



sama

SASKATCHEWAN ASSESSMENT  
MANAGEMENT AGENCY



ANNUAL

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REPORT



## 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.

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The Honourable Bernadette McIntyre  
Lieutenant Governor  
Government House  
4607 Dewdney Avenue  
Regina, Saskatchewan  
S4T 1B7

Your Honour:

I have the honour to submit the 2024 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, 2024 to December 31, 2024.

Respectfully submitted,

Eric Schmalz.  
Minister of Government Relations



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

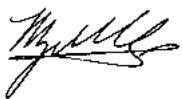
Mr. Bill Huber, President SARM  
Saskatchewan Association of Rural Municipalities  
2301 Windsor Park Rd  
Regina SK. S4V 3A4

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 2024 Annual Report of the Saskatchewan Assessment Management Agency. The information in this report documents the period January 1, 2024 to December 31, 2024.

Yours sincerely,



Myron Knafel  
Chair, Board of Directors







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MANAGEMENT AGENCY



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SASKATCHEWAN ASSESSMENT  
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# 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



**ROD QUINTIN**  
Representing  
Rural



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 the necessary research and policy development and establish a higher priority for the assessment function.

In 2024, 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.

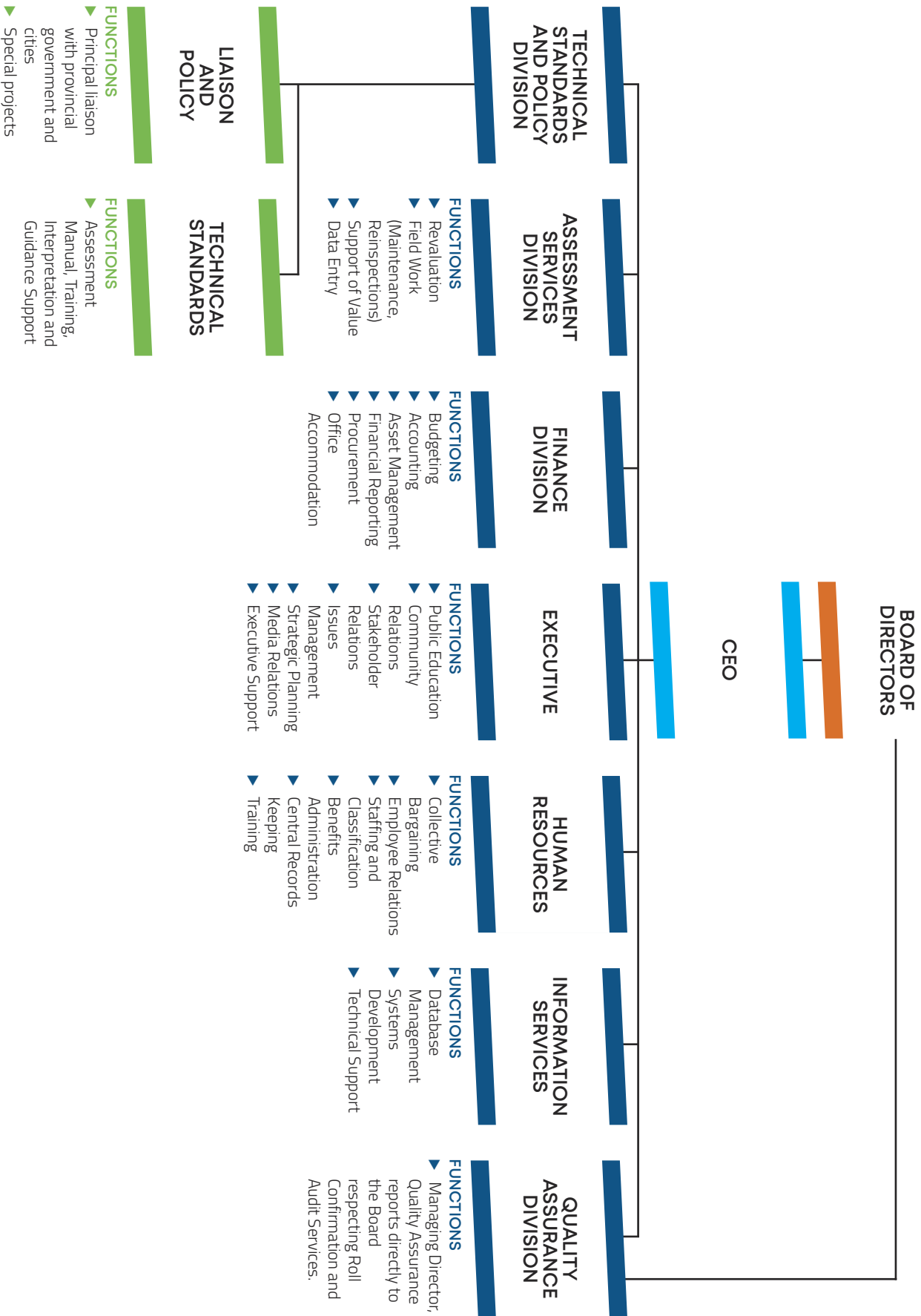
SAMA is responsible for assessment governance of the estimated \$272 Billion property assessment base, and a \$2.48 Billion property tax base. In 2024, the Agency provided assessment valuation services to 762 urban, northern, and rural municipalities. It is directly responsible for the assessed values of approximately 865,000 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



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 2024, 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 with a population 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.



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 have long term effects on the assessment system in the province, and 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*.

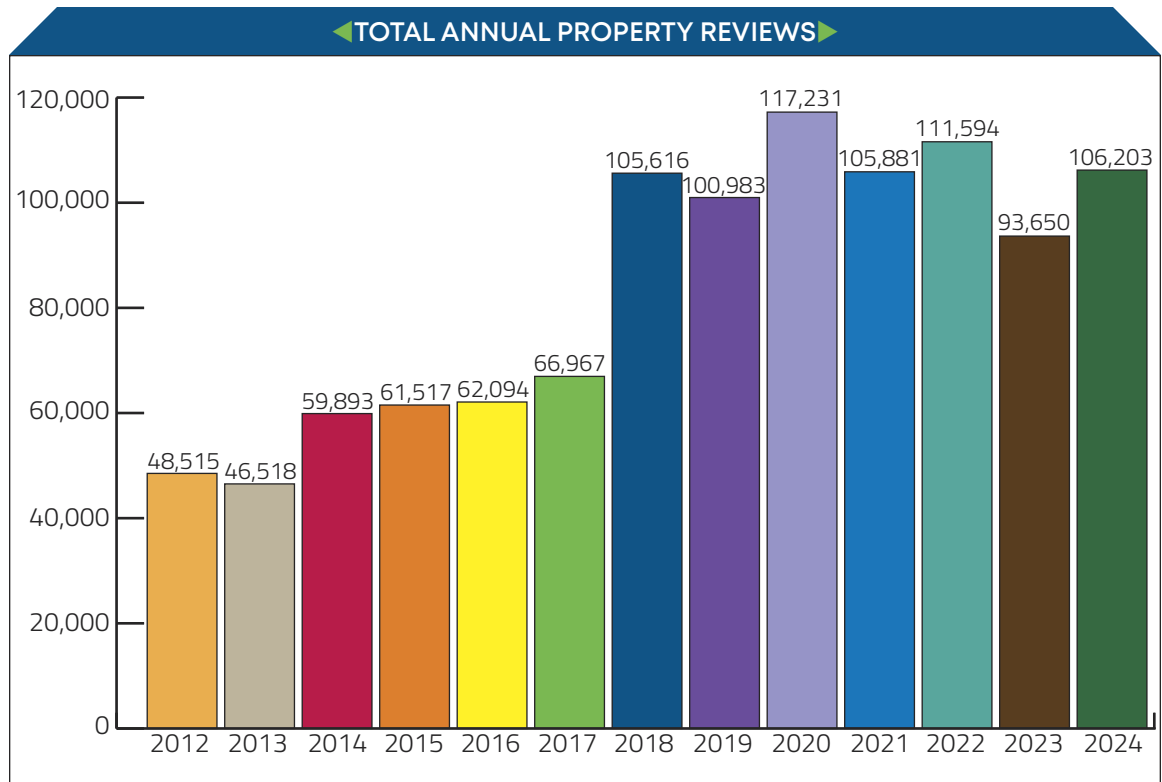
## 2024 – A YEAR IN REVIEW

SAMA reviewed 106,203 properties in 2024, which was below our goal of 110,000 property inspections. This was mainly due to appraisal resources being used to prepare and deliver the 2025 Revaluation.

To provide ongoing value to our clients, in 2018, SAMA implemented a 12-year reinspection cycle wherein the Agency would physically review every property in the province. We have completed 7 years of that 12-year cycle, and the property reinspection and review numbers (from 2018 to 2024) total 741,158, which puts us 1,158 reviews over our targeted amount of 740,000 for the same period. To put that in perspective, by the end of 2024, SAMA property reviews have generated over \$195 million in annual recurring revenues that will continue in perpetuity.

