with its employees effective January 1, 2021 the employer’s contribution rate is 8.1% of an employee’s salary. The total pension contributions by the Agency for employees in PEPP was \$1,085,002 (\$1,106,529 in 2021).

FINANCIAL STATEMENTS



NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2022

11. RELATED PARTY TRANSACTIONS

Included in these financial statements are transactions with various Saskatchewan Crown corporations, departments, agencies, boards and commissions related to the Agency by virtue of significant influence by the Province of Saskatchewan, non-Crown corporations and enterprises subject to joint control and significant influence by the Province of Saskatchewan and investee corporations accounted for under the equity method (collectively referred to as "related parties").

Routine operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year-end are as follows:

	<u>2022</u>	<u>2021</u>
Operating expenses	\$ 2,073,319	\$ 2,066,342
Government reittances receivable	21,077	33,869
Government remittances payable	1,029	1,029

In addition, the Agency pays Saskatchewan Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

Other amounts and transactions due to (from) related parties and the terms of settlement are described separately in these financial statements and notes thereto.

12. ECONOMIC DEPENDENCE

The Agency is economically dependent on the Province of Saskatchewan due to the extent of its funding of the Agency's operations, 52% (52% in 2021).

13. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with current year presentation.

Quality Assurance undertakes statutory property assessment audits, and manages the assessment roll confirmation process to ensure that a municipality's property assessments are generally accurate and compliant.



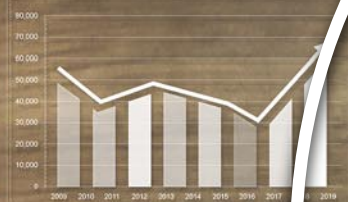
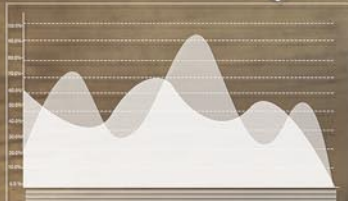
Property Value

2022

QUALITY ASSURANCE DIVISION REPORT

2022

QUALITY ASSURANCE DIVISION REPORT



Quality Assurance undertakes statutory property assessment audits, and manages the assessment roll confirmation process to ensure that a municipality's property assessments are generally accurate and compliant.

SAMA IS THE REGULATORY AGENCY RESPONSIBLE FOR PROPERTY ASSESSMENT IN SASKATCHEWAN

SAMA's independent Quality Assurance Division is responsible for the assessment roll confirmation process, undertaking assessment audits (annual confirmation and primary audits on all municipalities) to ensure that municipalities' assessments are prepared and administered in accordance with the requirements set out in applicable legislation.

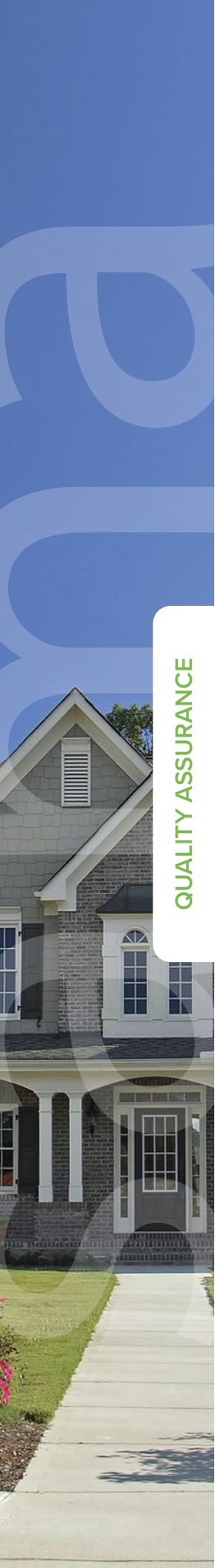
QUALITY ASSURANCE DIVISION IS INDEPENDENT FROM THE REST OF THE AGENCY

It has no involvement in property assessment valuation, or setting of policy respecting property assessment valuation. Quality Assurance is accountable directly to the SAMA Board of Directors through the Managing Director of Quality Assurance.

THE SAMA BOARD OF DIRECTORS DEVELOPED AND ADOPTED VISION, MISSION, AND PRINCIPLES SPECIFICALLY FOR THE AGENCY'S QUALITY ASSURANCE (OVERSIGHT) MANDATE

The Vision, Mission, and Principles establish the Board's position and expectations regarding the property assessment audit mandates, and the efforts undertaken by Quality Assurance in conducting its audit work.