In 2025, SAMA plans to complete a minimum of 100,000 property inspections and reviews.

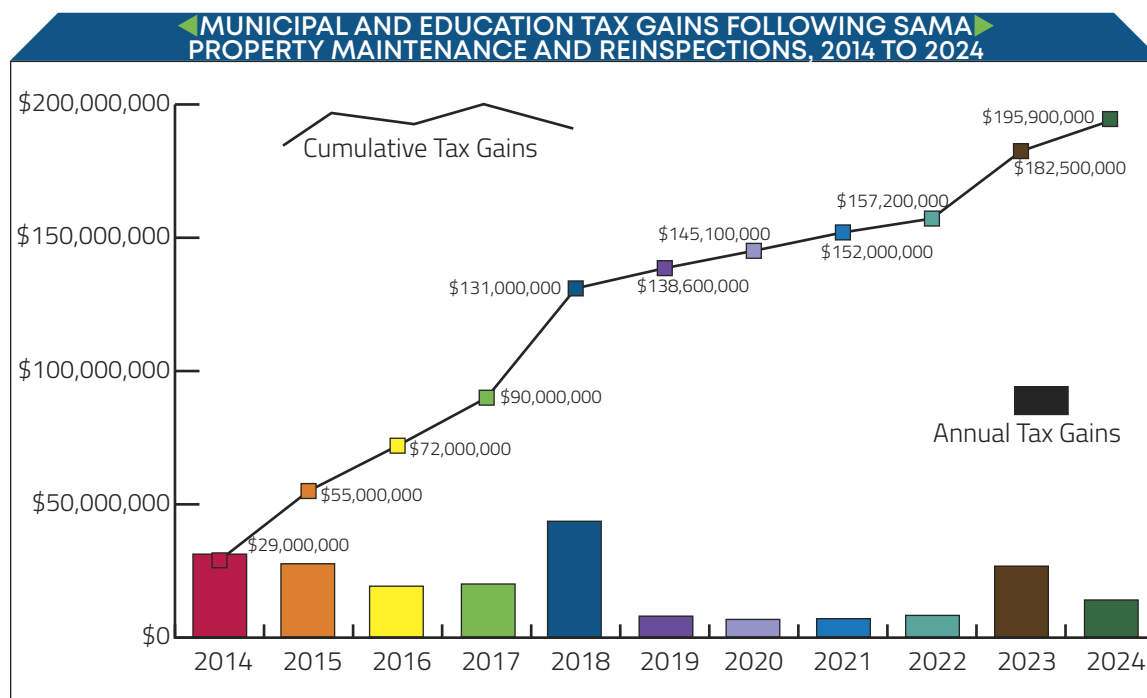
While SAMA does set yearly goals for property reviews, we focus on meeting our four-year targets, as this aligns more closely with our four-year business plans and connects with the province’s four-year revaluation cycles.



## 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 decreased by 2,772 properties to 865,091. This was caused by the removal of non-producing oil and gas wells from assessment totals.

Despite property counts decreasing in 2024, assessments conducted by SAMA and implemented on 2024 tax rolls still provided an additional estimated \$13.4 million in annually recurring tax revenues for the agency's municipal clients and the education sector. Of the \$13.4 million in new recurring revenue, municipalities received approximately \$9.2 million, and the education sector received approximately \$4.2 million (approximately \$901.6 million was added to municipal taxable assessments in 2024). It is important to note that this is annually recurring revenue (i.e. the \$13.4 million annual revenue translates to \$134 million over a ten-year span). The following chart uses actual results from 2014-2024. By the end of 2024, SAMA property reviews are estimated to have resulted in almost \$1 billion in additional revenue for municipalities and the education sector and to have generated over \$195 million in annual revenues that will continue in perpetuity.



## LOOKING TO THE FUTURE

SAMA is an organization that is constantly looking ahead to the future. Some of the areas we see as priorities for 2025 and beyond include:

- ▶ Keeping up to date with new technologies.
  - This could include Geographic Information Systems (GIS), automation of services, or new hardware. Keeping up with technology also includes having skilled and qualified staff to ensure the success of that technology.
- ▶ Talent Readiness.
  - Ensuring SAMA has the right people for the right jobs, and a good pool of people to promote and train for future success.
- ▶ Maintain a competitive total compensation package.
  - Offering a package of salary, benefits, training and work life balance that can continue to attract high-quality and dedicated professionals.



## LOOKING TO THE FUTURE (CONTINUED)

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.

## 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.

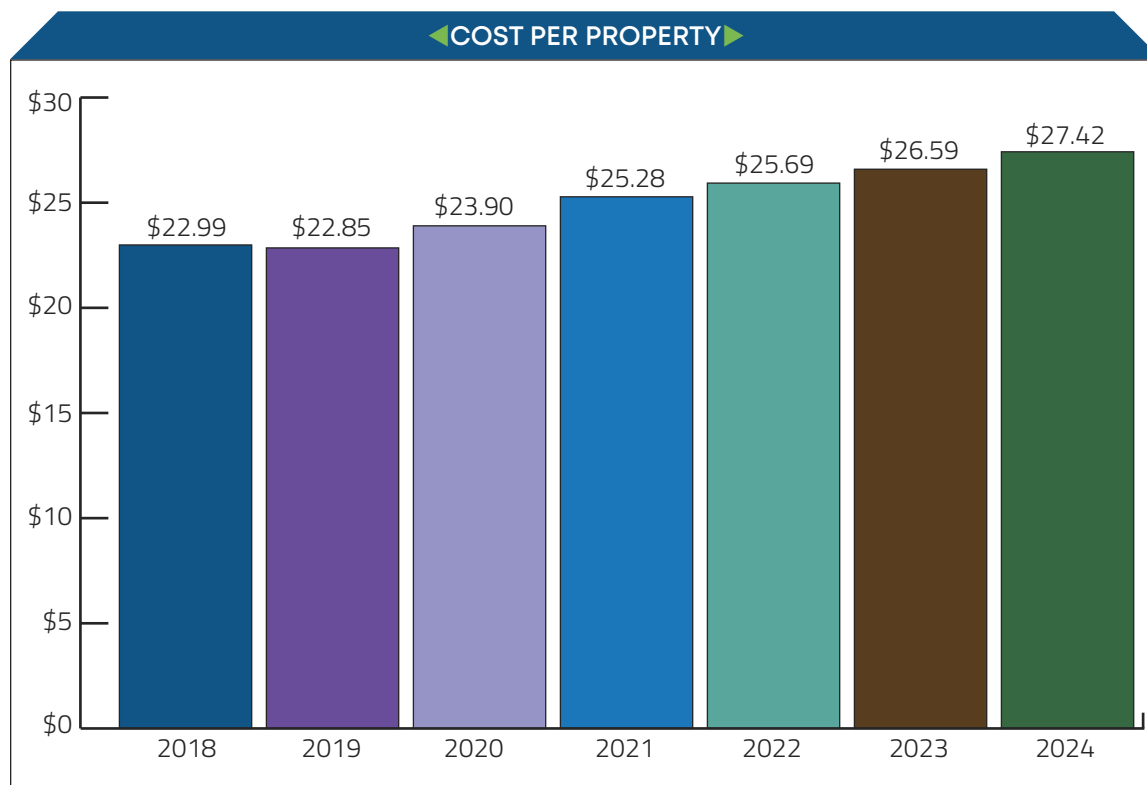


## OPERATING COSTS

In 2024, the agency's operating cost per property increased to \$27.42 (865,091 properties and a total operational spending of \$23.72 million).

The 2024 operating cost per property represents an increase of approximately 3.1% over the previous year which is significantly lower than any measure of 2024 inflation.

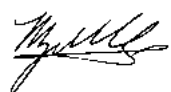
Delivery of annual maintenance, revaluation and support of value services remain the agency's main priorities while also mitigating increases to operating costs.



## 2025 REVALUATION

SAMA conducts revaluations based on a four-year cycle. 2021 was the year of the last revaluation, and the 2025 Revaluation will see assessed values updated to reflect a new valuation base date of January 1, 2023. The legislated base date means that 2025 values reflect a property's value as 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 Knafel  
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, 2024

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
Maryse Carmichael	City of Moose Jaw
Vacant	City of Moose Jaw
Vanessa Vaughan	City of Prince Albert
Stephen Ring	City of Prince Albert
Colinda Johnson	City of Regina
Jason Mancinelli	City of Regina
Bryce Trew	City of Saskatoon
Bev Dubois	City of Saskatoon
Julianne Rempel	City of Swift Current
Al Bridal	City of Swift Current
Jean-Marc Nadeau	Saskatchewan Urban Municipalities Association (SUMA)
Vacant	Saskatchewan School Boards Association (SSBA), Trustee
Nancy Wollner	Saskatchewan Assessment Appraisers' Association (SAAA)

### OBSERVERS:

Rod Nasewich	Ministry of Government Relations
Vacant	Saskatchewan School Boards Association (SSBA), Trustee
Mason Stott	Saskatchewan Urban Municipalities Association (SUMA), Administration
Bill Fraser	City of Moose Jaw
Dale Braitenbach	City of Prince Albert
Tanya Mills	City of Regina
Vacant	City of Saskatoon
Vacant	City of Swift Current
Betty Rogers	SAMA CEO

### ADMINISTRATIVE SUPPORT:

Dallas Pitt, Committee Secretary	SAMA
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## COMMERCIAL ADVISORY COMMITTEE - AS AT DECEMBER 31, 2024

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
Rod Quintin	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
Linely Schaefer	Saskatchewan Chamber of Commerce
Tony Playter	Regina & District Chamber of Commerce
Brianna Soberg	Canadian Federation of Independent Business
Dawn Schlosser	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
David Roberts	Western Grain Elevator Association Tax Committee
Kirk Wasyluk	Pipeline Property Tax Group
Mark Pinney	Canadian Association of Petroleum Producers
Darwin Collins	Saskatchewan Mining Association
Corinne Li	Railway Association of Canada
Nancy Wollner	Saskatchewan Assessment Appraisers' Association (SAAA)
Grace Muzyka	Saskatchewan Association of the Appraisal Institute of Canada
Ken Patsula	Public Works and Government Services Canada
<b>OBSERVERS:</b>	
Abayomi Akintola	Ministry of Government Relations
Alexandra Campbell	Ministry of Trade and Export Development
Chad Boyko	Saskatchewan Municipal Board
Carey Baker	Tourism Saskatchewan
Siân Pascoe	Canadian Association of Petroleum Producers
Colinda Johnson	City of Regina
Bryce Trew	City of Saskatoon
Vanessa Vaughan	City of Prince Albert
Bill Fraser	City of Moose Jaw
Julianne Rempel	City of Swift Current
Blair Cummings	Saskatchewan Association of Rural Municipalities (SARM)
Betty Rogers	SAMA CEO
<b>ADMINISTRATIVE SUPPORT:</b>	
Darwin Kanius, Committee Secretary	SAMA

## RURAL ADVISORY COMMITTEE - AS AT DECEMBER 31, 2024

The Rural Advisory Committee is responsible for rural municipalities.

### RURAL ADVISORY COMMITTEE MEMBERS

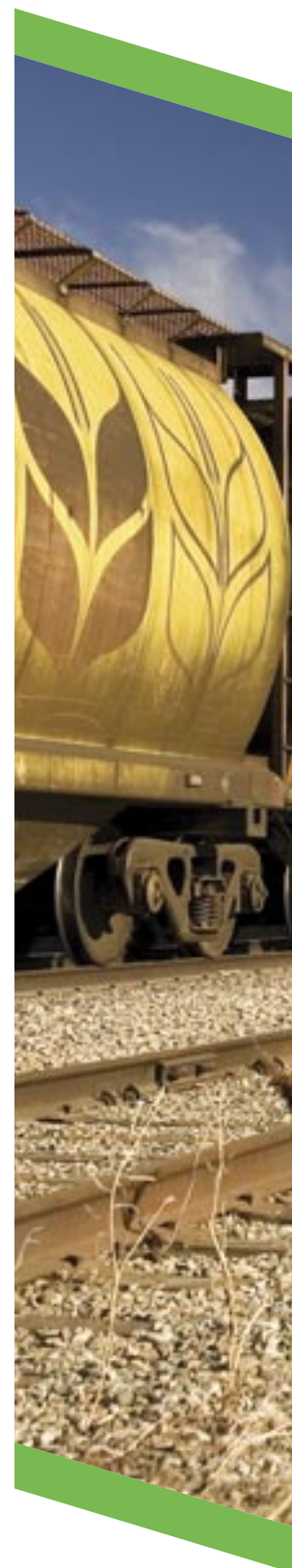
MEMBER	ORGANIZATION
John Wagner, Committee Chair	SAMA Board Member, Rural Sector
Rod Quintin	SAMA Board Member, Rural Sector
Myron Knafelc	SAMA Board Chair (ex officio)
Jim Angus	SAMA Board Member
Vacant	SARM Division 1
Bob Schmidt	SARM Division 2
Shawn Kramer	SARM Division 3
Norm Hall	SARM Division 4
Maurice Werezak	SARM Division 5
Kim Herbst	SARM Division 6
Blair Cummins	Saskatchewan Association of Rural Municipalities (SARM), Board Member
Garry Dixon	Provincial Association of Resort Communities of Saskatchewan (PARCS)
Kate Kading	Saskatchewan School Boards Association (SSBA), Trustee
Jeff Sedor	Saskatchewan Assessment Appraisers' Association (SAAA)

### OBSERVERS:

Dami Ogundiwin	Ministry of Government Relations
Myron Kopec	Saskatchewan Association of Rural Municipalities (SARM)
Kathy Bank	Saskatchewan School Boards Association (SSBA)
Becky Carr	Rural Municipal Administrators Association of Saskatchewan (RMAA)
Betty Rogers	SAMA CEO

### ADMINISTRATIVE SUPPORT:

Kim Hardy, Committee Secretary	SAMA
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## URBAN ADVISORY COMMITTEE - AS AT DECEMBER 31, 2024

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

### URBAN ADVISORY COMMITTEE MEMBERS

<b>MEMBER</b>	<b>ORGANIZATION</b>
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) (Cities)
Walter Streelasky	Saskatchewan Urban Municipalities Association (SUMA) (Cities)
Vacant	Saskatchewan Urban Municipalities Association (SUMA) (Towns)
Bruce Fidler	Saskatchewan Urban Municipalities Association (SUMA) (Towns)
Mike Strachan	Saskatchewan Urban Municipalities Association (SUMA) (Villages)
Jamie Brandrick	Saskatchewan Urban Municipalities Association (SUMA) (Villages)
April Phillips	Saskatchewan Urban Municipalities Association (SUMA), Administration, Board Member
Doug Allan	Provincial Association of Resort Communities of Saskatchewan (PARCS)
Lisa Grudnizki	Saskatchewan School Boards Association (SSBA), Trustee
Danielle Longtin	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 (SSBA)
Marty Baroni	Urban Municipal Administrators Association of Saskatchewan (UMAAS)
Betty Rogers	SAMA CEO

### **ADMINISTRATIVE SUPPORT:**

Kevin Groat, Committee Secretary	SAMA
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# SAMA EXECUTIVE TEAM



Note: On February 15, 2025, Todd Treslan retired as Managing Director, Assessment Services. Kevin Groat, SAMA's Assistant Managing Director, Assessment Services was appointed to the role of Managing Director effective January 6, 2025.



Pursuing excellence in assessment policy and services for Saskatchewan



**BETTY ROGERS**  
Chief Executive Officer



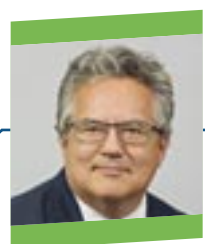
**TODD TRESLAN**  
Managing Director, Assessment Services



**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 Coordinator



I am happy to provide this annual update on the progress the agency has made in 2024 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 2024, SAMA continued to organize our goals and objectives into five perspectives to help guide the Agency to excellence.

## 1. QUALITY AS A CULTURAL VALUE

In the attainment of SAMA's business objectives, we continue to embed quality deeper into our daily activities. In 2022, SAMA partnered with Excellence Canada to establish an organizational excellence standard framework, and in 2024 SAMA attained gold level certification in Organizational Excellence.

In 2025, we will focus on specific continuous improvement activity. SAMA has implemented a temporary Continuous Improvement Manager position to oversee this area for the Agency, and we will begin by reviewing our revaluation procedures.

## 2. CUSTOMER/STAKEHOLDER MEASURES

SAMA's property inspection goals form a major part of our work for municipalities. SAMA has reached a level of reinspection that will allow the agency to be close to meeting its goal set in 2013 of reaching a 12-year reinspection cycle. Depending on the sector it ranges from 12-15 years. We do this while also focusing on delivering maintenance to our clients on time.

Legislation directs SAMA to supervise the provincial revaluation program. This activity is the responsibility of SAMA's Technical Standards and Policy (TS&P) Division. As part of the oversight program, the Agency provides quarterly revaluation reports to the SAMA Board and Ministry of Government Relations documenting the progress and identifying risks on a regular basis.

SAMA has also updated all our communications materials to coincide with the 2025 revaluation, and we've launched a "New Councillor" section on the SAMA website with information for newly elected officials on SAMA and the assessment system in the province.

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

## 3. FINANCIAL MEASURES

For the last few years, SAMA has sought to reduce expenditures on legal resources by reviewing and actively managing the process while ensuring appropriate levels of support are provided for the appeals process. In 2023, our legal costs stabilized at a level that is suitable for the support of value work we need to accomplish as an Agency, and in 2024 we saw a further reduction in these levels.

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 budget requests.