QUALITY ASSURANCE



QUALITY ASSURANCE



VISION

The SAMA Board, through its independent and directly accountable QA Division, fosters public trust by ensuring property assessments meet prescribed statutory.

MISSION

To provide unbiased, responsive, professional and collaborative audits of mass appraisal valuation processes and municipal Rolls through an independent and directly accountable QA Division.

For more information regarding Quality Assurance and the audits undertaken by the division, please visit the SAMA website (www.sama.sk.ca) and refer to the document 'Property Assessment Audits in Saskatchewan Guide' under the Audit Guides option.

THE CONFIRMATION AUDIT

This audit reviews for accuracy and statutory compliance of a municipality's assessment roll. The confirmation audit is initiated once a municipality submits an assessment return to Quality Assurance. The return form (established by Board Order) requires the municipality to report all changes made to their assessment roll since it was last confirmed.

For the 2022 assessment roll year, Certificates of Confirmation were issued for 749 municipalities (98.6% of all returns submitted to SAMA for 2022). As at March 1, 2023 confirmation audits were in progress for 3 municipal assessment rolls. 8 assessment returns have not yet been submitted for 2022. Assessment rolls that were confirmed for 2022 met the statutory accuracy and compliance requirements. Quality Assurance provided considerable assistance to municipalities over the year in resolving various assessment roll issues.

THE PRIMARY AUDIT

This audit reviews the compliance of appraisal level for improved residential and commercial properties that have sold. Legislation requires these two property types to be valued using the "market valuation standard." The appraisal level audit reviews the median ratio of assessment to adjusted sale price for the two property types at the municipal level to ensure there is compliance with the statutory median assessment to sale ratio range of 0.98 to 1.02. When the median assessment to sale ratio is 1.00, that indicates that on average, these property types are assessed at the same level as the sale prices. Both the confirmation and primary audits must successfully pass in order for Quality Assurance to recommend the municipality's assessment roll for confirmation by the SAMA Board of Directors.

For 2022, all primary audits undertaken passed, and were compliant with the regulated ratio.

THE SECONDARY AUDIT

This audit is a detailed or comprehensive audit concerning matters of property assessment statutory compliance. Secondary audits would typically focus on matters of egregious statutory non-compliance. Secondary audits were not required in 2022.

QUALITY ASSURANCE MAINTAINS AND PUBLISHES INFORMATION RELATED TO PROPERTY ASSESSMENT AUDITS AND ASSESSMENT ROLL CONFIRMATIONS ON THE SAMA WEBSITE

Reports and information regarding assessment roll confirmations is kept current, and is generally updated within a few days following SAMA Board meetings.

A SUMMARY OF CONFIRMED ASSESSMENT TOTALS

These totals are presented in the two tables that follow. The first table summarizes confirmed assessment totals by tax class and municipal type for 2022. The second table summarizes year over year percentage change for confirmed taxable assessment totals by tax class from 2020 through 2022. More specific confirmed assessment information by municipality is available on the SAMA website.