## 4. BUSINESS CAPABILITIES

SAMA utilizes business capability-driven planning as a way of ensuring we have the right resources doing the right work, thereby maximizing our efficiency and productivity. We plan to further integrate business capability-driven planning into our processes moving forward as we look to ensure we can continue to deliver on the expectations of our clients and stakeholders.

SAMA partnered with Arctic Wolf in 2024 to implement a robust cyber security platform to further ensure the agency is protected against cyber threats.

## 5. PEOPLE AND LEARNING RELATED MEASURES

SAMA continues to have success with our remote work program. Approximately 46% of staff work remotely either part-time or full-time.

SAMA's current collective bargaining agreement expired on December 31, 2023, and the Agency has been involved in the bargaining process to establish a new collective agreement.

SAMA will continue to focus on our Talent Readiness Program to strengthen the skills of new managers, prepare our emerging leaders for future leadership positions, and ideally will allow the creation of opportunities for job-shadowing, mentorship, and coaching.

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

Along with our 2024 successes, there will be challenges and opportunities ahead for SAMA in 2025, including:

- ▶ Staffing and workforce planning
- ▶ 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.

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 technology infrastructure annual fee to cover ongoing technology maintenance and updates. Since 2021, SAMA has felt increased inflationary pressure.

SAMA's 2024 operating budget was \$23.45 million, a 4.39% increase over the 2023 budget.

In 2014, SAMA implemented an update to our funding formula that saw changes to how the assessment system is supported. For 2024, 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 2024. 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 represents approximately 1/4 of the cost of an average maintenance review for the Agency.

Actual service revenue in 2024 amounted to \$467,200, a decrease of \$130,325 relative to the service revenue received in 2023 (\$597,525).

## 2025 REVALUATION

The Saskatchewan Assessment Management Agency (SAMA) is responsible for the governance of Saskatchewan's property assessment system. Every four years there is a revaluation of all properties in the province. A revaluation does not include a physical inspection of property in your community. It is strictly an update to the assessed value as of the market base date, which can also be thought of as the valuation date.

For the 2025 Revaluation, assessed values will be updated to reflect a new valuation base date of January 1, 2023. The legislated base date means that 2025 values reflect a property's value as of January 1, 2023.

SAMA's goal for the 2025 Revaluation is to provide fair and accurate updated property assessments for our clients and stakeholders to support their ability to provide important services to the public.

## 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 require 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 clients and 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 2024 support of value work can be found in the Assessment Services update in the next section.

## ASSESSMENT SERVICES

In 2024, The Assessment Services Division provided valuation services to 762 urban, northern, and rural municipalities. It is responsible for the assessed values of approximately 865,000 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.

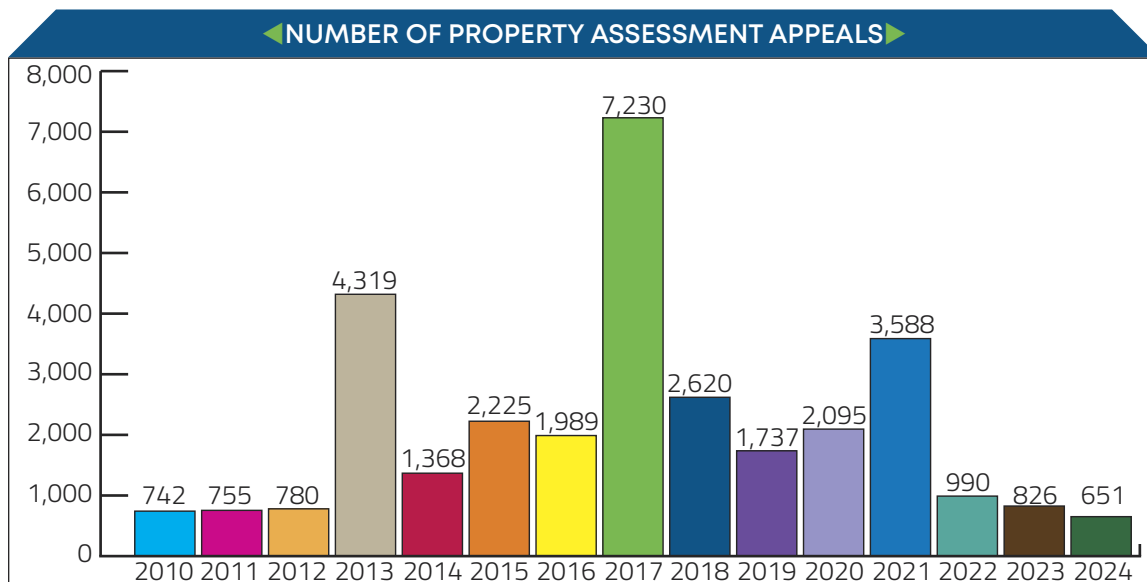
## 2024 YEAR IN REVIEW

- ▶ One of SAMA's major strategic objectives is to deliver on the promise of increasing property inspections. From 2018 to 2024 our goal was to complete 740,000 property reviews. The Agency surpassed that mark, with 741,000+ reviews, in what we see as a big success for our clients and stakeholders. Our goal for 2024 was to review/inspect 110,000 properties.
- ▶ Over 37,500 maintenance changes were completed in 2024.
- ▶ 651 properties filed for appeal in 2024, the lowest appeal total in the last four revaluation cycles.
- ▶ Over 68,000 properties reviewed through reinspections, including:
  - Over 25,000 agricultural
  - Over 24,000 residential
  - Over 18,000 commercial and industrial
- ▶ 68 service charters with municipalities were completed in 2024.

## 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 651 appeals in 2024. The number resolved by agreement to adjust or that were withdrawn was 480 or 74%. This is close to the average of 73% for the 2021 revaluation cycle and 72% for the 2017 cycle. 2013 and prior cycles had agreements in the low to mid 80%. In 2024, 112 appeals were heard by boards of revision and 47 were forwarded to the Saskatchewan Municipal Board.



## SUPPORT OF VALUE (CONTINUED)

2024's support of value work involved 651 days of labour, a decrease from 2023 (1,217 days of labour). However, there were a higher number of appeals that have gone direct to the SMB so their time will be recorded when they are heard. This allocation represents approximately 3% of SAMA's assessor resources (8% in 2023, 10% in 2022, 22% in 2021, 10% in 2020, 13% in 2019, 17% in 2018, 38% in 2017, a revaluation year). SAMA had set an appeal completion goal of 1.1 completed appeals per day and in 2024 the completes per day average was 1.0 (0.75 in 2022, 0.62 in 2022, 1.02 in 2021, 1.36 in 2020, 1.18 in 2019).

It should be noted that in the last few years appeals have 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).

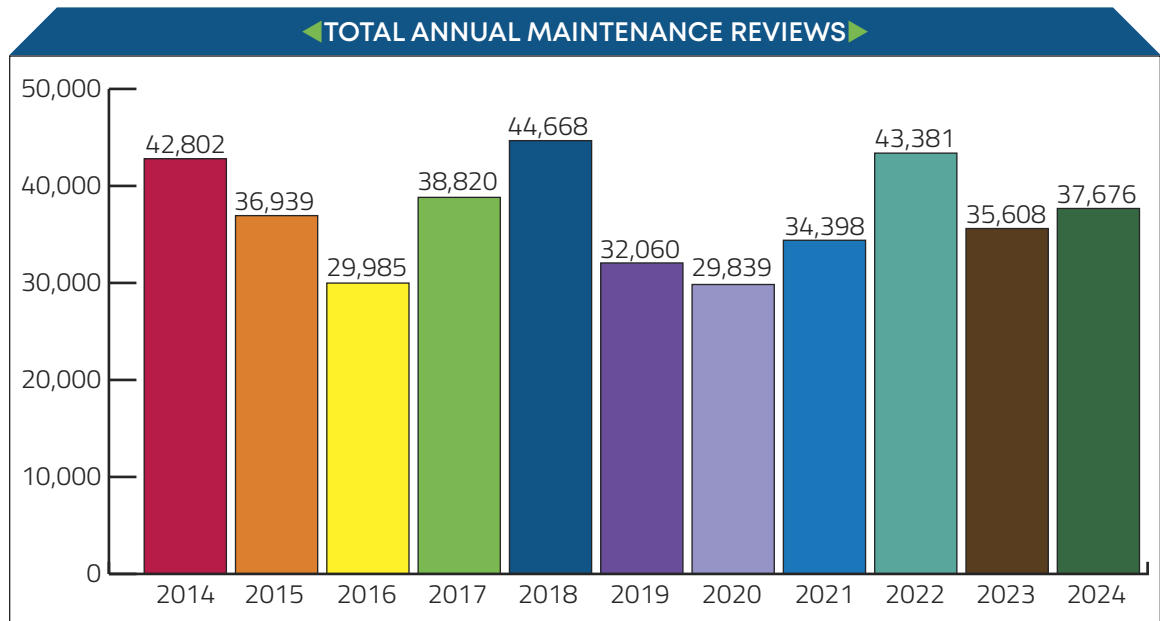
SAMA has an appeal support committee to ensure that appeals are handled effectively and on a timely basis. The committee tracks appeal levels and shares information amongst appraisers to help them be more successful in supporting values during the appeal process.

## 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.



## MAINTENANCE (CONTINUED)

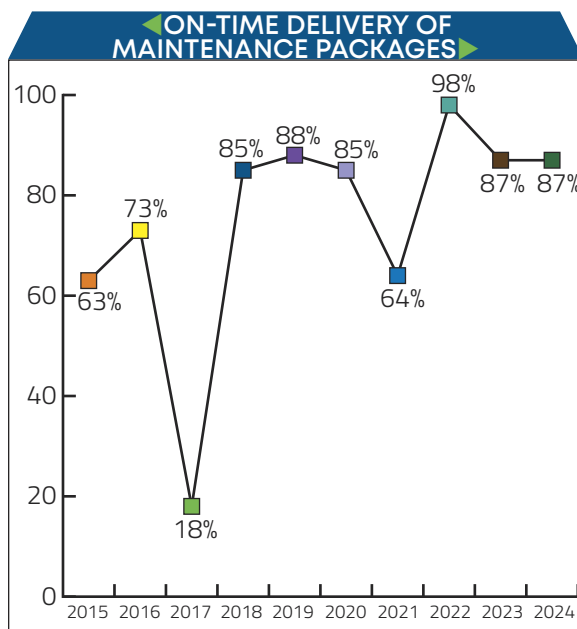
In 2024, the agency reviewed 37,676 properties compared to 35,608 in 2023.

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.

In 2024, SAMA received 19,444 residential, commercial, industrial and agricultural maintenance requests. This was an increase from the 18,730 reviews received in 2023.

The volume of standardized oil and gas annual maintenance (almost 83,500 properties in 2024) tends to overshadow the volume of other industrial property assessments. This process takes information from the Ministry of Energy and Resources and then applies the appropriate rates to calculate a well assessment. In 2024, the agency also processed 4,553 properties via renditions received from resource companies (8,828 in 2023, 11,596 in 2022, and 6,478 in 2021) and conducted a flow line review and tank audit of 16,084 properties (10,169 in 2023, 10,413 in 2022, and 8,396 in 2021).

The agency's goal for 2023 was to deliver 85% of maintenance packages to municipalities by their specified date. SAMA delivered on-time to 87% of municipalities who requested their 2024 maintenance packages by a specific date and by May 1 for municipalities who do not have a preferred delivery date (on-time delivery was 87% in 2023, 98% in 2022, 64% in 2021, 85% in 2020, 88% in 2019, 85% in 2018, 18% in 2017, 73% in 2016 and 63% in 2015). 96% 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.



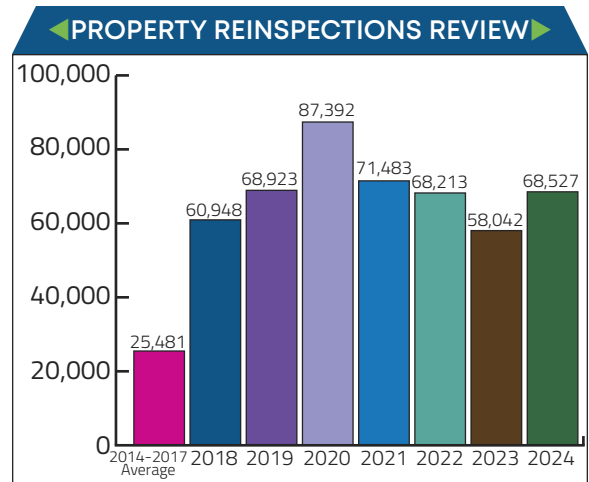
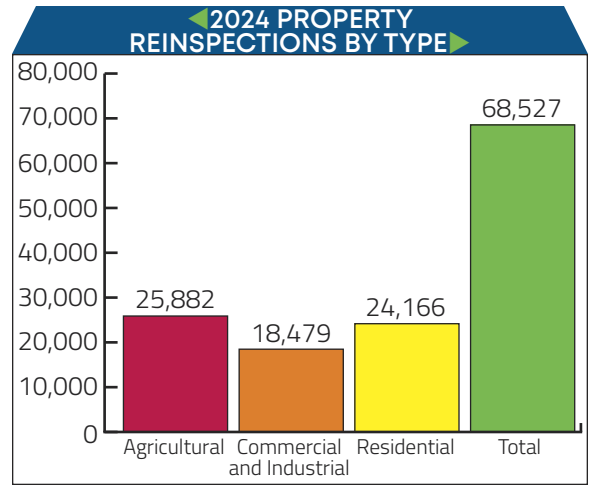
## REINSPECTION PROGRAM

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 68,527 properties in 2024.

This was made up of 25,882 agricultural properties (16.25 rural municipalities), 24,166 residential properties and 18,479 commercial and industrial properties. Reinspections were focused on areas and municipalities with the oldest previous reinspection on record.

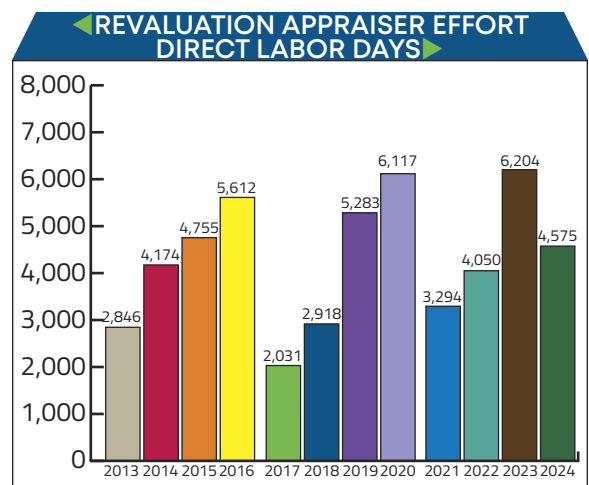
SAMA has reached a level of reinspection that will allow the agency to be close to meeting its goal set in 2013 of reaching a 12-year reinspection cycle. Depending on the sector it ranges from 12-15 years. From 2018 to 2024 our goal was to complete 740,000 property reviews. The Agency surpassed that mark, with 741,000+ reviews, in what we see as a big success for our clients and stakeholders. Our goal for 2024 was to review/inspect 110,000 properties.



## REVALUATION PROGRAM

SAMA must conduct a province-wide revaluation every four years. To effectively deliver a provincial revaluation for all properties, a significant amount 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 days spent on the quadrennial revaluation. Revaluation work in 2024 represented 4,575 labor days or 16.3% of the resources of SAMA's appraisal staff (6,204 or 37% in 2024, 4,050 or 24% in 2022, 3,294 or 18% in 2021, 6,117 or 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 2024 was 3,409 (4,249 in 2023, 3,075 in 2022, 4,943 in 2021, 4,421 in 2020 and 4,786 in 2019).





## 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 into or out of 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 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.

*The Saskatchewan Assessment Manual – 2023 Base Year (2023 Manual) Order* was approved by SAMA's Board of Directors and by the Minister of Government Relations. The Manual is used for valuing regulated property types in Saskatchewan (including agricultural and industrial properties). The Manual is in place and has the force of law for the 2025 revaluation.

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 a review of the arable land and oil and gas models, and determination of a new solar farm model.

*SAMA's 2023 Cost Guide (Guide)*, which was updated to coincide with the January 1, 2023 base date for the 2025 Revaluation, was 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](http://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 (2023 Base Year)*, *SAMA's 2023 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 2023 publications, used with the current 2025 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 most 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 2024, SAMA's Information Services Branch (IS) continued to focus on ensuring the Agency is served by current and efficient technology. This included further establishing a business capability model for the Agency and increasing our activities surrounding cyber security.

## 2024 TECHNOLOGY HIGHLIGHTS

- ▶ The first phase of the Maintenance Report Automation project was completed.
- ▶ Significant progress was made on the QAD MySAMA project, with planned changes set to go live in the first quarter of 2025.
- ▶ A backup service was implemented to enhance the resiliency and recoverability of Microsoft cloud-based services used by SAMA.
- ▶ Work began on implementing a disaster recovery service for SAMA's Kyndryl-provided data center in Saskatoon.
- ▶ SAMA selected a managed Security Operations Center (SOC) provided by SaskTel and Arctic Wolf, with implementation scheduled for the first quarter of 2025.
- ▶ An assessment of SAMA's CAMA system was completed, focusing on identifying performance issues.

## LOOKING AHEAD TO 2025

In 2025, SAMA's IS branch will be working on the following:

- ▶ Phase 2 of the Maintenance Report Automation project will be completed, addressing bugs from the initial rollout and introducing new functionality.
- ▶ The QAD MySAMA project will be completed in early 2025.
- ▶ The Disaster Recovery project will be finalized in the first quarter of 2025, including a full recovery test.
- ▶ The implementation of the Arctic Wolf SOC will be completed.
- ▶ Efforts to improve the performance of SAMA's CAMA system will continue throughout the year.
- ▶ Depending on resource availability, an upgrade of the Govern system will be performed to address several issues identified in the CAMA system review.