QUALITY ASSURANCE



2022 CONFIRMED ASSESSED VALUE TOTALS BY TAX STATUS

QUALITY ASSURANCE

2022 CONFIRMED ASSESSMENTS		URBAN MUNICIPALITIES				
TAXABLE		CITIES	TOWNS	VILLAGES	RESORT VILLAGES	TOTAL URBAN MUNICIPALITIES
	Non-Arable	4,062,080	1,744,020	1,114,335	646,290	7,566,725
	Other Agricultural	79,177,788	50,552,394	29,054,600	929,005	159,713,787
	Residential	48,191,328,686	8,545,264,776	2,010,698,156	888,596,720	59,635,888,338
	Multi-Unit	9,617,548,960	479,337,840	33,165,392	89,167,200	10,219,219,392
	Seasonal Residential	0	49,336,480	37,825,760	1,235,580,960	1,322,743,200
	Commercial and Industrial	18,520,555,698	1,600,115,074	245,119,288	49,832,610	20,415,622,670
	Elevators	113,687,755	114,361,103	30,456,000	0	258,504,858
	Railway R/W and Pipeline	104,674,845	35,105,595	34,681,445	48,705	174,510,590
	Taxable Total	76,631,035,812	10,875,817,282	2,422,114,976	2,264,801,490	92,193,769,560
EXEMPT						
	Non-Arable	8,851,340	1,226,520	317,250	175,005	10,570,115
	Other Agricultural	105,704,610	7,724,640	2,595,725	508,970	116,533,945
	Residential	666,483,767	199,583,139	49,265,744	30,010,240	945,342,890
	Multi-Unit	424,691,040	6,664,640	875,088	0	432,230,768
	Seasonal Residential	0	372,480	97,520	60,551,040	61,021,040
	Commercial and Industrial	17,278,534,972	1,827,978,192	464,929,572	36,623,865	19,608,066,601
	Elevators	27,620	2,346,107	8,967,510	0	11,341,237
	Railway R/W and Pipeline	48,380,790	7,124,615	3,899,970	0	59,405,375
	Exempt Total	18,532,674,139	2,053,020,333	530,948,379	127,869,120	21,244,511,971
PROVINCIAL GRANT-IN-LIEU						
	Non-Arable	9,135	1,125	0	0	10,260
	Other Agricultural	2,475,885	0	0	0	2,475,885
	Residential	141,177,060	36,426,160	5,982,480	0	183,585,700
	Multi-Unit	644,367,080	36,929,760	5,172,880	0	686,469,720
	Seasonal Residential	0	0	0	0	0
	Commercial and Industrial	1,279,291,026	67,993,711	10,242,925	2,472,140	1,359,999,802
	Elevators	0	0	0	0	0
	Railway R/W and Pipeline	645,660	1,034,365	0	0	1,680,025
	Provincial Grant-in-Lieu Total	2,067,965,846	142,385,121	21,398,285	2,472,140	2,234,221,392
FEDERAL GRANT-IN-LIEU						
	Non-Arable	0	3,420	0	0	3,420
	Other Agricultural	1,216,415	611,435	0	0	1,827,850
	Residential	84,994,580	10,906,960	4,330,080	0	100,231,620
	Multi-Unit	979,200	399,680	481,200	0	1,860,080
	Seasonal Residential	0	0	0	0	0
	Commercial and Industrial	500,562,995	34,207,570	6,193,950	0	540,964,515
	Elevators	0	0	0	0	0
	Railway R/W and Pipeline	13,546,360	5,375,570	1,317,330	0	20,239,260
	Federal Grant-in-Lieu Total	601,299,550	51,504,635	12,322,560	0	665,126,745
2020-2022 CONFIRMED TAXABLE ASSESSMENTS		URBAN MUNICIPALITIES				
TAXABLE		CITIES	TOWNS/VILLAGES/RESORT VILLAGES		MUNICIPAL TOTALS	
	2020	83,744,483,740	16,123,528,850		99,868,012,590	
	% Change 2019 - 2020	0.93	2.05		1.11	
	2021	77,309,393,921	15,526,961,016		92,836,354,937	
	% Change 2020 - 2021	-7.68	-3.69		-7.04	
	2022	76,631,035,812	15,562,733,748		92,193,769,560	
	% Change 2021 - 2022	-0.87	0.23		-0.69	

2022 CONFIRMED ASSESSED VALUE TOTALS BY TAX STATUS

RURAL	NORTHERN	SASKATCHEWAN
RURAL MUNICIPALITIES	NORTHERN MUNICIPALITIES	SASKATCHEWAN TOTAL
3,930,120,649	89,865	3,937,777,239
35,636,829,676	158,510	35,796,701,973
9,135,176,850	498,263,360	69,269,328,548
194,157,360	47,182,880	10,460,559,632
2,427,946,405	14,724,000	3,765,413,605
12,807,678,773	137,704,675	33,361,006,118
1,234,993,764	0	1,493,498,622
5,031,350,856	15,555	5,205,877,001
70,398,254,333	698,138,845	163,290,162,738
95,486,855	4,083,210	110,140,180
298,306,423	1,338,095	416,178,463
4,268,483,973	37,190,160	5,251,017,023
8,974,880	2,761,200	443,966,848
100,866,075	277,840	162,164,955
1,390,543,066	166,997,205	21,165,606,872
60,930,432	0	72,271,669
385,428,590	0	444,833,965
6,609,020,294	212,647,710	28,066,179,975
86,295,420	0	86,305,680
5,576,780	0	8,052,665
2,127,360	268,640	185,981,700
167,120	540,640	687,177,480
0	0	0
132,480,405	28,647,125	1,521,127,332
0	0	0
71,917,310	0	73,597,335
298,564,395	29,456,405	2,562,242,192
102,672,675	0	102,676,095
23,466,355	0	25,294,205
14,709,440	4,278,240	119,219,300
11,968,560	367,440	14,196,080
0	0	0
147,564,505	5,192,055	693,721,075
0	0	0
49,983,145	0	70,222,405
350,364,680	9,837,735	1,025,329,160
RURAL	NORTHERN	SASKATCHEWAN
MUNICIPAL TOTALS	MUNICIPAL TOTALS	PROVINCIAL TOTAL
63,865,204,591	1,492,960,245	165,226,177,426
1.11	-1.81	1.08
70,283,408,972	1,395,778,180	164,515,542,089
10.04	-6.50	-0.43
70,398,254,333	698,138,845	163,290,162,738
0.16	-49.98	-0.74