## HUMAN RESOURCES

For the year 2024, the Agency's budgeted number of employees was 163 permanent positions, which includes 118 positions in the Assessment Services division.

Items of note for 2024:

- ▶ Employee engagement survey was conducted in March 2024, which showed strong staff engagement levels.
- ▶ Continued investment in our Human Resources Information System to expand capabilities and better streamline services provided to management and employees.
- ▶ Began the negotiation of a collective agreement with the local SGEU bargaining unit.
- ▶ SAMA held an Agency-wide staff meeting and appreciation banquet in September.

## 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,
- ▶ Sustaining the Agency's employee engagement strategies to maintain 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 2024. 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 largely 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.

## LOOKING AHEAD TO 2025

In 2025, SAMA's HR Division will be working on several initiatives, including:

- ▶ Recruitment of summer students to support the agency's 2025 property inspection program.
- ▶ Continue our focus on employee health and wellness programs.
- ▶ Negotiation of a new collective agreement with the SGEU. The current agreement expired at the end of 2023.
- ▶ Continue work on our talent readiness program.



## COMMUNICATIONS

In 2024, SAMA's Communications Branch was centered on preparing for the 2025 Revaluation and improving how we connect with our clients and stakeholders.

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](http://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 is a vital part of how we communicate with our stakeholders, our client municipalities, and the public.





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MANAGEMENT AGENCY



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# SUMMARY OF 2024 FINANCIAL RESULTS

## REVENUES

Total provincial funding of \$12,288,000 was a \$900,000 (7.9%) increase over the 2023 funding of \$11,388,000 (funding was the same from 2019-2023). The budget request was \$12,327,000 (an 8.3% increase).

Total municipal funding increased by \$248,012 (2.6%) in 2024 to \$9,987,685 from \$9,739,673 in 2023. The budgeted increase was for \$230,327 (2.6%).

All other operating revenues increased \$38,301 (2.5%) to \$1,584,619 from \$1,546,318 in 2023, with the increase mainly being from increased sales of SAMA data.

The total operating revenue increased by \$1,186,313 (5.2%) to \$23,860,304 from \$22,673,991 in 2023.

## EXPENSES

Total operating expenses increased from the previous year by \$649,550 (2.8%) to \$23,724,534 from \$23,074,984 in 2023.

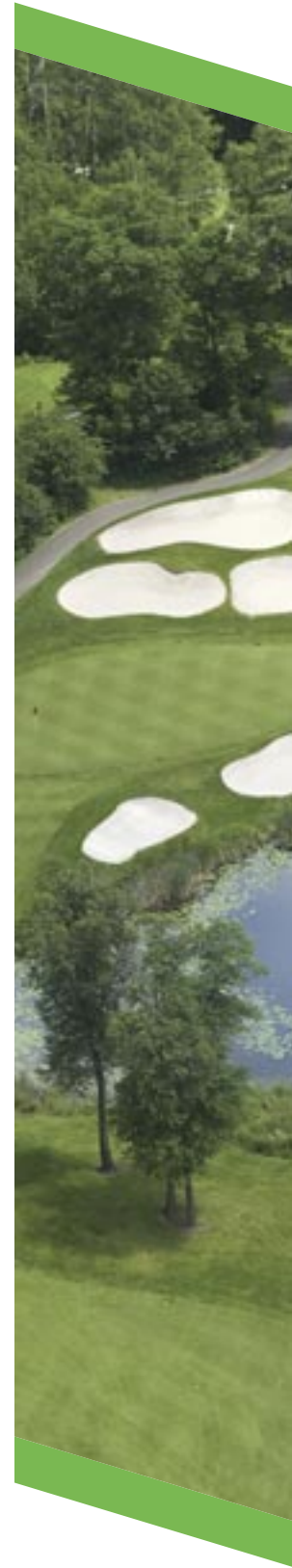
- ▶ Salaries and benefits increased \$869,181 (5.1%) to \$17,776,661 from \$16,907,480 in 2023 due to fewer temporary vacancies, an expanded summer student program and overall increased wages to staff.
- ▶ Travel expenses increased \$76,134 (11.5%) to \$736,211 in 2024 from \$660,077 due to inflationary increases in all types of travel costs.
- ▶ Legal expenses decreased \$219,221 (34.3%) to \$419,884 in 2024 from \$639,105 in 2023 due to fewer commercial appeals requiring extensive hours of work from legal counsel.

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

The Agency recorded a decrease to unrestricted funds of \$43,610 in 2024, with the year-end balancing decreasing to \$208,184 after ending 2023 with \$251,794.

Reserve expenditures for the year were \$nil. The year-end reserves balance is \$2,692,494, remaining unchanged from 2023.

The capital fund decreased \$446,782 (24.5%) to \$1,451,384 in 2024 from \$1,898,166 at the end of 2023. The reduction in the capital fund balance is due mainly 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, 2024, and the statements of revenues 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, 2024, 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 28, 2025

*MNP LLP*

Chartered Professional Accountants



## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### STATEMENT OF FINANCIAL POSITION

As at December 31, 2024

	<u>2024</u>	<u>2023</u>
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 4,254,021	\$ 3,657,569
Accounts receivable (Note 3)	69,938	70,960
Prepaid expenses and deposits	311,177	367,937
	<b>4,635,136</b>	<b>4,096,466</b>
<b>Capital assets (Note 4)</b>	<b>2,833,790</b>	<b>3,741,372</b>
	<b>\$ 7,468,926</b>	<b>\$ 7,837,838</b>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals	\$ 1,610,701	\$ 1,055,719
Government remittances payable	-	1,029
Deferred contributions related to TI program (Note 6)	460,800	460,800
Deferred and unearned revenue	123,757	95,430
	<b>2,195,258</b>	<b>1,612,978</b>
<b>Deferred contributions related to TI program (Note 6)</b>	<b>921,606</b>	<b>1,382,406</b>
	<b>3,116,864</b>	<b>2,995,384</b>
<b>Net Assets</b>		
Capital fund	1,451,384	1,898,166
Operating fund:		
Reserves (Note 7)	2,692,494	2,692,494
Unrestricted	208,184	251,794
	<b>2,900,678</b>	<b>2,944,288</b>
	<b>4,352,062</b>	<b>4,842,454</b>
	<b>\$ 7,468,926</b>	<b>\$ 7,837,838</b>

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

e-Signed by Jim Angus  
2025-02-28 11:36:11:11 CST  
Director

e-Signed by John Wagner  
2025-02-28 19:09:10:10 CST  
Director

*The accompanying notes are an integral part of these financial statements*

# FINANCIAL STATEMENTS

## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### STATEMENT OF REVENUE AND EXPENSES - OPERATING FUND

For the year ended December 31, 2024

	<u>2024</u> Budget (unaudited)	<u>2024</u>	<u>2023</u>
<b>Revenue</b>			
Province of Saskatchewan operating grant	\$ 12,327,000	\$ 12,288,000	\$ 11,388,000
Municipal invoices	9,970,000	9,987,685	9,739,673
Appraisal and assessment services	725,000	835,076	832,251
Fees	327,000	411,277	360,479
Interest income	40,000	291,795	282,646
Miscellaneous	58,000	46,471	70,942
	<b>23,447,000</b>	<b>23,860,304</b>	<b>22,673,991</b>
<b>Expenses</b>			
Salaries and benefits	17,125,000	17,776,661	16,907,480
Computer services, software and supplies	1,745,000	1,855,488	2,020,339
Rent	1,324,000	1,394,056	1,418,584
Travel and accommodation	909,000	736,211	660,077
Office	429,000	604,325	448,590
Legal expenses	550,000	419,884	639,105
Training and education	345,000	264,926	212,833
Professional fees	92,000	186,847	269,765
Land titles information	205,000	163,509	166,729
Board of directors	150,000	131,449	129,565
Printing and data licensing	150,000	63,189	77,163
Geospatial imagery	60,000	60,000	60,000
Communications	135,000	44,569	33,429
Insurance	28,000	23,420	31,325
	<b>23,247,000</b>	<b>23,724,534</b>	<b>23,074,984</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>\$ 200,000</b>	<b>\$ 135,770</b>	<b>\$ (400,993)</b>

The accompanying notes are an integral part of these financial statements



## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### STATEMENT OF REVENUE AND EXPENSES - CAPITAL FUND

For the year ended December 31, 2024

	<u>2024</u>	<u>2023</u>
<b>Revenue</b>		
Province of Saskatchewan and municipal restricted grant (Note 6)	\$ 460,800	\$ 460,800
<b>Expenses</b>		
Amortization of capital assets	1,086,962	898,506
Deficiency of revenue over expenses	\$ (626,162)	\$ (437,706)

*The accompanying notes are an integral part of these financial statements*

## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### STATEMENT OF CHANGES IN NET ASSETS

For the year ended December 31, 2024

	Operating Fund (Unrestricted)	Capital Fund	Reserves (Note 7)	<u>2024</u>	<u>2023</u>
Balance, beginning of year	\$ 251,794	\$1,898,166	\$2,692,494	\$4,842,454	\$5,681,153
Deficiency of revenue over expenses	135,770	(626,162)	-	(490,392)	(838,699)
Inter-fund transfer for the purchase of capital assets (2023 Budget - \$275,000)	(179,380)	179,380	-	-	-
Balance, end of year	\$ 208,184	\$1,451,384	\$2,692,494	\$4,352,062	\$4,842,454

*The accompanying notes are an integral part of these financial statements*

## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### STATEMENT OF CASH FLOWS

For the year ended December 31, 2024

	<u>2024</u>	<u>2023</u>
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Deficiency of revenue over expenses	\$ (490,392)	\$ (838,699)
Amortization	1,086,962	898,506
	<b>596,570</b>	<b>59,807</b>
Changes in working capital accounts		
Accounts receivable	1,022	2,836,025
Prepaid expenses and deposit	56,759	(107,333)
Accounts payable and accruals	553,953	116,262
Deferred revenue	28,327	(79,314)
Deferred contribution - TI Program	(460,799)	(460,799)
	<b>775,832</b>	<b>2,364,648</b>
<b>Investing</b>		
Purchase of capital assets	(179,380)	(85,804)
<b>Increase in cash resources</b>	<b>596,452</b>	<b>2,278,844</b>
<b>Cash, beginning of year</b>	<b>3,657,569</b>	<b>1,378,725</b>
<b>Cash, end of year</b>	<b>\$ 4,254,021</b>	<b>\$ 3,657,569</b>

*The accompanying notes are an integral part of these financial statements*



## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

#### 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, 2024

## 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.



## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

## 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.

## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

#### 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, 2024, the most significant financial liabilities are accounts payable.

#### 3. ACCOUNTS RECEIVABLE

	<u>2024</u>	<u>2023</u>
Accounts receivable and accrued interest	\$ 27,377	\$ 31,621
Municipal invoice receivable	24,105	15,942
Government remittance receivable	18,456	23,397
	<b>\$ 69,938</b>	<b>\$ 70,960</b>

#### 4. CAPITAL ASSETS

	<u>2024</u>	<u>2023</u>		
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment	\$ 8,626,753	\$ 8,542,788	\$ 83,965	\$ 194,713
Furniture and fixtures	1,234,434	1,122,078	112,356	132,306
Leasehold improvements	447,283	440,874	6,409	5,237
TI Program	7,703,735	5,072,675	2,631,060	3,409,116
	<b>\$ 18,012,205</b>	<b>\$ 15,178,415</b>	<b>\$ 2,833,790</b>	<b>\$ 3,741,372</b>

#### 5. DEMAND LOAN

The Agency has an authorized demand loan with the Royal Bank of Canada to a maximum amount of \$1,500,000 (2023 - \$1,500,000) repayable on demand and bearing interest at bank prime plus 0.5% (2023 - prime plus 0.5%). As at December 31, 2024 there was \$nil (2023 - \$nil) outstanding.

#### 6. DEFERRED CONTRIBUTIONS RELATED TO TI PROGRAM

	<u>2024</u>	<u>2023</u>
Balance, beginning of year	\$ 1,843,206	\$ 2,304,006
Less: Amount recognized as revenue during the year	(460,800)	(460,800)
Less: current portion	(460,800)	(460,800)
Balance, end of year	<b>\$ 921,606</b>	<b>\$ 1,382,406</b>

## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

#### 7. INTERNALLY RESTRICTED RESERVES

	<u>2024</u>	<u>2023</u>
Operating fund reserves, beginning of year	\$ 2,692,494	\$ 3,213,039
Approved expenditures made during the year (net of transfers)	-	(520,545)
Operating fund reserves, end of year	\$ 2,692,494	\$ 2,692,494

The balance in operating fund reserves comprised the following:

	<u>2024</u>	<u>2023</u>
Reserve for operations	\$ 2,034,793	\$ 953,383
Reserve for capital assets	89,406	-
Reserves for opportunities	568,295	-
Reserve for technology	-	380,406
Reserve for professional fees	-	843,705
Reserve for travel	-	115,000
Reserve for governance	-	400,000
Externally restricted portion of Endowment Fund balance	\$ 2,692,494	\$ 2,692,494

##### (a) Reserve for operations

A reserve has been established to provide for SAMA operations in the event of future revenue shortfalls. In 2024, \$1,081,410 (\$200,000 in 2023) was transferred to the reserve and approved expenditures were \$nil (\$420,545 in 2023).

##### (b) Reserve for capital assets

A reserve has been established to provide for the purchase of capital assets. In 2024, \$89,406 (\$nil in 2023) was transferred to the reserve.

##### (c) Reserve for opportunities

A reserve has been established for SAMA to invest in emerging opportunities that enhance the agency's efficiency or capability to deliver its services. In 2024, \$568,295 (\$nil in 2023) was transferred to the reserve.

##### (d) Reserve for technology

A reserve has been established to provide for the purchase of computer software, equipment and services necessary for assessment processes. In 2024 \$380,406 (\$nil in 2023) was transferred out of the reserve.

## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

#### 7. INTERNALLY RESTRICTED RESERVES (CONTINUED)

##### (e) 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 2024, \$843,705 (\$nil in 2023) was transferred out of the reserve.

##### (f) 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. In 2024, \$115,000 (\$nil in 2023) was transferred out of the reserve.

##### (g) Reserve for governance

A reserve has been established to provide for SAMA governance expenditures in the event of future revenue shortfalls. In 2024, \$400,000 (\$100,000 in 2023) was transferred out of the reserve.

Total budgeted transfer from the reserves to unrestricted fund balance for the 2024 fiscal year was \$nil (2023 - \$276,000).

The Agency's reserves were reorganized by the Agency's Board of Directors in 2024.

#### 8. 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 2025 and 2034. Annual lease payments are as follows:

2025	\$	1,328,535
2026		1,250,195
2027		1,183,966
2028		228,600
2029		204,026
Thereafter		954,760

The Agency has contracts for computer services outsourcing set to expire in 2029 with the following payments as follows:

2025	\$	1,180,148
2026		1,000,694
2027		295,414
2028		230,128
2029		157,997

## SASKATCHEWAN ASSESSMENT MANAGEMENT AGENCY

### NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

#### 9. 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 \$1,155,998 (2023 - \$1,132,383).

#### 10. 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>2024</u>	<u>2023</u>
Operating expenses	\$ 2,178,601	\$ 2,142,718
Government remittances receivable	18,456	23,397
Government remittances payable	-	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.

#### 11. ECONOMIC DEPENDENCE

The Agency is economically dependent on the Province of Saskatchewan due to the extent of its funding of the Agency's operations, 51% (50% in 2023).



sama

SASKATCHEWAN ASSESSMENT  
MANAGEMENT AGENCY



QUALITY  
ASSURANCE  
DIVISION

20  
24

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.



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sama

SASKATCHEWAN ASSESSMENT  
MANAGEMENT AGENCY



QUALITY  
ASSURANCE  
DIVISION

20  
24

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.

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## 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 mandate, and the efforts undertaken by Quality Assurance in conducting its audit work.





**VISION**

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



**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.



**SAMA**

For more information regarding Quality Assurance and the audits undertaken by the division, please visit the SAMA website ([www.sama.sk.ca](http://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 2024 assessment roll year, Certificates of Confirmation were issued for 743 municipalities (99% of all returns submitted to SAMA for 2024). As at March 1, 2025 confirmation audits were in progress for 2 municipal assessment rolls. 10 assessment returns have not yet been submitted for 2024. Assessment rolls that were confirmed for 2024 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 2024, all primary audits undertaken passed, and were compliant with the regulated ratio.

## THE SECONDARY AUDIT

This audit is a detailed audit concerning matters of property assessment statutory compliance. Secondary audits would typically focus on matters of significant statutory noncompliance. No secondary audits were required in 2024.

## 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 2024. The second table summarizes year over year percentage change for confirmed taxable assessment totals by tax class from 2022 through 2024. More specific confirmed assessment information by municipality is available on the SAMA website.