¹Assessment rolls for 2022 have not been confirmed for the following municipalities, therefore their aggregate assessed values are not included in the 2022 assessment totals in the adjoining table:

- 2022 MUNICIPALITIES**
- City of Meadow Lake
 - City of Melfort
 - N. Village of Sandy Bay
 - Northern Sask. Admin District
 - R.M. of St. Philips No. 301
 - Town of Nipawin
 - Village of Atwater
 - Village of Bangor
 - Village of Brownlee
 - Village of Denholm
 - Village of Waldron

²2021-2022 assessed values are calculated based on the following percentages for Urban, Rural and Northern Municipalities:

Non-Arable Land	45%
Other Agricultural	55%
Residential/Seasonal	80%
Multi-Unit Residential	80%
Commercial and Industrial	85%
Elevators	85%
Railway R/W and Pipeline	85%

³2020 assessed values are calculated based on the following percentages for Urban, Rural and Northern Municipalities:

Non-Arable Land	45%
Other Agricultural	55%
Residential/Seasonal	80%
Multi-Unit Residential	80%
Commercial and Industrial	100%
Elevators	100%
Railway R/W and Pipeline	100%





NOTES



Lined area for writing notes, consisting of 28 horizontal blue lines.

SAMA CENTRAL OFFICE

200 - 2201 - 11th Avenue
Regina SK S4P 0J8
Tel: 306.924.8000 | Fax: 306.924.8070 | TF: 1.800.667.7262 (In Saskatchewan)
Web: www.sama.sk.ca

SAMA REGIONAL OFFICES

Melfort

107 Burrows Avenue West
P.O. Box 1089
Melfort SK S0E 1A0
Tel: 306.752.6142 • Fax: 306.752.6151 • TF: 800.216.4427 (in Saskatchewan)

Moose Jaw

228 Main Street North, 4th Floor
Moose Jaw SK S6H 3J8
Tel: 306.694.4425 • Fax: 306.694.4505 • TF: 866.398.7889 (in Saskatchewan)

North Battleford

303 1101-101st Street
North Battleford SK S9A 0Z5
Tel: 306.446.7665 • Fax: 306.446.7568 • TF: 800.824.2570 (in Saskatchewan)

Regina

330 – 2505 11th Avenue
Regina SK S4P 0K6
Tel: 306.924.8080 • Fax: 306.924.8088 • TF: 800.498.0578 (in Saskatchewan)

Saskatoon

300 333-25th Street East
Saskatoon SK S7K 0L4
Tel: 306.933.5385 • TF: 800.667.5203 (in Saskatchewan)

Swift Current

203 - 350 Cheadle Street West
Swift Current SK S9H 4G3
Tel: 306.778.8444 • Fax: 306.778.8445 • TF: 800.498.0574 (in Saskatchewan)

Weyburn

100 B 18th Street
Weyburn SK S4H 2W4
Tel: 306.848.2397 • Fax: 306.848.2399 • TF: 800.498.0575 (in Saskatchewan)

Yorkton

45B Palliser Way
Yorkton SK S3N 4C5
Tel: 306.786.1370 • Fax: 306.786.1372 • TF: 800.498.0576 (in Saskatchewan)

SAMA
CONTACT INFORMATION

2022

ANNUAL REPORT



sama

SASKATCHEWAN ASSESSMENT
MANAGEMENT AGENCY

200 - 2201 11TH AVE
REGINA SK S4P 0J8
P: 306.924.8000
TF: 800.667.7262
F: 306.924.8070
W: WWW.SAMA.SK.CA