2024		URBAN MUNICIPALITIES				
CONFIRMED ASSESSMENTS		CITIES	TOWNS	VILLAGES	RESORT VILLAGES	TOTAL URBAN MUNICIPALITIES
TAXABLE	Non-Arable	4,238,345	1,779,165	1,145,205	847,755	8,010,470
	Other Agricultural	66,177,152	52,514,515	29,684,490	1,104,895	149,481,052
	Residential	48,737,932,168	8,949,657,130	2,031,924,456	1,022,016,704	60,741,530,458
	Multi-Unit	10,119,571,689	519,321,320	32,801,760	95,344,080	10,767,038,849
	Seasonal Residential	0	48,194,160	38,021,200	1,271,117,040	1,357,332,400
	Commercial and Industrial	18,725,044,421	1,696,110,943	248,274,930	51,523,685	20,720,953,979
	Elevators	93,688,105	118,194,666	30,359,865	0	242,242,636
	Railway R/W and Pipeline	112,128,020	45,770,035	41,215,310	48,705	199,162,070
	<b>Taxable Total</b>	<b>77,858,779,900</b>	<b>11,431,541,934</b>	<b>2,453,427,216</b>	<b>2,442,002,864</b>	<b>94,185,751,914</b>
EXEMPT	Non-Arable	8,191,360	1,442,340	329,670	203,265	10,166,635
	Other Agricultural	107,759,972	7,716,555	2,352,845	508,970	118,338,342
	Residential	559,398,672	212,736,630	49,534,944	29,393,680	851,063,926
	Multi-Unit	354,667,049	6,845,920	1,395,680	0	362,908,649
	Seasonal Residential	0	372,480	163,120	63,085,680	63,621,280
	Commercial and Industrial	16,962,275,707	1,960,843,920	479,968,571	42,170,880	19,445,259,078
	Elevators	0	19,672,587	8,967,510	0	28,640,097
	Railway R/W and Pipeline	47,425,985	512,465	172,635	0	48,111,085
	<b>Exempt Total</b>	<b>18,039,718,745</b>	<b>2,210,142,897</b>	<b>542,884,975</b>	<b>135,362,475</b>	<b>20,928,109,092</b>
PROVINCIAL GRANT-IN-LIEU	Non-Arable	9,135	1,125	0	28,665	38,925
	Other Agricultural	2,364,125	11,110	0	0	2,375,235
	Residential	135,435,680	35,958,320	5,015,040	0	176,409,040
	Multi-Unit	620,034,540	36,394,320	4,390,160	0	660,819,020
	Seasonal Residential	0	0	0	0	0
	Commercial and Industrial	1,311,559,114	72,452,640	10,600,180	2,800,495	1,397,412,429
	Elevators	0	0	0	0	0
	Railway R/W and Pipeline	35,190	321,895	0	0	357,085
	<b>Provincial Grant-in-Lieu Total</b>	<b>2,069,437,784</b>	<b>145,139,410</b>	<b>20,005,380</b>	<b>2,829,160</b>	<b>2,237,411,734</b>
FEDERAL GRANT-IN-LIEU	Non-Arable	0	0	0	0	0
	Other Agricultural	1,221,350	611,435	0	0	1,832,785
	Residential	84,964,920	11,146,720	4,398,240	0	100,509,880
	Multi-Unit	979,200	399,680	481,200	0	1,860,080
	Seasonal Residential	0	0	0	0	0
	Commercial and Industrial	416,893,060	36,895,525	6,385,200	0	460,173,785
	Elevators	0	0	0	0	0
	Railway R/W and Pipeline	0	648,380	0	0	648,380
	<b>Federal Grant-in-Lieu Total</b>	<b>504,058,530</b>	<b>49,701,740</b>	<b>11,264,640</b>	<b>0</b>	<b>565,024,910</b>
2022-2024		URBAN MUNICIPALITIES				
CONFIRMED TAXABLE ASSESSMENTS		CITIES	TOWNS/VILLAGES/RESORT VILLAGES		MUNICIPAL TOTALS	
TAXABLE	2022	78,187,458,937	15,822,658,706		94,010,117,643	
	Percent Change 2021 - 2022	1.13	1.90		1.26	
	2023	78,856,075,444	16,097,548,182		94,953,623,626	
	Percent Change 2022 - 2023	0.85	1.73		1.00	
	2024	77,858,779,900	16,326,972,014		94,185,751,914	
	Percent Change 2023 - 2024	-1.26	1.42		-0.80	

# 2024 CONFIRMED ASSESSED VALUE TOTALS BY TAX STATUS

RURAL	NORTHERN	SASKATCHEWAN
<b>RURAL MUNICIPALITIES</b>	<b>NORTHERN MUNICIPALITIES</b>	<b>SASKATCHEWAN TOTAL</b>
3,958,674,912	691,920	3,967,377,302
35,705,253,106	3,018,785	35,857,752,943
9,776,663,885	611,899,680	71,130,094,023
217,501,520	51,640,880	11,036,181,249
2,399,589,671	197,549,600	3,954,471,671
13,518,422,676	791,545,097	35,030,921,752
1,296,884,269	0	1,539,126,905
5,185,068,425	2,493,900	5,386,724,395
72,058,058,464	1,658,839,862	167,902,650,240
94,717,913	8,040,780	112,925,328
398,041,076	2,013,935	518,393,353
4,503,820,366	34,093,760	5,388,978,052
14,430,640	2,396,560	379,735,849
100,617,929	14,708,080	178,947,289
1,433,919,769	665,922,448	21,545,101,295
80,350,586	0	108,990,683
254,732,505	0	302,843,590
6,880,630,784	727,175,563	28,535,915,439
85,000,500	0	85,039,425
5,501,430	0	7,876,665
2,051,520	397,600	178,858,160
167,120	668,640	661,654,780
0	13,360	13,360
137,106,360	34,118,235	1,568,637,024
0	0	0
64,871,320	0	65,228,405
294,698,250	35,197,835	2,567,307,819
94,720,230	0	94,720,230
23,109,570	0	24,942,355
14,708,320	4,487,600	119,705,800
11,957,520	0	13,817,600
0	1,920	1,920
141,358,825	5,172,845	606,705,455
0	0	0
0	0	648,380
285,854,465	9,662,365	860,541,740
RURAL	NORTHERN	SASKATCHEWAN
<b>MUNICIPAL TOTALS</b>	<b>MUNICIPAL TOTALS</b>	<b>PROVINCIAL TOTAL</b>
70,480,509,508	1,431,213,370	165,921,840,521
0.28	2.53	0.85
71,341,964,029	1,598,757,705	167,894,345,360
1.22	11.70	1.18
72,058,058,464	1,658,839,862	167,902,650,240
1.00	3.75	0.00

**IMPORTANT**  
THE FOLLOWING  
FACTS APPLY  
TO BOTH TABLES

<sup>1</sup>Assessment rolls for 2024 have not been confirmed for the following municipalities, therefore their aggregate assessed values are not included in the 2024 assessment totals in the adjoining table:

**2024 MUNICIPALITIES**

- City of Swift Current
- N. Village of La Loche
- N. Village of Pelican Narrows
- Resort Village of Coteau Beach
- Resort Village of Pelican Pointe
- Town of Sintaluta
- Village of Denholm
- Village of Ebenezer
- Village of Goodsoil
- Village of Hawarden
- Village of Macrorie
- Village of Speers

<sup>2</sup>2022-2024 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%



# SAMA CONTACT INFORMATION



## 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](http://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

#701 - 333 3rd Avenue North  
Saskatoon SK S7K 2M2  
Tel: 306.933.5385 ▪ TF: 800.667.5203 (in Saskatchewan)

### Swift Current

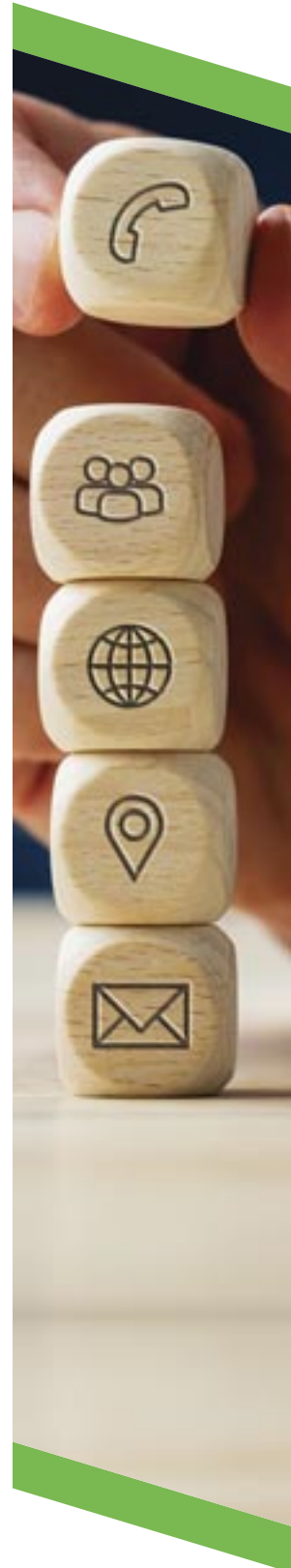
203 - 350 Cheadle Street West  
Swift Current SK S9H 4G3  
Tel: 306.778.8444 ▪ Fax: 306.778.8445 ▪ TF: 800.498.0574 (in Saskatchewan)

### 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)





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SASKATCHEWAN ASSESSMENT  
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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](http://www.sama.sk.ca)